

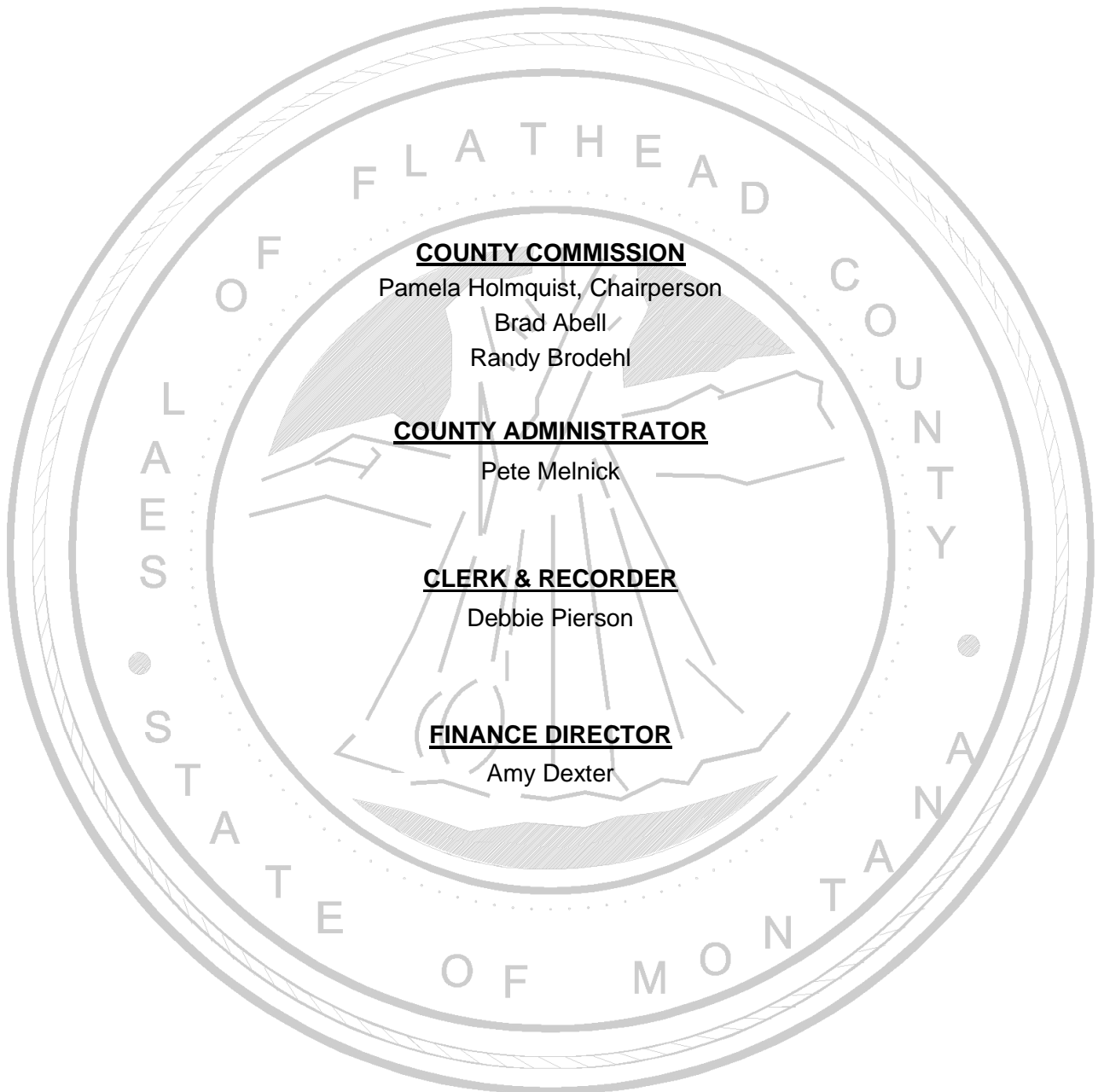
Flathead County Montana



APPROVED BUDGET FISCAL YEAR 2022-2023



Flathead County, Montana



COUNTY COMMISSION

Pamela Holmquist, Chairperson
Brad Abell
Randy Brodehl

COUNTY ADMINISTRATOR

Pete Melnick

CLERK & RECORDER

Debbie Pierson

FINANCE DIRECTOR

Amy Dexter

APPROVED
OPERATING AND CAPITAL BUDGET
Fiscal Year 2022-2023





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

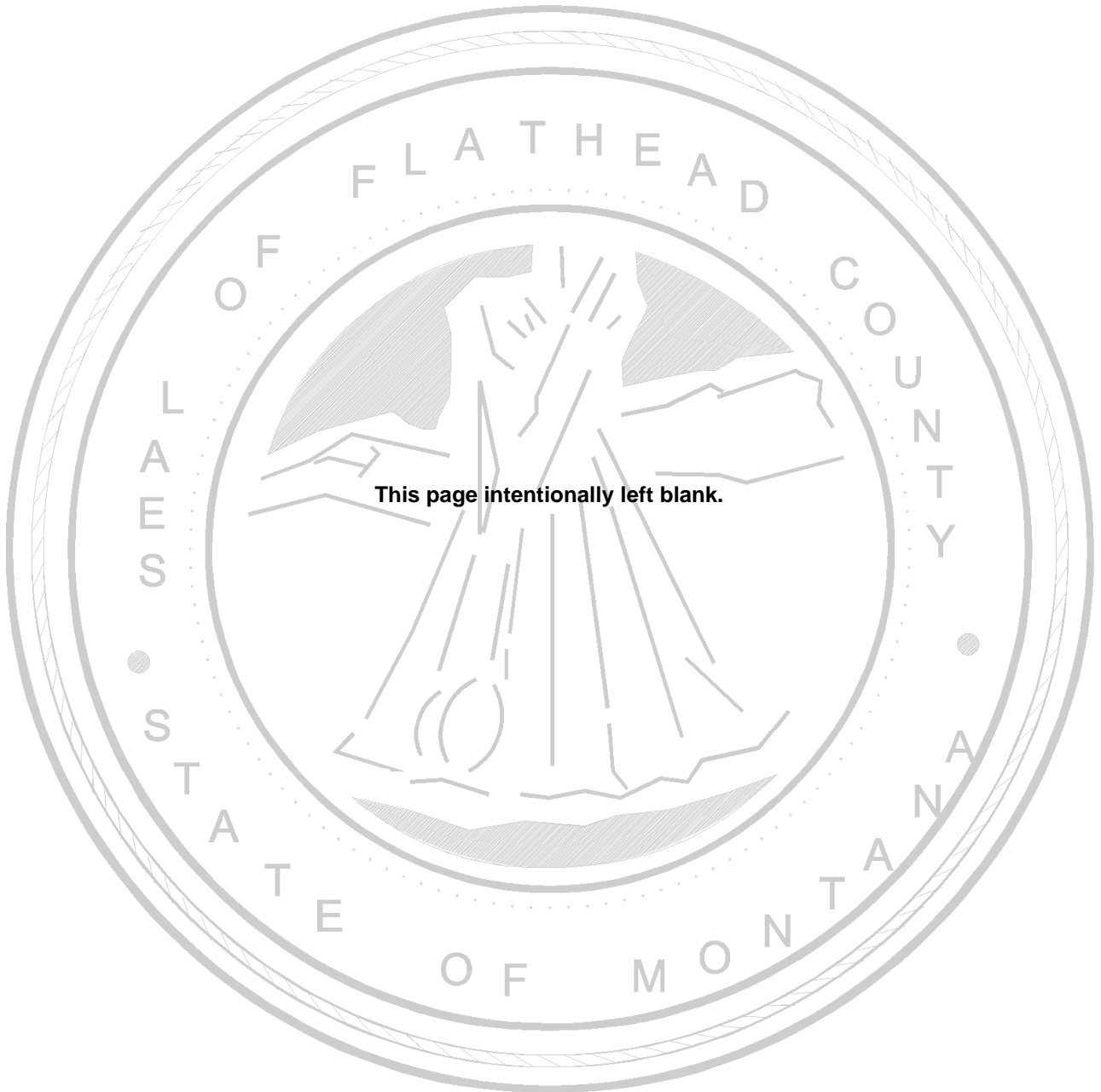
**Flathead County
Montana**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director



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FLATHEAD COUNTY MONTANA

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EXECUTIVE SUMMARY







Pete Melnick
FLATHEAD COUNTY ADMINISTRATOR
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Phone (406) 758-5505
Web-site: www.flathead.mt.gov



2023 Budget Message

August 30, 2022

Commissioner Pam Holmquist, Chair
Commissioner Randy Brodehl
Commissioner Brad Abell

RE: FY 2023 Flathead County (County) Budget Message and Recommendation

Dear Commissioners:

The Fiscal Year 2023 Flathead County Budget has been compiled for final consideration and approval.

I would like to express deep appreciation to our Finance Department staff, including Amy Dexter and Tamara Helmstetler for their hard work and effort in facilitating the budget process. It is apparent that our department heads, elected officials and support staff have been thoughtful and generous in preparing the individual budgets. Across the board our management team has made a concerted effort to comply with the budget guidelines provided by the Flathead County Board of Commissioners regarding the ongoing operations of each department and office.

Budget Overview

Let's begin with the big picture.

In regard to total revenues and expenditures for the proposed budget, Flathead County started FY23 with a combined (tax and non-tax funds) beginning balance of \$125.5 million, a total revenue (tax and non-tax) projection of \$118.5 million, a total expenditure projection of \$115.6 million and a projected ending balance of \$128.4 million.

The 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 be \$20.7 million at the end of FY 2023 or at about a 29.9% level (33% cash reserves are allowed by law). The beginning balance for FY 2023 is estimated at \$24.2 million.

A note on cash reserves: price increases in consumables and commodities vex elected officials and department heads alike in their efforts to provide effective service to the public. We are proposing a solution and allowing departments to hold higher cash reserves to offset these inflationary pressures for the next year. Holding higher reserves will allow our departments to draw on much needed funds to maintain continuity of operations. These cash reserves will not exceed the legislative maximum of 33%).

FLATHEAD COUNTY FY22-23 ADOPTED BUDGET

BUDGET MESSAGE

The expenditure budget includes our capital improvement program (CIP) totaling \$13.2 million compared to \$16.1 million last year. The CIP budget includes Culture and Recreation (\$169,500), General Government (\$3.7 million), Public Health (\$218,236), Public Safety (\$3.3 million), Public Works (\$2.0 million), Social and Economic Services (\$667,162), and Solid Waste (\$3.1 million). In addition to the CIP expenditures authorized for FY 2023 above, we have also provided funding by transfers in the total amount of \$7.6 million for CIP needs in future years compared to \$12.7 million in FY 2022.

Budget Highlights

Each department and office has presented its line item budget to the Commissioners at prior budget presentation sessions. The estimated expenditure appropriation amount in the tax levy funds for FY 2023 totals \$69.2 million compared to \$67.0 million in FY 2022 for a 3.2% increase.

The FY 2023 budget does include some major items of note:

- 1) **Courthouse West and Justice Center remodel:** I am happy to report that the Elections Department, County Treasurer, and Superintendent of Schools have successfully relocated to the North Complex.

As the county awaits the arrival of our 5th District Judge in January, we continue to make progress on the renovations to Courthouse West and the Justice Center. This project, like the North Complex, is not immune to the construction challenges influencing large-scale projects across the country. Martel Construction and Cushing Terrell work hand-in-hand to find suitable alternatives to materials impacted by supply chain limitations. As of this writing, I am pleased to report that Courthouse West remains scheduled for a November occupancy and the Justice Center for an early spring occupancy.

- 2) **Personnel:** Providing responsive and accountable services is the mission of Flathead County. And, to that end, you have approved significant growth in personnel (FTE) to provide service delivery to the county.

- a. **Sheriff's Office (4 to 6 FTE):**

- i. Internet Crimes Against Children (ICAC) (2 Deputies)¹
- ii. Deputy (1 FTE)
- iii. Detention Court Officer (1 FTE)
- iv. Deputy (1 FTE) to be reviewed in September 2022²
- v. Deputy (1 FTE) to be reviewed in January 2023³

¹ ICAC Deputies were funded by a grant from a private donor. That grant has not been renewed. It is the Flathead County policy that, should a grant expire, the FTE associated with that funding also expires. The Board of County Commissioners have agreed to fund these positions until not needed.

²This position is NOT in the FY23 budget at this time. The County Commissioners have elected to review this request as needed based on vacancies and budget availability.

³This position is NOT in the FY23 budget at this time. The County Commissioners have elected to review this request as needed based on vacancies and budget availability.

BUDGET MESSAGE

- b. **Clerk of Court (.75 FTE)**
 - c. **Fairgrounds:**
 - i. Events and Sponsorship Coordinator (1 FTE)
 - d. **MSU/Extension:**
 - i. Co-portion of a 3rd Agent (1 FTE)⁴
 - e. **Solid Waste (6 FTE)** – note that Solid Waste staff are paid for by the county's only enterprise fund and not tax dollars. This increase is paid for by user fees.
- 3) **Capital Investments:** Realizing that county service delivery requires investments in county infrastructure, you approved the following:
- a. **Sheriff's Office:**
 - i. \$72K for Vehicles and Equipment for 1 Deputy
 - ii. \$1M in the CIP for a Detention Center replacement
 - b. **Imaginelf:**
 - i. \$21K for the Security Cameras
 - ii. \$3K for restroom improvements
 - c. **Weed, Parks, and Recreation Department:**
 - i. \$50K for the CIP for a future replacement to Conrad Field

The total taxable value for the County increased from \$325.9 million to \$337 million with the certification of the new valuation numbers by the Department of Revenue. This represents a 3.4% increase over the FY 2023 valuation total.

The county budget calculation is complex and it involves three distinct variables as per MCA 15-10-420:

- Property tax levied in the previous year; plus
- One-half of the average rate of inflation for the prior 3 years; plus
- New Construction

The inflation factor, provided by the State of Montana Department of Revenue, is 1.77%. Close readers will notice that this is noticeably lower than the 2022 CPI provided by the U.S. Bureau of Labor and Statistics (currently around 8.5%). State law limits tax levy increases to half of the average rate of inflation for the prior 3 years. Despite the difference between real inflationary costs and what the state provided for an inflation factor – **the County is in a great position to meet inflation expectations. We will continue to earn the trust of the taxpayer and budget conservatively.**

Personnel

The County has 551.7 full-time equivalent (FTE) employees compared to 539.5 FTE in the previous year.

Our personnel costs represent a major portion of the total County budget. There is a 2.5% cost of living adjustment (COLA) for County personnel included in the budget this year totaling \$720,305.

⁴MSU/Extension is not an FTE for the County. This is a contracted service that we agreed to co-share wages and benefits with Montana State University.

BUDGET MESSAGE

Flathead County is not immune to the labor shortages that are prevalent in both the State of Montana and around the country. Our goal is to continue to make Flathead County an employer of choice for the many hard-working residents of the valley. We will continue to highlight our generous benefits, stable work-life balance, and positive organizational culture to prospective candidates.

Taxpayer Impact

The proposed tax levy for FY2023 is 143.86 mills compared to 143.67 mills last year. The actual total property tax for FY 2023 is \$45,525,148 compared to \$43,995,473 in FY 2022 or a \$1,529,675 **increase** in actual dollars.

Assuming no change in taxable value, a calculation of the impact to a taxpayer with a \$200,000 market value property would be approximately a \$0.51 increase in County taxes and for a \$100,000 market value it would be approximately a \$0.26 increase⁵.

I recommend approval of the proposed FY 2023 Flathead County Budget as presented.

Respectfully submitted,

P.N. Melnick

Pete Melnick, Flathead County Administrator

Cc: Flathead County Elected Officials and Department Heads

⁵This is a mathematical calculation that will vary from one taxpayer to another based on their actual taxable valuation set by the Department of Revenue.

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.

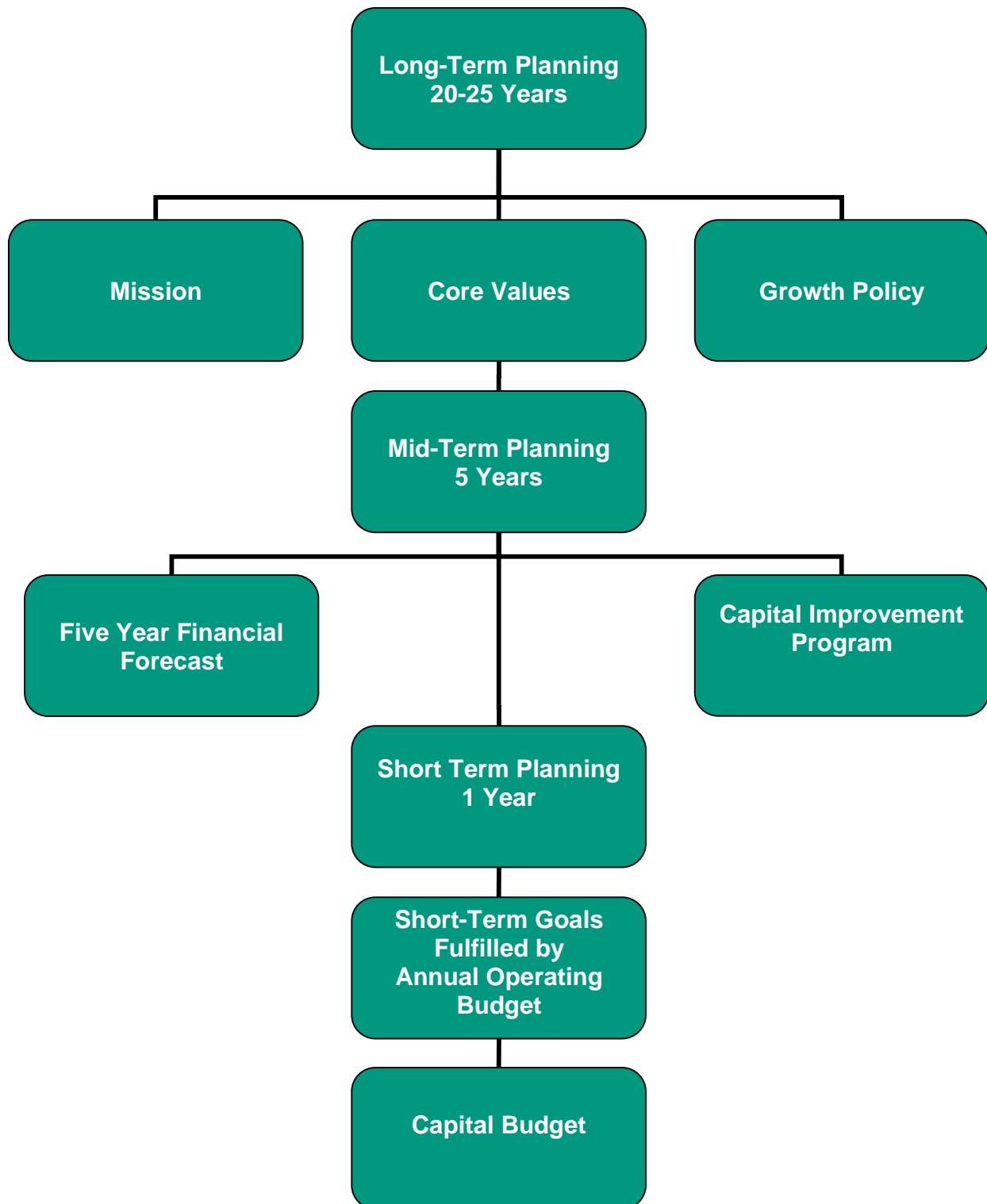


Strategic Plan

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



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
<p>Mission Statement</p> <p><i>We provide responsive and accountable services to protect and enhance the Flathead community.</i></p> <p>Our Core Values</p> <ul style="list-style-type: none">• 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

STRATEGIC PLAN & GOALS

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.

STRATEGIC PLAN & GOALS

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).

STRATEGIC PLAN & GOALS

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 FY23 operating budget is included in the Capital section of the budget book on pages 291-440.

BUDGET OVERVIEW

Overview of Budgeted Resources

The following table depicts the projected beginning fund balances, estimated revenues, budgeted expenditures, and projected ending fund balances for FY23. All county funds are included in the budget. The table reflects estimated revenues of \$117.3 million and budgeted expenditures of \$114.4 million, resulting in a projected ending fund balance of \$140.1 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, 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	\$ 12,377,651	\$ 32,684,628	\$ 1,346,330	\$ 31,500,615	\$ 47,916,430	\$ 11,267,288	\$ 137,092,942
Total Estimated Revenues	12,799,502	77,125,460	916,213	7,827,439	10,747,408	7,906,500	117,322,522
Budgeted Expenditures	13,891,974	69,874,075	867,378	8,892,532	12,694,191	8,142,478	114,362,628
Projected Ending Fund Balance	\$ 11,285,179	\$ 39,936,013	\$ 1,395,165	\$ 30,435,522	\$ 45,969,647	\$ 11,031,310	\$ 140,052,836

General Fund

- The projected change in fund balance is an estimated decrease of over \$1.1 million.
- General Fund's allocation of taxes decreased by over \$1.9 million.

Special Revenue Funds

- Special Revenue Funds project an increase of nearly \$7.3 million this year.
- Charges for services decreased just over \$1.0 million, mostly due to the discontinuation of the Home Health program.
- Personal services increased roughly \$2.2 million. Most of this increase was in Public Safety.

Debt Service Funds

- The Debt Service Fund balance shows a net increase of about \$48.8k.
- No new debt has been added this year.

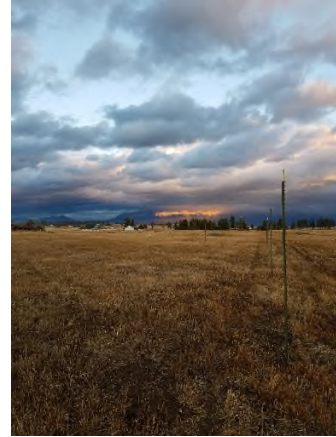
BUDGET OVERVIEW

Capital Funds

- The Capital Funds balance shows a net decrease of approximately \$1.1 million.
- The large projects for FY23 are the remodel of the Courthouse West building and the 2nd & 3rd floors of the Justice Center. The total for these two projects is just over \$2.3 million.

Enterprise Funds

- The Enterprise Fund balance shows a net decrease of \$1.9 million.
- A transfer of \$700k is planned from the Solid Waste operating fund to the land purchase fund.



Internal Service Funds

- The Internal Service Fund balance shows a net decrease of about \$236.0k.
- Health insurance expenditures have not returned to pre-COVID levels.

Summary of Changes Between Proposed and Adopted Budget

General Government –

- Revenues – Increased \$800,965 due to increases in Special Assessment increases on Rural Special Improvement Districts (RSID) and an additional \$750,000 transferred to CIP.
- Expenditures – Increased \$758,592. The Planning and Maintenance departments each had a position grade change. The remaining increase was an additional transfer to CIP.

Public Safety –

- Revenues – No changes.
- Expenditures – Increased \$400,039 for equipment ordered in FY22 that was not received until FY23.

Public Works –

- Revenues – Increased \$8,826 for match transfer.
- Expenditures – Increased \$967,550 for gravel crushing that was not completed in FY22. There were also two positions with grade changes.

Public Health –

- Revenues – Decreased \$906,489 net. Home Health Services are being discontinued, resulting in a decrease of \$943,000. Mosquito CIP received an additional \$35,000 transfer and a health grant received a small increase in revenue.
- Expenditures – Decreased \$1,085,024 net. The discontinuation of Home Health Services results in a decrease of \$1,158,822. Mosquito increased the transfer to CIP for increased cost of a project. A health grant had an FTE increase of \$38,798.

BUDGET OVERVIEW

Culture & Recreation –

- Revenues – Increased \$80,000 due to additional transfer for Fair capital project savings.
- Expenditures – Increased \$80,997 for additional transfer for Fair capital project savings and a Library position grade change.

Enterprise –

- Revenues – Increased \$100,000 for transfer from landfill trust fund to landfill operations fund.
- Expenditures – Increased \$393,000 due to need for replacement of three landfill gas probes and additional liner cover soil.

Staffing Changes

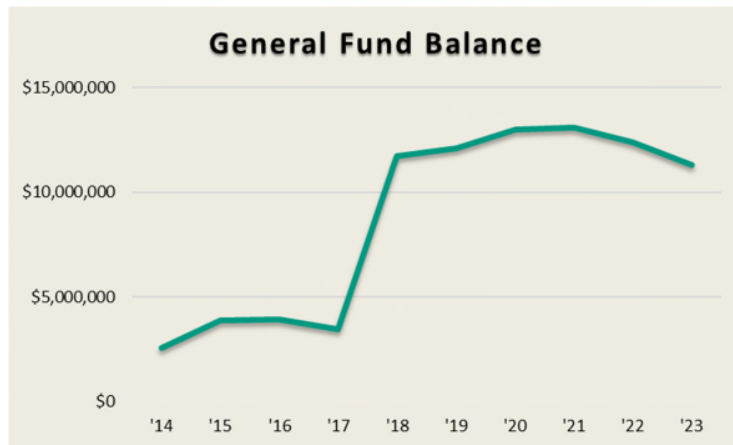
The final budget includes a net overall increase of 12.27 full-time equivalent employees (FTE). The chart below shows the change in FTE for the budget year for each department. Also included on page 47 is a chart that shows the County's FTE over the last four years.

Staffing Changes (FTE)	
DEPARTMENT/DIVISION	Net Increase (Decrease)
Building Maintenance	1.0
Clerk of Court	0.8
Finance	1.0
Information Technology	(0.2)
Treasurer	0.5
Sheriff	3.0
Sheriff Grants	(2.0)
Road	(0.3)
Noxious Weed District	(0.1)
Health	(0.20)
Health Programs	2.75
Mosquito	0.2
AOA	0.5
Fair	1.00
Library	0.27
Solid Waste	4.13
TOTAL CHANGE	12.27

BUDGET OVERVIEW

Budgetary Trends

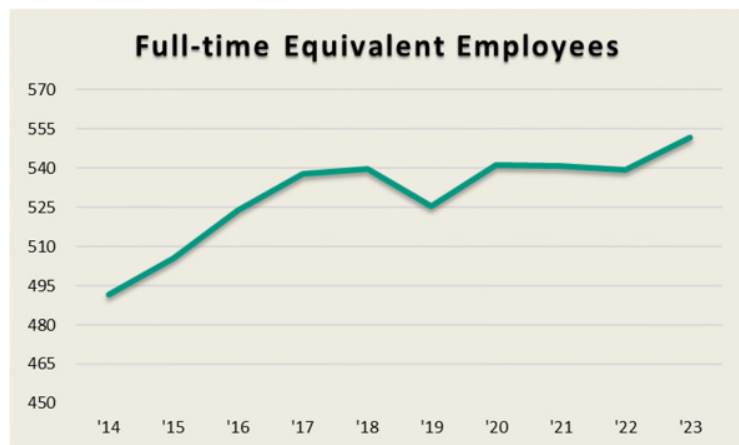
Shown below are a series of key financial indicators and budgetary trends that affect the ability of the County to sustain current service levels while maintaining financial stability.



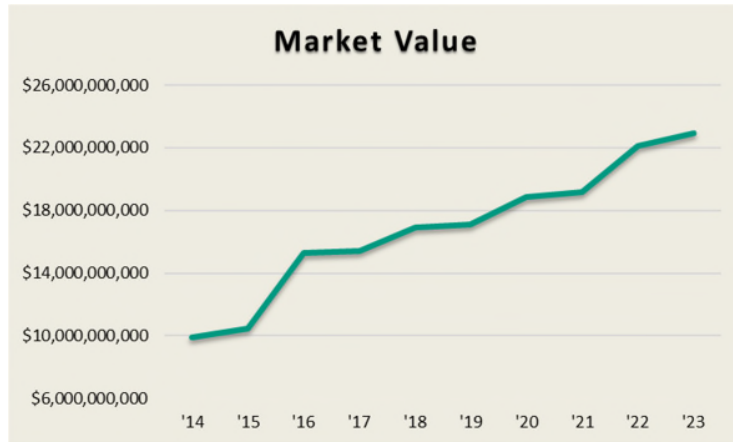
Fund Balance measures the net financial resources available to finance expenditures of future periods. Rating agencies examine fund balance when considering the credit quality of the County. Standard & Poor's evaluated the County's rating in April of 2019. They indicated the County's outlook was stable 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 FY14 – FY22 as

well as FY23 projection. Fund balance for FY23 is projected to be \$11,285,179. We ended FY22 with a general fund balance of \$12,377,651. 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 491.6 in FY14 to 551.7 in FY23, for a 12.1 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 12.27 for FY23.

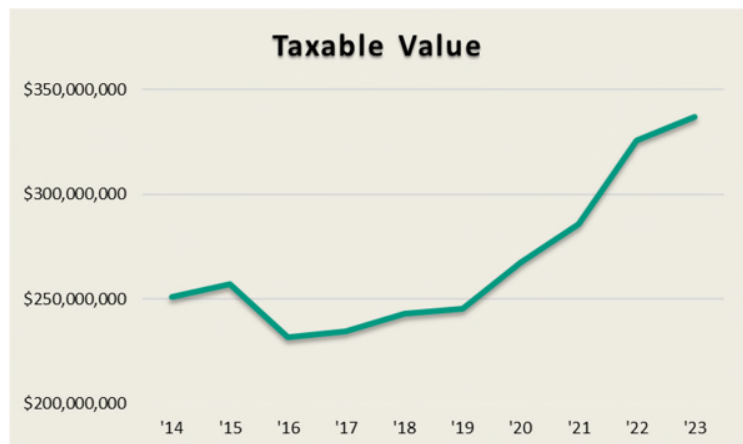


BUDGET OVERVIEW

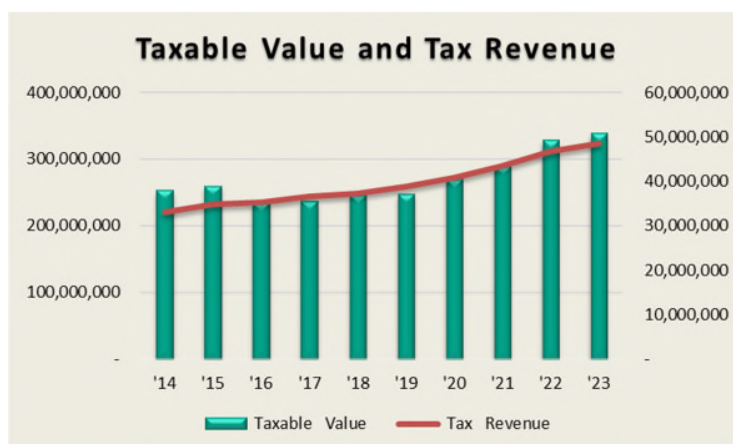


Generally, all real and personal property in the State of Montana is subject to taxation by the State and its Counties, Municipalities, and other political subdivisions. This rule is subject to exceptions in the case of specified classes of exempt property. Property is classified according to its use 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 \$9.9 billion in fiscal year 2014 to \$22.9 billion in fiscal year 2023. The market value of property in the County reflects the rapid growth the



County has experienced. FY23 had a 3.6% increase over FY22. 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 2014. 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.

FLATHEAD COUNTY F22-23 ADOPTED BUDGET

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.

FINANCIAL POLICIES

- 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.

FINANCIAL POLICIES

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.

FINANCIAL POLICIES

- 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.

FINANCIAL POLICIES

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 FY22 were General Fund, 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	Sheriff	ARPA	County Building	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service
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				
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



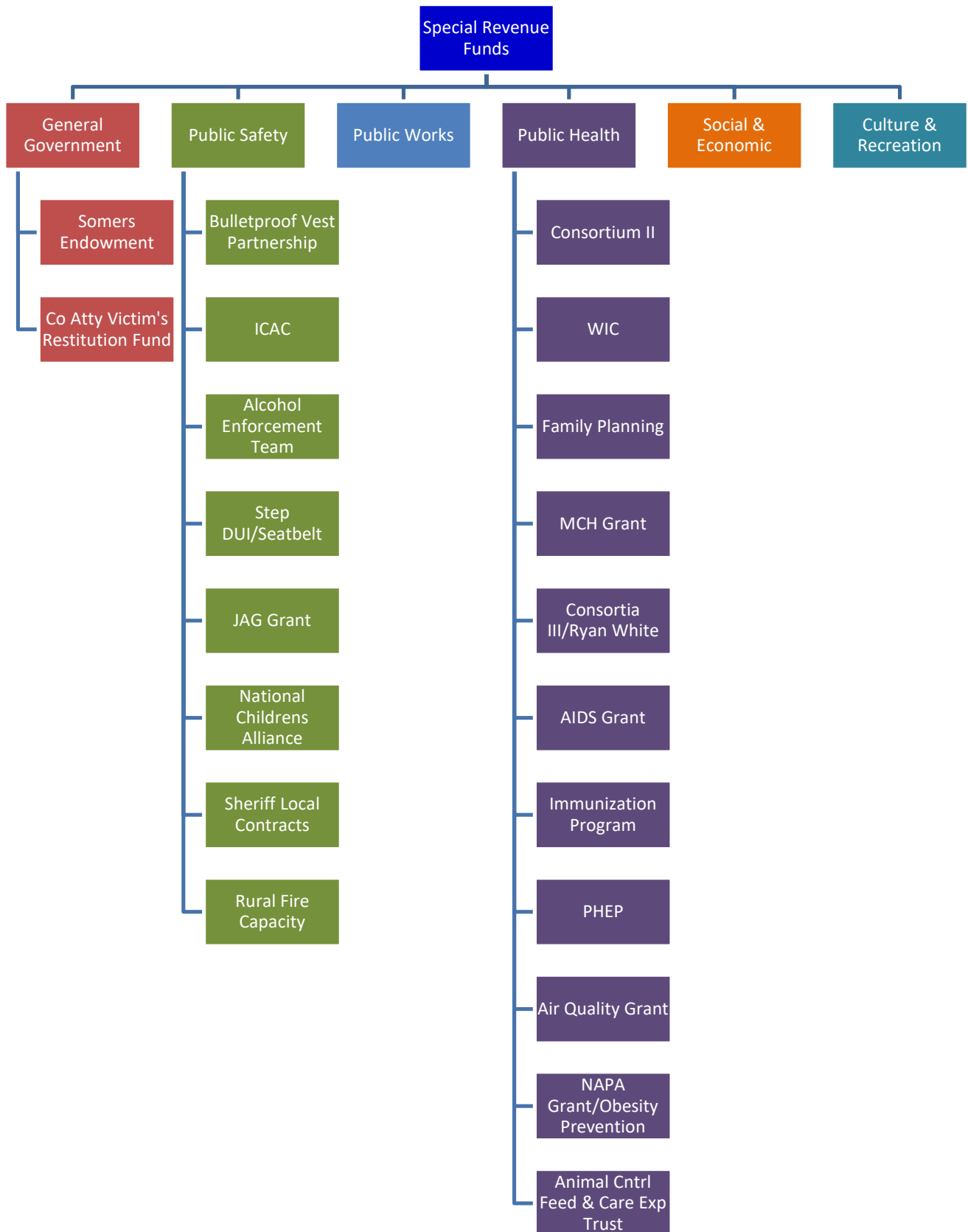
FINANCIAL STRUCTURE



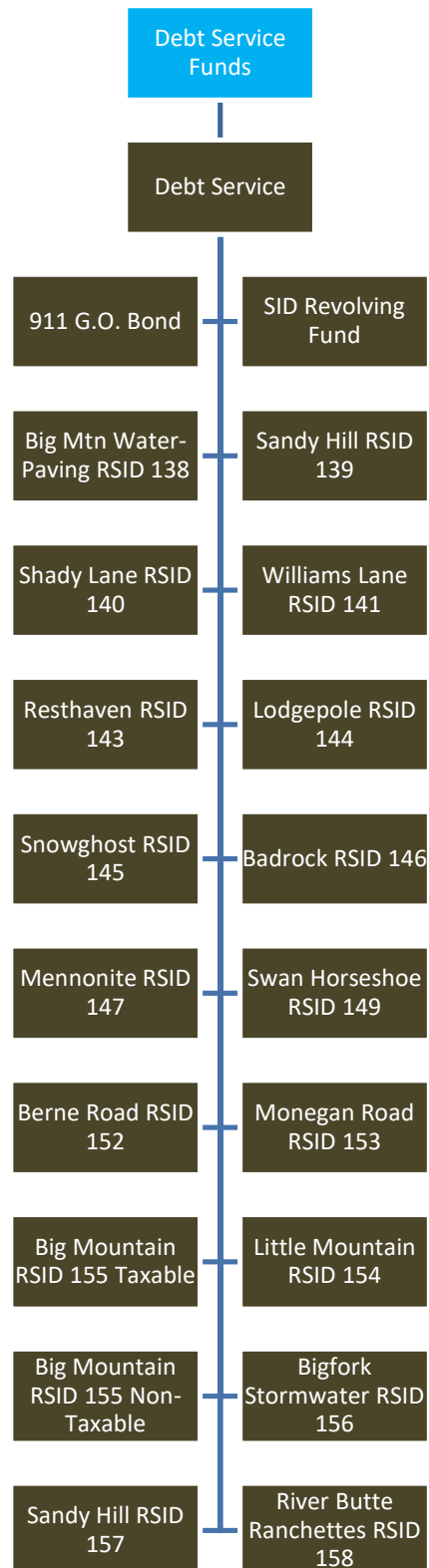
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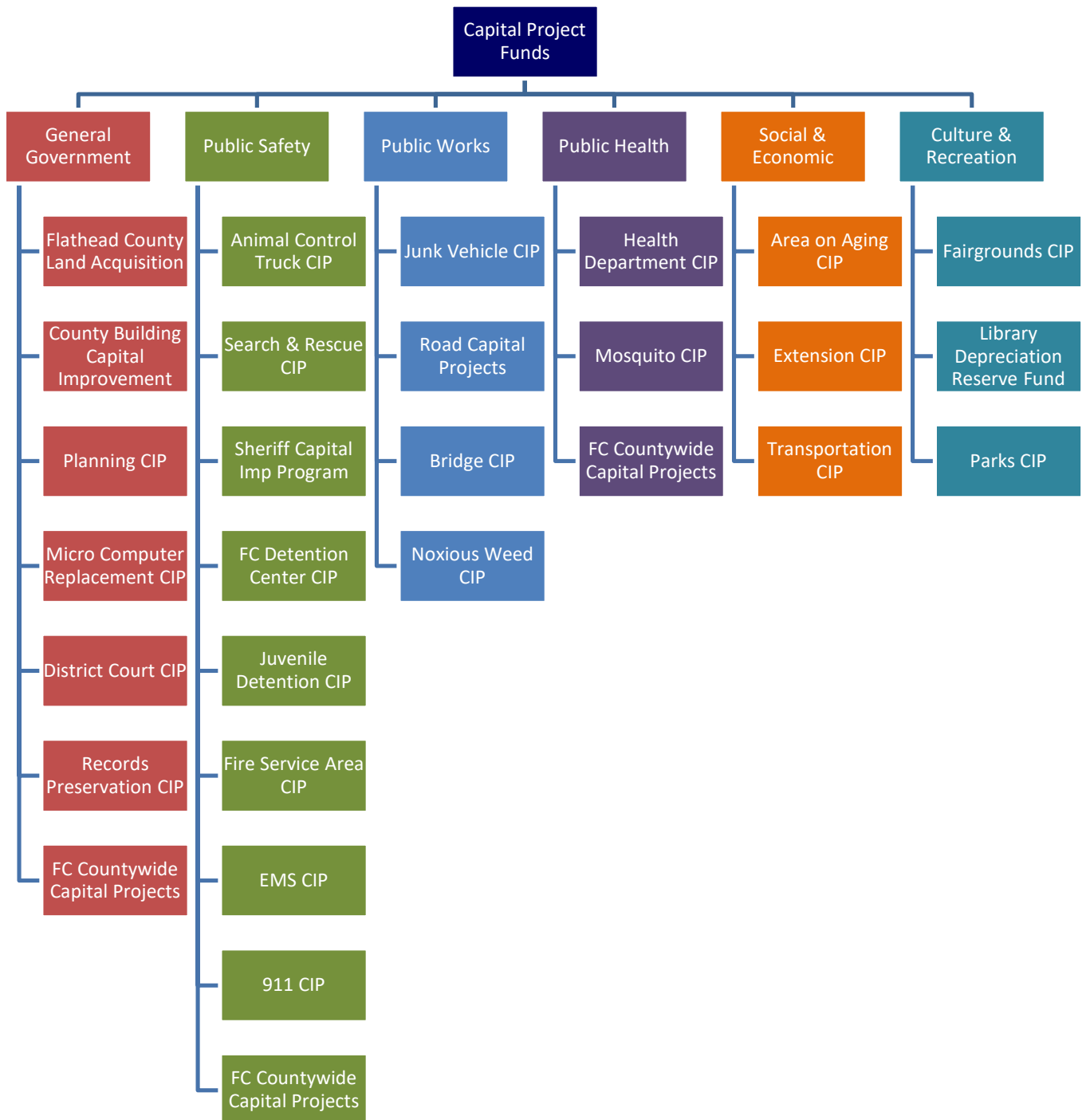
FINANCIAL STRUCTURE



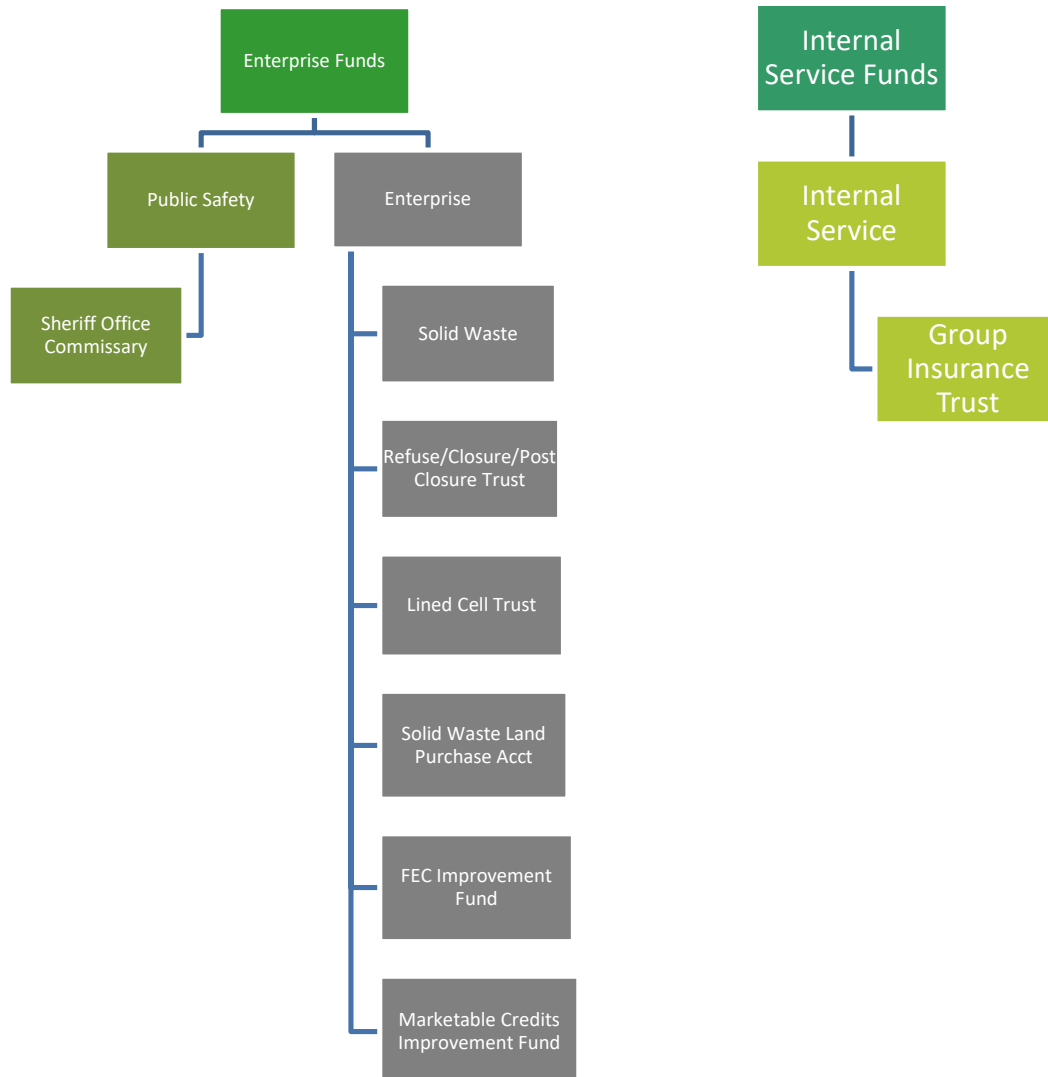
FINANCIAL STRUCTURE



FINANCIAL STRUCTURE



FINANCIAL STRUCTURE



ORGANIZATIONAL UNITS

FUNCTIONS, DEPARTMENTS, PROGRAMS/ACTIVITIES

PURPOSE

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

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

ORGANIZATION

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

- Function
- Department
- Program/Activity

FUNCTION

Function represents the highest level of summarization used in the County's operating structure. Functions are a grouping of 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.

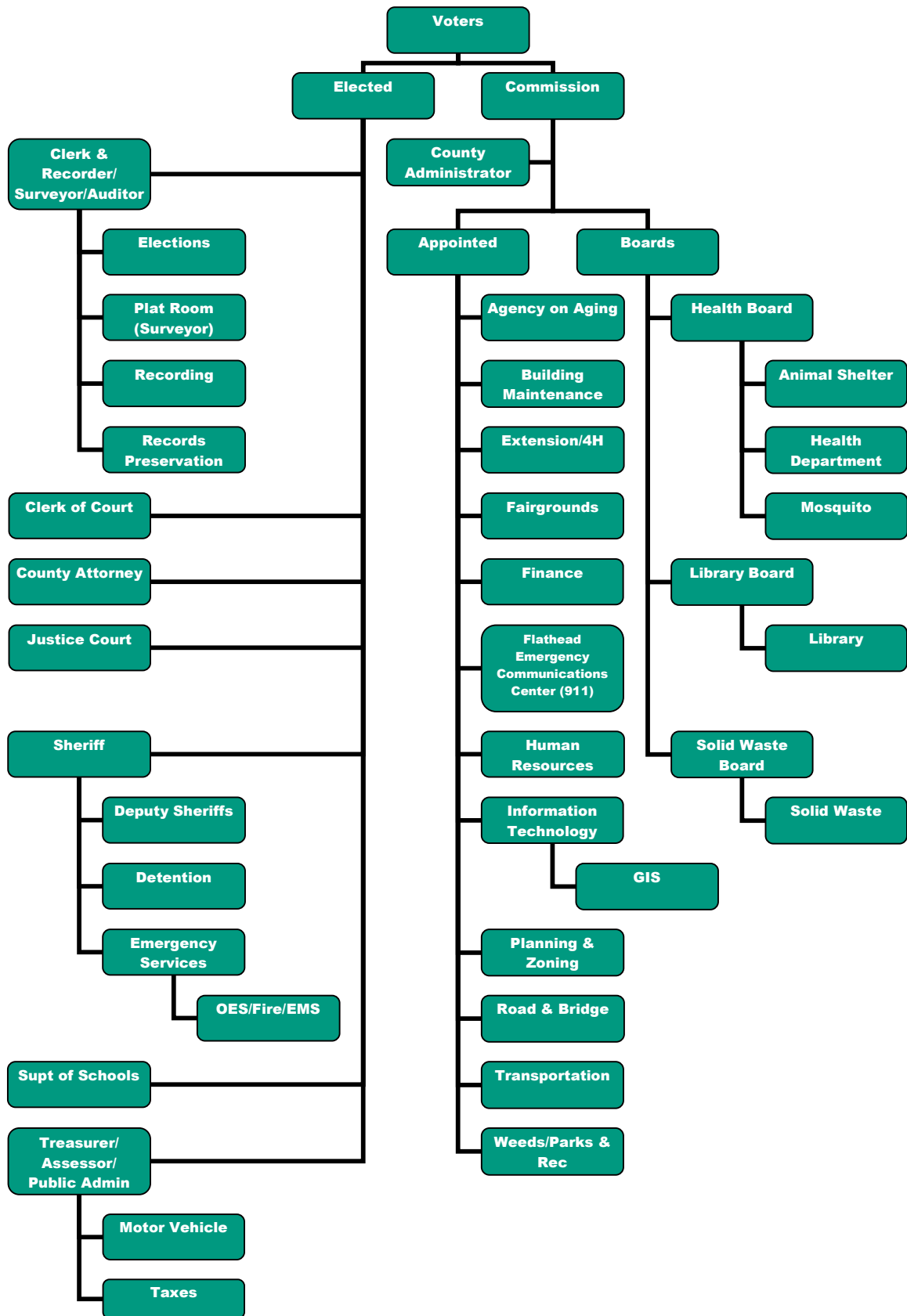
ORGANIZATIONAL UNITS

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

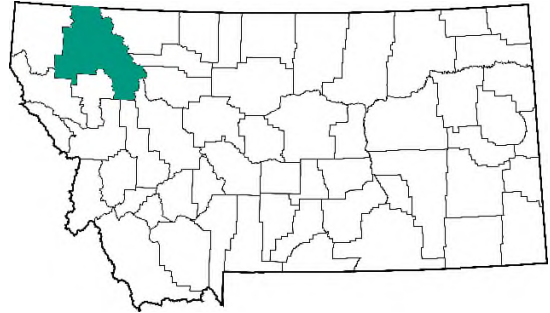
ORGANIZATION CHART



COUNTY PROFILE

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 105,851 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 3.0% compared to 2.6% in the State of Montana and a 3.8% overall rate in the United States as of June 2022.

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).....	78,886
Area (square miles).....	5,137
Courthouse Elevation.....	2,949
Incorporated Cities.....	3
Population of County.....	105,851
Form of Government.....	Commission
Number of Employees (Elected).....	11
Number of Employees (FTE's) (Non-elected).....	540.74

COUNTY PROFILE

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>
2013	91,301	3,275,434	35,875	41.6	14,941	7.00
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	17,446	3.00

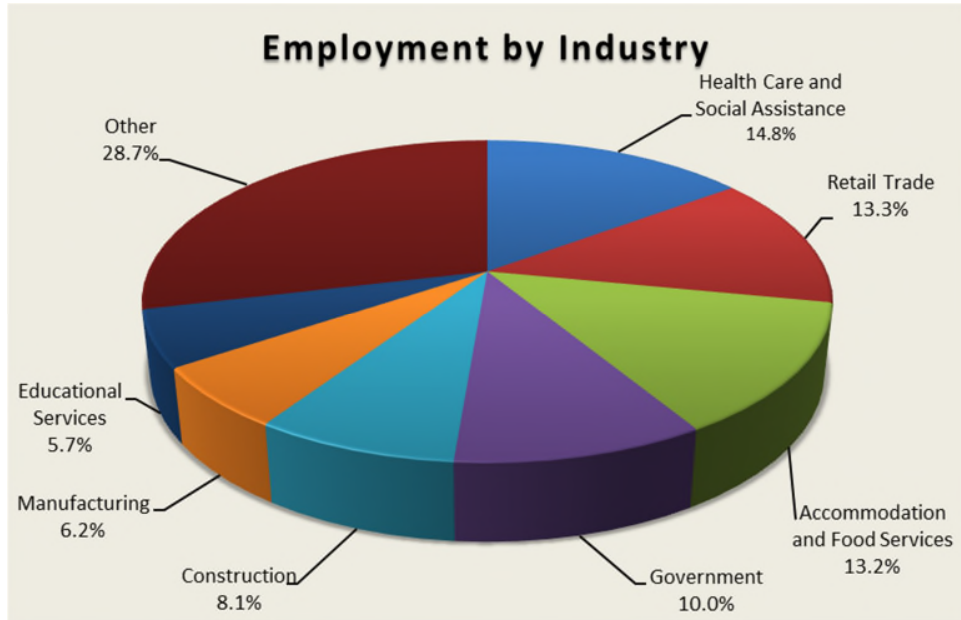
(1) Source: Bureau of Economic Analysis US Dept of Commerce

(2) Information received from Flathead County Superintendent of Schools

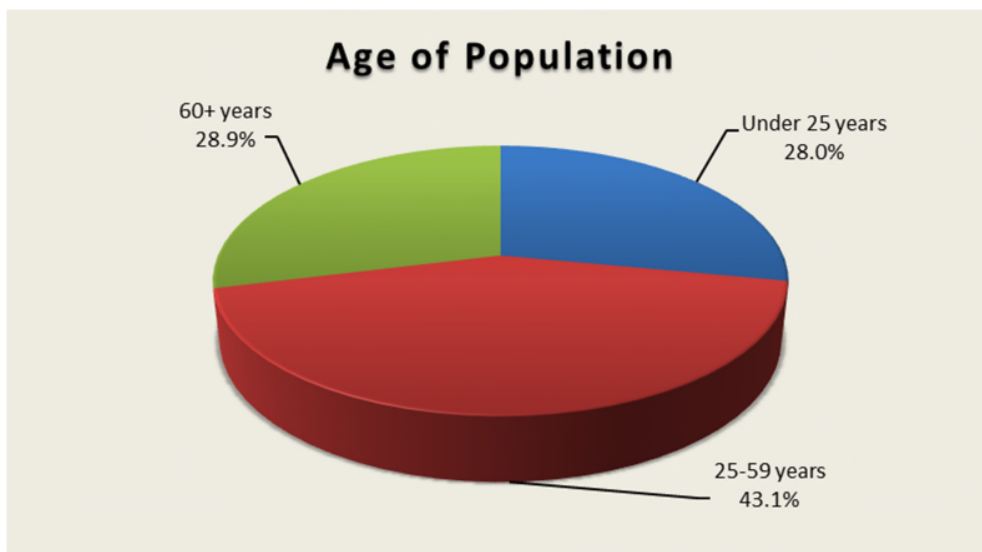
(3) Montana Department of Labor and Industry

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

COUNTY PROFILE

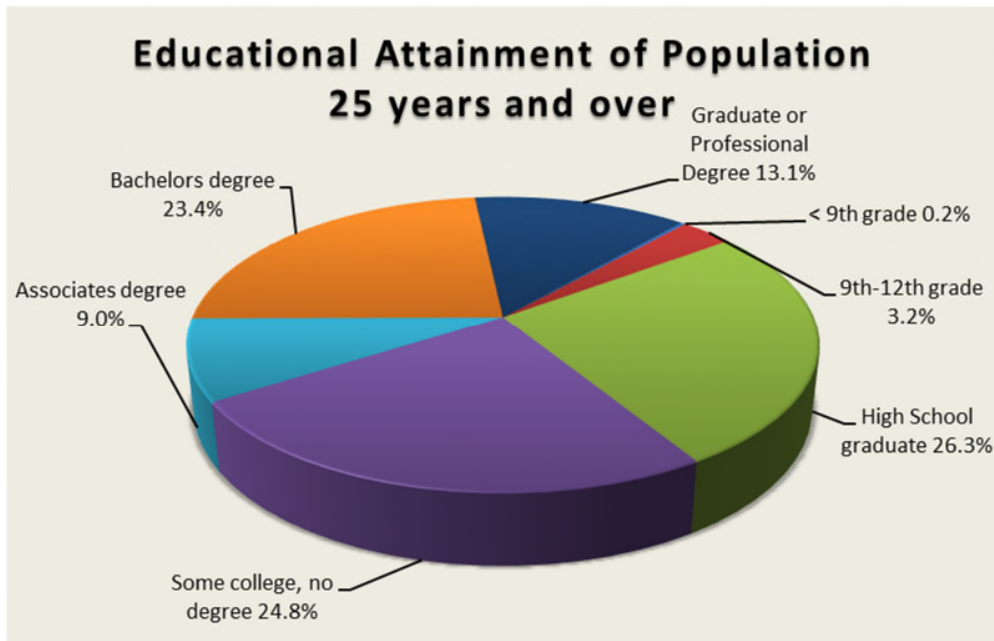


Source: Bureau of Labor Statistics



Source: US Census Bureau

COUNTY PROFILE



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/Semitool	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

COUNTY PROFILE

TOP TEN TAXPAYERS - FLATHEAD COUNTY

2022/23

Taxpayer	Total Tax
Flathead Electric Coop Inc.	\$ 5,718,960
Northwestern Energy Transmission and Distribution	2,714,738
Weyerhaeuser NR Company (formerly Plum Creek)	1,868,004
BNSF Railway Co.	1,777,927
Lumen Technologies/Qwest/Centurylink Inc.	1,179,492
Flathead Hospital Development Company LLC	818,134
Charter Communications (formerly Bresnan)	714,529
MT Dept of Natural Resources & Conservation	712,597
Verizon Inc	652,244
FH Stoltze Land & Lumber	550,577
Total	\$ 16,707,202

Source: Department of Revenue - Flathead County

U.S. CONSUMER PRICE INDEX

Calendar Year	U.S. Consumer Price Index	Percent Change
2013	233.0	1.5
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	9.0

Source: Bureau of Labor Statistics

COUNTY PROFILE

GENERAL OBLIGATION INDEBTEDNESS

Maximum Allowable Debt - Flathead County, Montana

Assessed Valuation: FY 23 Certified Market Value \$ 22,928,775,743

Factor Allowed for Indebtedness 2.5%

Total Indebtedness Allowed \$ 573,219,394

Less Current Indebtedness:

911 GO Bond \$ 3,275,000

Leases (Sheriff & Road) 402,716

Total Current Indebtedness \$ 3,677,716

Maximum Indebtedness Available \$ 569,541,678

ELECTED OFFICIALS

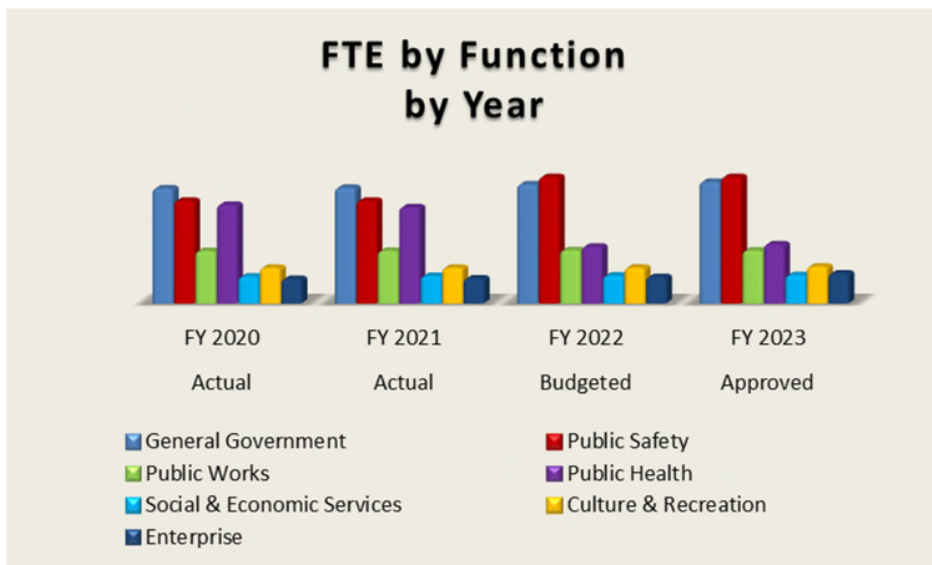
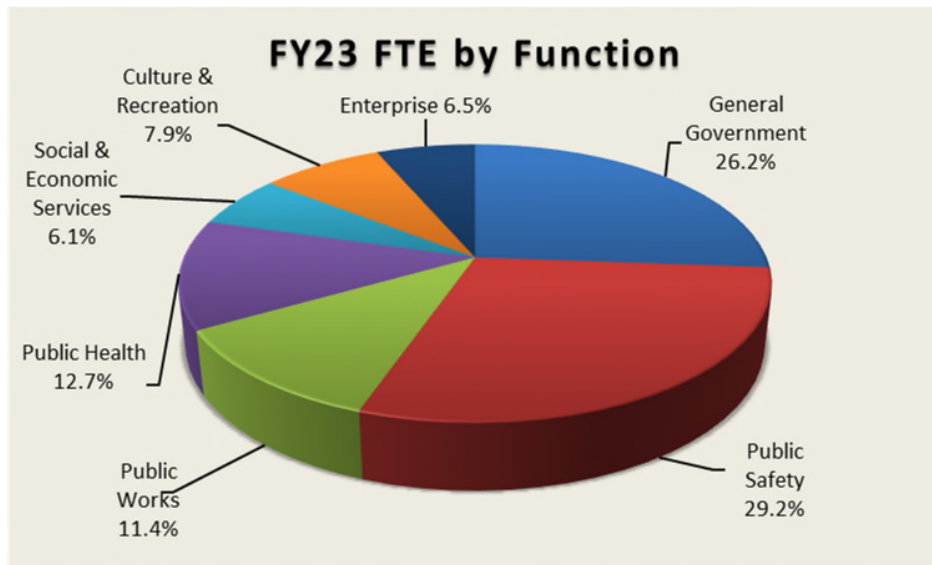
OFFICE	NAME OF COUNTY OFFICIAL	TERM EXPIRES
Commissioner (Chairperson)	Pamela Holmquist	2022
Commissioner	Randy Brodehl	2024
Commissioner	Brad Abell	2026
Attorney	Travis Ahner	2022
Clerk and Recorder/Auditor	Debbie Pierson	2022
Clerk of District Court	Peg Allison	2024
Justice of Peace	Paul Sullivan	2022
Justice of Peace	Eric Hummel	2022
School Superintendent	Jack Eggensperger	2022
Sheriff/Coroner	Brian Heino	2022
Treasurer/Public Administrator	Adele Krantz	2022

COUNTY PROFILE

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
General Government				
Building Maintenance	11.00	11.50	11.50	12.50
Clerk & Recorder	6.50	6.50	7.00	7.00
Clerk of Court	14.00	14.00	14.00	14.75
County Attorney	23.00	23.00	23.00	23.00
County Commissioners	6.45	6.45	6.75	6.75
Elections	3.00	3.00	3.00	3.00
Finance	4.80	5.00	5.00	6.00
Human Resources	3.00	3.00	3.00	3.00
Information Technology	18.00	18.00	18.00	17.80
Justice Court	9.73	9.73	9.73	9.73
Records Preservation	1.50	1.50	1.50	1.50
Planning	8.80	8.80	10.00	10.00
Plat Room	5.00	5.00	7.00	7.00
Superintendent of Schools	2.50	2.50	2.50	2.50
Treasurer	19.30	19.30	19.30	19.80
Sub-total General Government	136.58	137.28	141.28	144.33
Public Safety				
EMS	1.28	1.28	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	110.20	113.20	116.20
Sheriff Grants	7.00	7.00	7.00	5.00
911 Emergency	-	-	34.50	34.50
Sub-total Public Safety	121.98	121.98	159.98	160.98
Public Works				
Bridges	6.30	6.30	6.30	6.30
Junk Vehicle	0.40	0.50	0.50	0.50
Noxious Weeds	6.68	6.68	7.48	7.38
Roads	49.04	49.04	49.04	48.71
Sub-total Public Works	62.42	62.52	63.32	62.89
Public Health				
Animal Shelter	7.60	7.75	7.75	7.75
Community Health Clinic	53.80	48.75	-	-
Health	25.85	30.33	28.90	28.70
Health Programs	28.25	25.60	28.05	30.80
Mosquito	1.70	1.80	2.80	3.00
Sub-total Public Health	117.20	114.23	67.50	70.25
Social & Economic Services				
AOA	15.00	16.50	17.00	17.50
Extension	1.00	1.00	1.00	1.00
Transportation	15.35	15.27	15.27	15.27
Sub-total Social & Economic Serv	31.35	32.77	33.27	33.77
Culture & Recreation				
Fair	6.00	6.00	6.00	7.00
Library	28.63	28.63	28.76	29.03
Parks	7.80	7.80	7.80	7.80
Sub-total Culture & Recreation	42.43	42.43	42.56	43.83
Enterprise				
Solid Waste	29.25	29.82	31.57	35.70
GRAND TOTAL	541.21	541.02	539.47	551.74

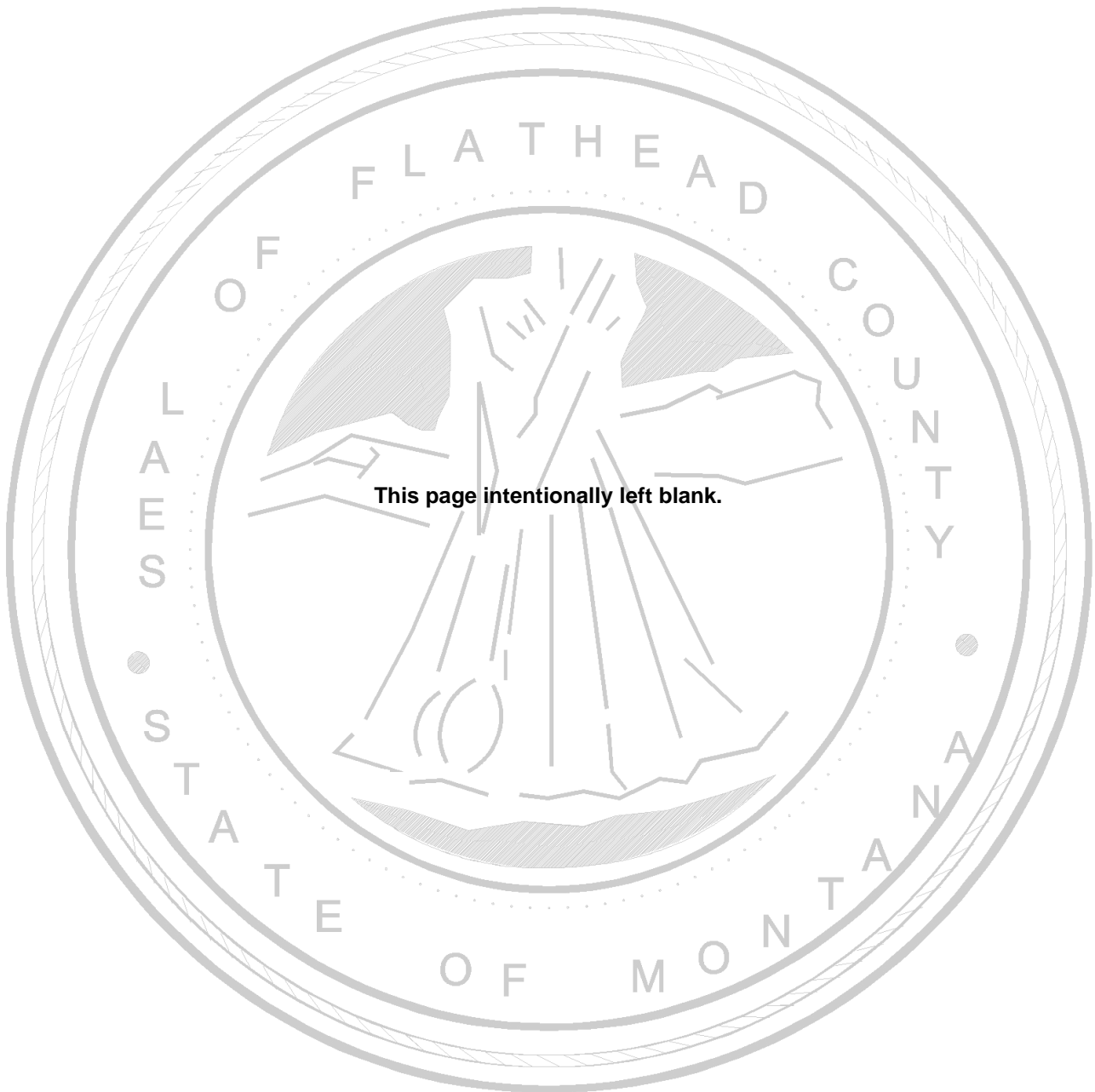
COUNTY PROFILE





FINANCIAL SUMMARIES





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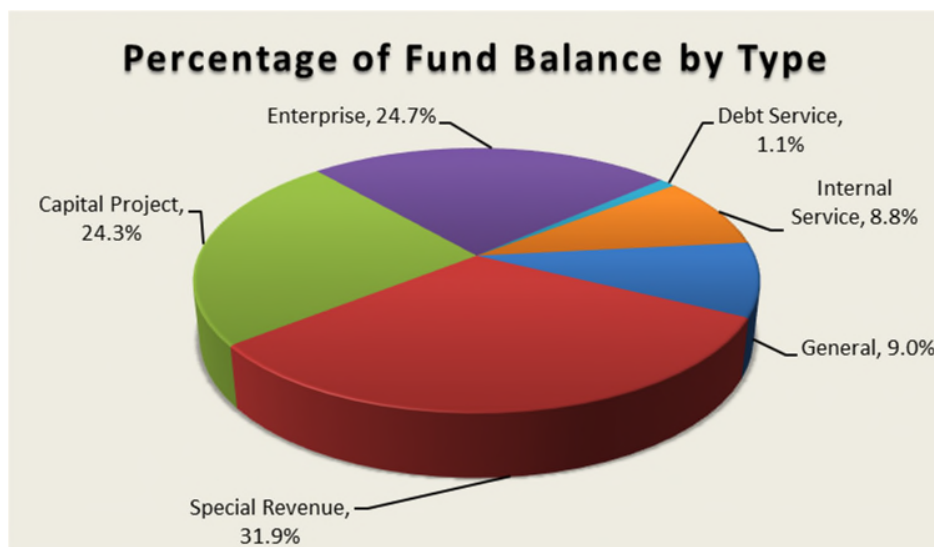
OVERVIEW OF BUDGETED RESOURCES

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, 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	\$ 12,377,651	\$ 32,684,628	\$ 1,346,330	\$ 31,500,615	\$ 47,916,430	\$ 11,267,288	\$ 137,092,942
Total Estimated Revenues	12,799,502	77,125,460	916,213	7,827,439	10,747,408	7,906,500	117,322,522
Budgeted Expenditures	13,891,974	69,874,075	867,378	8,892,532	12,694,191	8,142,478	114,362,628
Projected Ending Fund Balance	\$ 11,285,179	\$ 39,936,013	\$ 1,395,165	\$ 30,435,522	\$ 45,969,647	\$ 11,031,310	\$ 140,052,836

The graph below shows the percentage of fund balance by fund type. Enterprise, Capital Project, and Special Revenue funds make up 80.9% of the County's total fund balance.

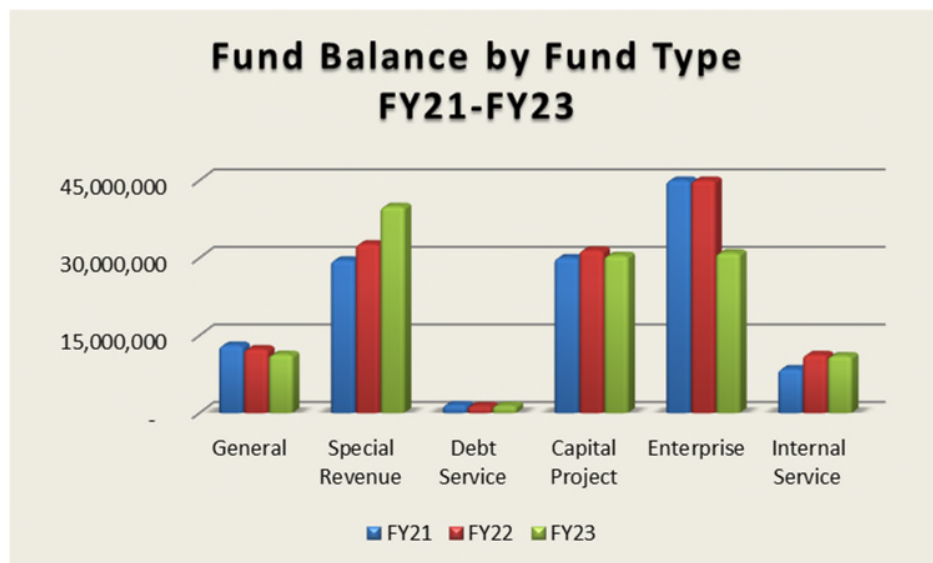


A comparative summary for FY21 actual, FY22 actual, and FY23 budget is provided on a consolidated basis. The graph on the following page shows the comparison by fund type. Revenues, expenditures, and balances by fund type are presented on the three following pages.

OVERVIEW OF BUDGETED RESOURCES

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

	Actual FY 2021	Actual FY 2022	Approved FY 2023
Actual Beginning Fund Balance	\$ 108,787,920	\$ 118,940,463	\$ 122,066,486
<u>Estimated Revenues</u>			
Taxes & Assessments	43,413,320	46,798,993	48,580,655
Licenses & Permits	464,598	525,063	454,050
Intergovernmental	31,568,886	20,588,872	27,711,019
Charges for Services	20,352,132	15,736,513	13,703,701
Fines & Forfeitures	599,867	573,539	648,200
Miscellaneous	13,036,910	11,166,525	10,659,533
Investment Earnings	662,281	674,648	486,662
Transfers	29,626,801	26,269,876	15,078,702
Total Estimated Revenues	139,724,795	122,334,029	117,322,522
<u>Budgeted Expenditures</u>			
General Government	48,507,983	44,612,095	39,474,171
Public Safety	22,469,377	25,560,918	27,519,493
Public Works	13,631,334	12,196,918	15,845,449
Public Health	20,008,038	9,766,233	8,034,284
Social and Economic Services	4,599,990	4,370,235	5,212,440
Culture and Recreation	4,704,518	4,822,304	5,627,150
Enterprise	15,651,012	17,879,303	12,649,641
Total Budgeted Expenditures	129,572,252	119,208,006	114,362,628
Projected Change in Fund Balance	10,152,543	3,126,023	2,959,894
Projected Ending Fund Balance	\$ 118,940,463	\$ 122,066,486	\$ 125,026,380



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	\$ 12,377,651	\$ 32,684,628	\$ 1,346,330	\$ 31,500,615	\$ 32,889,974	\$ 11,267,288	\$122,066,486
<u>Estimated Revenues</u>							
Taxes & Assessments	7,814,377	39,859,518	906,760	-	-	-	48,580,655
Licenses & Permits	157,050	297,000	-	-	-	-	454,050
Intergovernmental	1,908,054	25,300,533	7,432	465,000	30,000	-	27,711,019
Charges for Services	1,707,155	3,933,238	-	-	8,063,308	-	13,703,701
Fines & Forfeitures	577,000	71,200	-	-	-	-	648,200
Miscellaneous	267,440	1,645,558	-	308,035	555,000	7,883,500	10,659,533
Investment Earnings	331,426	10,710	2,021	50,405	69,100	23,000	486,662
Transfers	37,000	6,007,703	-	7,003,999	2,030,000	-	15,078,702
Total Estimated Revenues	12,799,502	77,125,460	916,213	7,827,439	10,747,408	7,906,500	117,322,522
<u>Budgeted Expenditures</u>							
General Government	13,204,043	13,436,100	867,378	3,824,172	-	8,142,478	39,474,171
Public Safety	199,742	24,595,151	-	2,680,050	44,550	-	27,519,493
Public Works	-	13,881,875	-	1,963,574	-	-	15,845,449
Public Health	488,189	7,327,859	-	218,236	-	-	8,034,284
Social and Economic Services	-	5,150,440	-	62,000	-	-	5,212,440
Culture and Recreation	-	5,482,650	-	144,500	-	-	5,627,150
Enterprise	-	-	-	-	12,649,641	-	12,649,641
Total Budgeted Expenditures	13,891,974	69,874,075	867,378	8,892,532	12,694,191	8,142,478	114,362,628
Projected Change in Fund Balance	(1,092,472)	7,251,385	48,835	(1,065,093)	(1,946,783)	(235,978)	2,959,894
Projected Ending Fund Balance	\$ 11,285,179	\$ 39,936,013	\$ 1,395,165	\$ 30,435,522	\$ 30,943,191	\$ 11,031,310	\$125,026,380

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
<u>Estimated Revenues</u>							
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 Estimated Revenues	15,635,202	69,334,089	854,385	13,912,964	14,554,716	8,042,673	122,334,029
<u>Budgeted Expenditures</u>							
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 Budgeted Expenditures	16,336,470	66,201,164	1,069,006	12,414,321	17,901,481	5,285,564	119,208,006
Projected Change in Fund Balance	(701,268)	3,132,925	(214,621)	1,498,643	(3,346,765)	2,757,109	3,126,023
Projected 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

SUMMARY OF MAJOR REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES/USES July 1, 2020 through June 30, 2021 (FY 21)

	Governmental Fund Types				Proprietary Fund Types		Total All Funds
	General	Special Revenue	Debt Service	Capital Project	Enterprise	Internal Service	
Actual Beginning Fund Balance	\$ 12,977,447	\$ 33,323,527	\$ 1,435,557	\$ 14,629,424	\$ 40,350,650	\$ 6,071,315	\$ 108,787,920
<u>Estimated Revenues</u>							
Taxes & Assessments	9,030,982	33,407,966	964,593	9,779	-	-	43,413,320
Licenses & Permits	158,602	305,996	-	-	-	-	464,598
Intergovernmental	2,340,154	28,374,999	7,139	759,185	87,409	-	31,568,886
Charges for Services	2,116,519	10,040,671	-	-	8,194,942	-	20,352,132
Fines & Forfeitures	547,653	52,214	-	-	-	-	599,867
Miscellaneous	991,711	1,809,066	7,524	700,856	474,597	9,053,156	13,036,910
Investment Earnings	435,679	16,579	4,865	67,654	109,487	28,017	662,281
Transfers	820,000	6,815,383	21,725	19,259,253	2,710,440	-	29,626,801
Total Estimated Revenues	16,441,300	80,822,874	1,005,846	20,796,727	11,576,875	9,081,173	139,724,795
<u>Budgeted Expenditures</u>							
General Government	15,725,768	22,487,807	880,450	2,771,649	-	6,642,309	48,507,983
Public Safety	142,594	21,587,359	-	699,651	39,773	-	22,469,377
Public Works	-	11,983,893	-	1,647,441	-	-	13,631,334
Public Health	471,465	19,384,194	-	152,379	-	-	20,008,038
Social and Economic Services	-	4,549,454	-	50,536	-	-	4,599,990
Culture and Recreation	-	4,601,995	-	102,523	-	-	4,704,518
Enterprise	-	-	-	-	15,651,012	-	15,651,012
Total Budgeted Expenditures	16,339,827	84,594,702	880,450	5,424,179	15,690,785	6,642,309	129,572,252
Projected Change in Fund Balance	101,473	(3,771,828)	125,396	15,372,548	(4,113,910)	2,438,864	10,152,543
Projected Ending Fund Balance	\$ 13,078,920	\$ 29,551,699	\$ 1,560,953	\$ 30,001,972	\$ 36,236,740	\$ 8,510,179	\$ 118,940,463

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND BALANCES DETAIL OF ALL FUNDS Fiscal Year 2022-2023

Fund #	Fund Name	Actual Beginning Balances 7-1-22	FY - 23		Projected Ending Balances 6-30-23
			Estimated Revenues	Budgeted Expenditures	
1000	General Fund	\$ 12,377,651	\$ 12,799,502	\$ 13,891,974	\$ 11,285,179
<u>SPECIAL REVENUE FUNDS</u>					
2110	Road Fund	4,727,037	8,339,527	8,919,115	4,147,449
2120	Poor Fund	278,473	783	215,900	63,356
2130	Bridge Fund	725,667	955,067	1,161,922	518,812
2140	Weed Fund	449,600	730,212	723,885	455,927
2150	Predatory Animal Control	1,115	-	140	975
2160	County Fair Fund	606,275	1,618,173	1,674,989	549,459
2180	District Court Fund	351,590	720,639	816,059	256,170
2190	Comprehensive Insurance	609,462	1,551,345	1,641,000	519,807
2200	Mosquito	139,714	307,350	338,109	108,955
2210	Parks Fund	345,122	772,806	857,112	260,816
2211	Parks/Cash in Lieu	387,302	25,000	25,000	387,302
2213	Park Donations-Restricted Use	16,862	-	500	16,362
2214	Trail Maintenance	322,589	50,000	231,000	141,589
2220	Library Fund	433,070	1,830,520	1,862,289	401,301
2251	Planning Fund	370,065	474,515	636,266	208,314
2260	Emergency/Disaster Fund	207,051	-	-	207,051
2270	Health Fund	1,626,149	2,864,470	3,330,840	1,159,779
2271	Health Admin Grants	18,482	-	-	18,482
2272	EMS Program Fund	97,073	358,059	366,627	88,505
2273	Special EMS Program Fund	89,997	675,366	651,773	113,590
2280	Area On Aging	58,771	250,317	235,938	73,150
2283	Buckle Up Flathead	6,556	50,455	46,757	10,254
2290	Extension Fund	76,807	151,861	174,199	54,469
2292	Animal Shelter Donations	266,119	62,000	173,100	155,019
2300	Sheriff	4,264,610	13,929,656	13,744,847	4,449,419
2320	Childrens Advocacy Center	119,555	27,000	30,300	116,255
2340	School Co-op Revolving Fund	51,043	28,120	23,250	55,913
2350	Big Mountain Communications Site	3,699	5,500	5,500	3,699
2370	Retirement	1,392,437	4,324,141	4,359,192	1,357,386
2372	Permissive Medical Levy	-	4,129,475	4,129,475	-
2374	Home Health	53,810	139,000	162,284	30,526
2380	Group Insurance	1,938,702	4,471,347	4,850,940	1,559,109
2382	Search & Rescue Fund	64,501	375,090	369,237	70,354
2390	Drug Forfeitures	9,458	-	-	9,458
2391	FC Fire Service Area	362,789	180,490	171,297	371,982
2393	Halo Project	84,247	-	500	83,747
2394	DUI Reinstatement	111,964	40,250	38,033	114,181
2395	Records Preservation	388,566	135,710	151,983	372,293
2396	Juvenile Detention	202,560	364,679	435,582	131,657
2820	Gax Tax Fund	294,721	496,494	496,494	294,721
2821	Gas Tax-Special Road Allocation	196,186	662,822	858,382	626
2830	Junk Vehicle Fund	214,009	232,397	75,693	370,713
2840	Noxious Weed Grant	-	7,500	7,500	-
2850	911 Emergency	2,807,145	3,523,752	3,136,084	3,194,813
2855	State 911 Fee	-	650,000	643,685	6,315
2859	GIS-MT Land Information Act	207,750	40,350	39,600	208,500
2888	I&R/Community Service	191,299	400,018	436,485	154,832
2889	Veterans Directed Care	371,464	1,113,168	1,000,564	484,068
2890	Sandy Hill Rural Maint District	14,798	3,943	500	18,241

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND BALANCES DETAIL OF ALL FUNDS Fiscal Year 2022-2023

Fund #	Fund Name	Actual Beginning Balances 7-1-22	FY - 23		Projected Ending Balances 6-30-23
			Estimated Revenues	Budgeted Expenditures	
2901	PILT Fund	1,326,215	2,600,000	2,600,000	1,326,215
2916	BCC/Drug Investigation Team	1,947	734,727	702,565	34,109
2920	Childrens Advocacy Center	3,716	-	1,000	2,716
2922	High Intensity Drug Trafficking Area	33	188,112	188,112	33
2923	Sheriff's Drug Trust Fund	324,857	37,400	80,000	282,257
2924	Drug Forfeiture/Fed Shared	87,728	21,750	37,500	71,978
2928	Stonegarden Grant	-	267,180	267,408	(228)
2930	Bulletproof Vest Partnership	27,218	50,000	40,250	36,968
2931	ICAC	86,742	181,358	20,147	247,953
2932	Alcohol Enforcement Team	31,998	6,050	3,200	34,848
2933	STEP DUI/Seatbelt	1,298	8,724	8,764	1,258
2936	National Childrens Alliance	-	91,825	91,598	227
2937	Sheriff Local Contracts	41,133	68,093	68,159	41,067
2939	Bigfork Stormwater	67,296	38,955	61,791	44,460
2953	Rural Fire Capacity	-	18,150	18,150	-
2956	Gateway to Glacier Bike/Ped Trail Maint	122,237	-	100	122,137
2961	PREP Grant	364	59,754	60,535	(417)
2963	Healthy Young Parents	25,345	-	-	25,345
2964	Community Youth Suicide Prevention	18,032	-	-	18,032
2965	Mental Health Grants	580	276,511	276,511	580
2966	Radon Program	1,676	600	600	1,676
2967	Montana Cancer Control	644,006	211,834	218,009	637,831
2968	Tobacco Use Prevention Grant	225,988	270,796	280,713	216,071
2970	AIDS Grant/Consortia II	23,167	30,000	32,581	20,586
2971	WIC	107,004	377,269	478,082	6,191
2972	Family Planning Fund	632,088	611,774	658,499	585,363
2973	MCH Grant	288,510	390,142	454,609	224,043
2974	Consortia III/Ryan White	595	26,000	24,703	1,892
2975	AIDS Grant	27,194	73,574	69,167	31,601
2976	Immunization Grant	-	39,267	38,795	472
2977	PHEP	171,188	457,575	463,142	165,621
2979	Air Quality Grant	103,812	50,713	52,963	101,562
2980	NAPA Grant/Obesity Prevention	18,041	-	-	18,041
2982	Independent Living	178,940	91,897	189,900	80,937
2983	Nutrition	912,012	607,192	860,198	659,006
2986	Senior Centers	39,588	35,670	49,340	25,918
2987	Training Grant	8,544	3,988	4,926	7,606
2990	Transportation	365,205	1,987,323	2,097,824	254,704
2991	ARPA	(81,180)	10,081,550	71,257	9,929,113
2992	Parks Grant Fund	293	-	-	293
2998	Jail Donations	1,066,441	2,800	-	1,069,241
7015	Animal Control Feed/Care Expendable Trust	84,069	200	200	84,069
7016	Subdivision Trust	-	-	-	-
7055	Library Gifts	64,983	57,340	52,850	69,473
7059	Somers Endowment	1,122	-	-	1,122
7071	Co. Attorney Victim's Restitution Fund	78,342	-	-	78,342
Total Special Revenue Funds		\$ 32,684,628	\$ 77,125,460	\$ 69,874,075	\$ 39,936,013

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND BALANCES DETAIL OF ALL FUNDS Fiscal Year 2022-2023

Fund #	Fund Name	Actual	FY - 23		Projected
		Beginning	Estimated	Budgeted	Ending
		Balances	Revenues	Expenditures	Balances
		7-1-22			6-30-23
DEBT SERVICE FUNDS:					
3001	911 GO Bond Debt Service	458,815	464,076	466,350	456,541
3400	SID Revolving Fund	606,220	1,600	-	607,820
3538	Big Mountain RSID #138	19,863	36,159	40,475	15,547
3539	Sandy Hill RSID #139	(3,492)	19,656	16,132	32
3540	Shady Lane RSID #140	55,374	11,342	9,802	56,914
3541	Williams Lane RSID #141	22,910	7,811	16,698	14,023
3543	Resthaven RSID #143	25,574	29,262	21,104	33,732
3544	Lodgepole RSID #144	32,400	35,964	31,188	37,176
3545	Snow ghost RSID #145	1,295	21,670	18,361	4,604
3546	Badrock RSID #146	4,540	13,368	12,475	5,433
3547	Mennonite RSID #147	15,821	14,745	14,135	16,431
3549	Sw an Horseshoe RSID #149	(15,723)	43,571	27,762	86
3550	Berne Road RSID #152	5,055	4,473	3,785	5,743
3551	Monegan Road RSID #153	805	17,952	18,736	21
3553	Big Mountain RSID #155 Taxable	21,741	28,192	26,321	23,612
3554	Little Mountain RSID #154	(18,392)	29,778	11,312	74
3555	Big Mountain RSID #155 Non-Taxable	36,845	54,333	50,646	40,532
3556	Bigfork Stormw ater #156	52,757	66,123	64,113	54,767
3557	Sandy Hill RSID #157	9,405	5,975	6,601	8,779
3558	River Butte Ranchettes RSID #158	14,517	10,163	11,382	13,298
Total Debt Service Funds		\$ 1,346,330	\$ 916,213	\$ 867,378	\$ 1,395,165
CAPITAL PROJECT FUNDS:					
4001	Junk Vehicle CIP	203,418	500	-	203,918
4002	Health Dept CIP	1,183,723	77,000	198,236	1,062,487
4003	Area on Aging CIP	78,185	19,150	62,000	35,335
4004	Mosquito CIP	57,120	55,300	-	112,420
4005	Animal Control Truck CIP	71,740	46,305	52,300	65,745
4006	Search & Rescue CIP	530,344	94,250	174,500	450,094
4008	Fairgrounds CIP	224,989	362,000	85,000	501,989
4009	Sheriff Car CIP	450,714	255,600	389,050	317,264
4010	FC Detention Center CIP	534,722	46,945	12,000	569,667
4011	FC Land Acquisition	436,246	100,950	-	537,196
4012	County Building CIP	15,946,117	3,355,000	2,326,072	16,975,045
4014	Planning Dept CIP	87,704	20,389	67,437	40,656
4016	Juvenile Detention CIP	31,295	9,575	-	40,870
4017	Micro Computer Replacement CIP	261,212	97,038	102,943	255,307
4018	FC Fire Service Area CIP	129,779	6,325	-	136,104
4019	EMS CIP Fund	136,424	16,575	62,000	90,999
4020	Library Depreciation Reserve Fund	193,502	16,584	-	210,086
4021	Extension CIP	36,694	100	-	36,794
4022	District Court CIP	28,041	28,650	55,000	1,691
4023	Transportation CIP	117,152	300	-	117,452
4024	Records Preservation CIP	119,805	44,250	71,800	92,255
4025	911 CIP Fund	2,640,810	403,600	1,425,200	1,619,210

OVERVIEW OF BUDGETED RESOURCES

PROJECTED CHANGES IN FUND BALANCES DETAIL OF ALL FUNDS Fiscal Year 2022-2023

Fund #	Fund Name	Actual Beginning Balances 7-1-22	FY - 23		Projected Ending Balances 6-30-23
			Estimated Revenues	Budgeted Expenditures	
4027	Road Capital Projects	3,522,919	1,079,990	1,520,203	3,082,706
4028	Bridge CIP	343,229	200,967	215,371	328,825
4030	Countywide CIP	3,100,147	1,282,596	1,785,920	2,596,823
4031	Parks CIP	480,759	116,100	59,500	537,359
4032	Noxious Weed CIP	554,784	91,400	228,000	418,184
4259	Evergreen Sidewalk	(959)	-	-	(959)
Total Capital Project Funds		\$ 31,500,615	\$ 7,827,439	\$ 8,892,532	\$ 30,435,522
ENTERPRISE FUNDS:					
5020	Sheriff's Office Commissary	184,406	50,400	44,550	190,256
5410	Solid Waste	8,082,478	9,388,008	11,749,641	5,720,845
5420	Refuse/Closure/ Post Closure Trust	14,684,787	430,000	100,000	15,014,787
5430	Lined Cell Trust	9,309,448	20,000	800,000	8,529,448
5440	Solid Waste Land Purchase Acct	297,040	701,300	-	998,340
5450	FEC Improvement Fund	264,015	60,500	-	324,515
5451	Marketable Credits Improvement Fund	67,800	97,200	-	165,000
Total Enterprise Funds		\$ 32,889,974	\$ 10,747,408	\$ 12,694,191	\$ 30,943,191
INTERNAL SERVICE FUNDS					
8050	Group Insurance Trust	11,267,288	7,906,500	8,142,478	11,031,310
Total Internal Service Funds		\$ 11,267,288	\$ 7,906,500	\$ 8,142,478	\$ 11,031,310
Total All Funds		\$ 122,066,486	\$ 117,322,522	\$ 114,362,628	\$ 125,026,380

TAX LEVY REQUIREMENT SCHEDULE

TAX LEVY REQUIREMENT SCHEDULE FY 2023

OUTSIDE CITIES NON-VOTED

Assessed Valuation
Tax Valuation: 222,050,331
1 Mill Yields: 222,050.33

COUNTYWIDE NON-VOTED

Assessed Valuation
Tax Valuation: 337,023,564
1 Mill Yields: 337,023.56

OUTSIDE KALISPELL NON-VOTED

Assessed Valuation
Tax Valuation: 280,403,695
1 Mill Yields: 280,403.70

	TOTAL APPROPRIATION	CASH RESERVES	TOTAL REQUIRED	RESOURCES AVAILABLE	TOTAL NON- TAX REVENUES	PROPERTY TAX REVENUES	TOTAL RESOURCES	CASH RESERVE %	FY22 MILL LEVY
1000 General	13,891,974	4,537,767	18,429,741	5,630,238	5,003,746	7,795,757	18,429,741	32.66%	23.13
2120 Poor	215,900	69,194	285,094	284,311	783	-	285,094	32.05%	-
2130 Bridge	1,161,922	369,039	1,530,961	575,894	112,508	842,559	1,530,961	31.76%	2.50
2140 Noxious Weed	723,885	231,993	955,878	225,666	201,085	529,127	955,878	32.05%	1.57
2160 Fair	1,674,989	549,338	2,224,327	606,154	1,336,173	282,000	2,224,327	32.80%	0.84
2180 District Court	816,059	255,170	1,071,229	350,590	366,764	353,875	1,071,229	31.27%	1.05
2190 Comp Insurance	1,641,000	519,806	2,160,806	609,461	34,739	1,516,606	2,160,806	31.68%	4.50
2210 Park	857,112	260,426	1,117,538	344,732	216,717	556,089	1,117,538	30.38%	1.65
2220 Library	1,862,289	400,864	2,263,153	432,633	165,041	1,665,479	2,263,153	21.53%	5.79
2280 Area on Aging	235,938	73,148	309,086	58,770	21,140	229,176	309,086	31.00%	0.68
2290 Extension	174,199	54,418	228,617	76,756	10,311	141,550	228,617	31.24%	0.42
2300 Sheriff	13,744,847	4,481,154	18,226,001	4,296,345	1,223,868	12,705,788	18,226,001	32.60%	37.70
2370 Retirement	4,133,386	1,357,189	5,490,575	1,392,238	222,566	3,875,771	5,490,575	32.83%	11.50
2380 Group Insurance	4,850,940	1,559,103	6,410,043	1,938,695	4,269,134	202,214	6,410,043	32.14%	0.60
2396 Juv. Detention	435,582	131,657	567,239	202,560	61,358	303,321	567,239	30.23%	0.90
*7853 Airport Authority	674,047	-	674,047	-	-	674,047	674,047	0.00%	2.00
*7855 Port Authority	550,000	-	550,000	-	-	550,000	550,000	0.00%	1.63
TOTAL COUNTYWIDE NON VOTED	47,644,069	14,850,266	62,494,335	17,025,043	13,245,933	32,223,359	62,494,335	31.17%	96.46
2200 Mosquito	338,109	108,952	447,061	139,712	659	306,690	447,061	32.22%	0.91
2272 EMS Program	366,627	88,506	455,133	97,073	21,036	337,024	455,133	24.14%	1.00
2273 Special EMS	651,773	113,590	765,363	89,997	1,319	674,047	765,363	17.43%	2.00
2372 Perm. Med Levy	4,129,475	-	4,129,475	-	7,677	4,129,798	4,129,475	0.00%	12.23
2370 Perm. SRS Levy	225,806	-	225,806	-	-	225,806	225,806	0.00%	0.67
2382 Search & Rescue	369,237	69,793	439,030	63,939	38,067	337,024	439,030	18.90%	1.00
2990 Transportation	2,097,824	617,924	2,715,748	728,424	1,650,300	337,024	2,715,748	29.46%	1.00
3001 911 GO Bond Debt Service	466,350	456,540	922,890	458,814	9,094	454,982	922,890	97.90%	1.35
TOTAL COUNTYWIDE VOTED/PERMISSIVE	8,645,201	1,455,305	10,100,506	1,577,959	1,728,152	6,794,395	10,100,506	16.83%	20.16
TOTAL COUNTYWIDE	56,289,270	16,305,571	72,594,841	18,603,002	14,974,085	39,017,754	72,594,841	28.97%	116.62
OUTSIDE CITIES									
2110 Road	8,919,115	2,864,338	11,783,453	3,443,926	3,447,758	4,891,769	11,783,453	32.11%	22.03
2251 Planning	636,266	208,263	844,529	370,015	203,613	270,901	844,529	32.73%	1.22
TOTAL OUTSIDE CITIES	9,555,381	3,072,601	12,627,982	3,813,941	3,651,371	5,162,670	12,627,982	32.16%	23.25
OUTSIDE CITIES VOTED/EXEMPT									
2260 Emergency/Disaster	-	207,051	207,051	207,051	-	-	207,051	-	-
TOTAL OUTSIDE CITIES	9,555,381	3,279,652	12,835,033	4,020,992	3,651,371	5,162,670	12,835,033	34.32%	23.25
2270 Health	3,330,840	1,098,673	4,429,513	1,565,043	1,519,746	1,344,724	4,429,513	32.98%	3.99
FY23 LEVIED TOTALS	69,175,491	20,683,896	89,859,387	24,189,037	20,145,202	45,525,148	89,859,387	29.90%	143.86
FY23 NON LEVIED TOTALS	46,411,184	107,761,353	154,172,537	101,296,314	52,876,223		154,172,537	232.19%	
FY23 LEVIED TOTALS	69,175,491	20,683,896	89,859,387	24,189,037	20,145,202	45,525,148	89,859,387	29.90%	143.86
FY23 GRAND TOTAL	115,586,675	128,445,249	244,031,924	125,485,351	73,021,425	45,525,148	244,031,924	111.12%	143.86

*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 2023 NON-LEVIED FUNDS

	TOTAL APPROPRIATION	CASH RESERVES	TOTAL REQUIRED	RESOURCES AVAILABLE	TOTAL NON- TAX REVENUES	TOTAL RESOURCES
2150 PREDATORY ANIMAL	140	975	1,115	1,115	-	1,115
2211 PARKS/CASH IN LIEU	25,000	387,302	412,302	387,302	25,000	412,302
2213 PARK DONATION-RESTRICTED US	500	16,362	16,862	16,862	-	16,862
2214 TRAIL MAINTENANCE	231,000	128,618	359,618	309,618	50,000	359,618
2271 MISC HEALTH GRANTS	-	18,480	18,480	18,480	-	18,480
2283 BUCKLE UP FLATHEAD	46,757	10,255	57,012	6,557	50,455	57,012
2292 ANIMAL SHELTER DONATIONS	173,100	134,026	307,126	245,126	62,000	307,126
2320 CHILDRENS ADVOCACY CENTER	30,300	116,255	146,555	119,555	27,000	146,555
2340 SCHOOL COOP REVOLVING	23,250	55,912	79,162	51,042	28,120	79,162
2350 BIG MTN COMM SITE	5,500	3,699	9,199	3,699	5,500	9,199
2374 HOME HEALTH	162,284	30,525	192,809	53,809	139,000	192,809
2390 DRUG FORFEITURES	-	9,458	9,458	9,458	-	9,458
2391 FC FIRE SERVICE AREA	171,297	371,983	543,280	362,790	180,490	543,280
2393 HALO PROJECT	500	83,747	84,247	84,247	-	84,247
2394 DUI REINSTATEMENT	38,033	114,184	152,217	111,967	40,250	152,217
2395 RECORDS PRESERVATION	151,983	372,293	524,276	388,566	135,710	524,276
2820 GAS TAX	496,494	314,623	811,117	314,623	496,494	811,117
2821 GAS TAX SPECIAL	858,382	626	859,008	196,186	662,822	859,008
2830 JUNK VEHICLE	75,693	370,714	446,407	214,010	232,397	446,407
2840 NOXIOUS WEED GRANT	7,500	-	7,500	-	7,500	7,500
2850 FECC	3,136,084	3,194,810	6,330,894	2,807,142	3,523,752	6,330,894
2855 STATE 911	643,685	6,315	650,000	-	650,000	650,000
2859 GIS-MLIA	39,600	208,500	248,100	207,750	40,350	248,100
2888 I&R COMM SERVICE	436,485	100,746	537,231	137,213	400,018	537,231
2889 VETERANS DIRECTED CARE	1,000,564	484,127	1,484,691	371,523	1,113,168	1,484,691
2890 SANDY HILL RURAL MAINT DIST	500	18,241	18,741	14,798	3,943	18,741
2901 P I L T	2,600,000	1,326,215	3,926,215	1,326,215	2,600,000	3,926,215
2916 BCC/DRUG INVESTIGATION	702,565	34,109	736,674	1,947	734,727	736,674
2920 CHILDREN'S ADVOCACY CENTER	1,000	2,716	3,716	3,716	-	3,716
2922 HIGH INTENSITY DRUG TRAFFICKII	188,112	32	188,144	32	188,112	188,144
2923 SHERIFFS DRUG TRUST FUND	80,000	271,757	351,757	314,357	37,400	351,757
2924 DRUG FORFEITURE/FED SHARED	37,500	71,978	109,478	87,728	21,750	109,478
2928 STONEGARDEN GRANT	267,408	(227)	267,181	1	267,180	267,181
2930 BULLETPROOF VEST PARTNERSH-	40,250	36,968	77,218	27,218	50,000	77,218
2931 ICAC	20,147	250,820	270,967	89,609	181,358	270,967
2932 ALCOHOL ENFORCEMENT	3,200	34,848	38,048	31,998	6,050	38,048
2933 STEP DUI	8,764	1,258	10,022	1,298	8,724	10,022
2936 NATIONAL CHILDRENS ALLIANCE	91,598	227	91,825	-	91,825	91,825
2937 SHERIFF LOCAL CONTRACTS	68,159	41,067	109,226	41,133	68,093	109,226
2939 BIGFORK STORMWATER	61,791	44,460	106,251	67,296	38,955	106,251
2953 RURAL FIRE CAPACITY	18,150	-	18,150	-	18,150	18,150
2956 GATEWAY TO GLACIER BIKE	100	122,137	122,237	122,237	-	122,237
2961 PREP GRANT	60,535	509	61,044	1,290	59,754	61,044
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	276,511	31	276,542	31	276,511	276,542
2966 RADON PROGRAM	600	1,676	2,276	1,676	600	2,276
2967 MT CANCER CONTROL	218,009	610,632	828,641	616,807	211,834	828,641
2968 TOBACCO USE PREVENTION	280,713	216,071	496,784	225,988	270,796	496,784
2970 AIDS GRANT/CONSORTIUM II	32,581	20,586	53,167	23,167	30,000	53,167
2971 W I C	478,082	4,474	482,556	105,287	377,269	482,556
2972 FAMILY PLANNING	658,499	585,238	1,243,737	631,963	611,774	1,243,737
2973 M C H GRANT	454,609	222,295	676,904	286,762	390,142	676,904
2974 CONSORTIA II/RYAN WHITE	24,703	1,892	26,595	595	26,000	26,595
2975 AIDS GRANT	69,167	31,151	100,318	26,744	73,574	100,318
2976 IMMUNIZATION	38,795	473	39,268	1	39,267	39,268
2977 PHEP	463,142	165,621	628,763	171,188	457,575	628,763
2979 AIR QUALITY GRANT	52,963	101,561	154,524	103,811	50,713	154,524
2980 NAPA GRANT/OBESITY PREVENTI	-	18,041	18,041	18,041	-	18,041
2982 INDEPENDENT LIVING	189,900	379,651	569,551	477,654	91,897	569,551
2983 NUTRITION	860,198	381,802	1,242,000	634,808	607,192	1,242,000
2986 SENIOR CENTERS	49,340	39,536	88,876	53,206	35,670	88,876
2987 TRAINING GRANT	4,926	11,583	16,509	12,521	3,988	16,509
2991 ARPA	71,257	19,543,667	19,614,924	9,533,374	10,081,550	19,614,924
2992 PARKS GRANT FUND	-	293	293	293	-	293
2998 JAIL DONATIONS	-	1,069,242	1,069,242	1,066,442	2,800	1,069,242

FLATHEAD COUNTY FY22-23 ADOPTED BUDGET

TAX LEVY REQUIREMENT SCHEDULE

TAX LEVY REQUIREMENT SCHEDULE FY 2023 NON-LEVIED FUNDS

	TOTAL APPROPRIATION	CASH RESERVES	TOTAL REQUIRED	RESOURCES AVAILABLE	TOTAL NON- TAX REVENUES	TOTAL RESOURCES
3400 SID REVOLVING	-	608,072	608,072	606,472	1,600	608,072
3538 BIG MTN WATER-PAVING RSID138	40,475	15,548	56,023	19,864	36,159	56,023
3539 SANDY HILL SID 139	16,132	-	16,132	(3,524)	19,656	16,132
3540 SHADY LANE SID 140	9,802	56,915	66,717	55,375	11,342	66,717
3541 WILLIAMS LANE SID 141	16,698	6,169	22,867	15,056	7,811	22,867
3543 RESTHAVEN RSID 143	21,104	33,732	54,836	25,574	29,262	54,836
3544 LODGEPOLE RSID 144	31,188	37,177	68,365	32,401	35,964	68,365
3545 SNOWGHOST RSID 145	18,361	4,575	22,936	1,266	21,670	22,936
3546 BADROCK RSID 146	12,475	5,427	17,902	4,534	13,368	17,902
3547 MENNONITE RSID 147	14,135	16,431	30,566	15,821	14,745	30,566
3549 SWAN HORSESHOE RSID 149	27,762	-	27,762	(15,809)	43,571	27,762
3550 BERNE ROAD RSID 152	-	5,743	9,528	5,055	4,473	9,528
3551 MONEGAN ROAD RSID 153	18,736	-	18,736	784	17,952	18,736
3553 BIG MT RSID 155-TAXABLE	26,321	23,612	49,933	21,741	28,192	49,933
3554 LITTLE MOUNTAIN RSID 154	11,312	-	11,312	(18,466)	29,778	11,312
3555 BIG MT RSID 155-NON-TAXABLE	50,646	40,531	91,177	36,844	54,333	91,177
3556 BIGFORK STORMWATER 156	64,113	54,767	118,880	52,757	66,123	118,880
3557 SANDY HILL RSID 157	6,601	8,779	15,380	9,405	5,975	15,380
3558 RIVER BUTTE RANCHETTES RSID	11,382	13,299	24,681	14,518	10,163	24,681
4001 JUNK VEHICLE CIP	-	203,918	203,918	203,418	500	203,918
4002 HEALTH DEPT CIP	198,236	805,996	1,004,232	927,232	77,000	1,004,232
4003 AREA ON AGING CIP	62,000	35,335	97,335	78,185	19,150	97,335
4004 MOSQUITO CIP	-	112,420	112,420	57,120	55,300	112,420
4005 ANIMAL CONTROL CIP	52,300	65,745	118,045	71,740	46,305	118,045
4006 SEARCH & RESCUE CIP	174,500	450,656	625,156	530,906	94,250	625,156
4008 FAIR CIP	85,000	501,990	586,990	224,990	362,000	586,990
4009 SHERIFF CAR CIP	389,050	317,264	706,314	450,714	255,600	706,314
4010 FC DETENTION CTR CIP	12,000	569,624	581,624	534,679	46,945	581,624
4011 FC LAND ACQUISITION	-	537,196	537,196	436,246	100,950	537,196
4012 COUNTY BLDG CIP	2,326,072	16,984,480	19,310,552	15,955,552	3,355,000	19,310,552
4014 PLANNING CIP	67,437	40,657	108,094	87,705	20,389	108,094
4016 JUVENILE DETENTION CIP	-	40,870	40,870	31,295	9,575	40,870
4017 MICRO COMPUTER REPLACEMEN	102,943	255,307	358,250	261,212	97,038	358,250
4018 FC FIRE SERVICE AREA	-	136,104	136,104	129,779	6,325	136,104
4019 EMS CIP FUND	62,000	90,999	152,999	136,424	16,575	152,999
4020 LIBRARY DEPRECIATION RESERV	-	210,086	210,086	193,502	16,584	210,086
4021 EXTENSION CIP	-	36,794	36,794	36,694	100	36,794
4022 DISTRICT COURT CIP	55,000	1,691	56,691	28,041	28,650	56,691
4023 TRANSPORTATION CIP	-	117,452	117,452	117,152	300	117,452
4024 RECORDS PRESERVATION CIP	71,800	92,255	164,055	119,805	44,250	164,055
4025 FECC CIP	1,425,200	1,831,954	3,257,154	2,853,554	403,600	3,257,154
4027 ROAD CIP	1,520,203	3,125,289	4,645,492	3,565,502	1,079,990	4,645,492
4028 BRIDGE CIP	215,371	328,825	544,196	343,229	200,967	544,196
4030 COUNTYWIDE CAPITAL	1,785,920	2,722,992	4,508,912	3,226,316	1,282,596	4,508,912
4031 PARK CIP	59,500	537,359	596,859	480,759	116,100	596,859
4032 NOXIOUS WEED CIP	228,000	409,208	637,208	545,808	91,400	637,208
4259 EVERGREEN SIDEWALKS	-	19,541	19,541	19,541	-	19,541
5020 SHERIFF'S OFFICE COMMISSARY	44,550	180,619	225,169	174,769	50,400	225,169
5410 SOLID WASTE	11,749,641	6,436,139	18,185,780	8,797,772	9,388,008	18,185,780
5420 REFUSE/CLOSURE/POST CLOSUR	100,000	14,993,430	15,093,430	14,663,430	430,000	15,093,430
5430 LINED CELL TRUST	800,000	8,515,909	9,315,909	9,295,909	20,000	9,315,909
5440 SOLID WASTE LAND PURCHASE A	-	997,908	997,908	296,608	701,300	997,908
5450 FEC IMPROVEMENT FUND	-	324,130	324,130	263,630	60,500	324,130
5451 MARKETABLE CREDITS IMP FUND	-	164,901	164,901	67,701	97,200	164,901
7015 ANIMAL CNTRL FEED & CARE	200	84,069	84,269	84,069	200	84,269
7016 SUBDIVISION TRUST	-	165,677	165,677	165,677	-	165,677
7051 FOSTER CARE	-	564	564	564	-	564
7055 LIBRARY GIFTS	52,850	69,474	122,324	64,984	57,340	122,324
7059 SOMERS ENDOWMENT	-	1,122	1,122	1,122	-	1,122
7063 BAD CHECK RESTITUTION TRUST	-	20,943	20,943	20,943	-	20,943
7064 CRIMINAL RESTITUTION TRUST	-	38,127	38,127	38,127	-	38,127
7071 CO ATTY VICTIMS RESTITUTION	-	78,342	78,342	78,342	-	78,342
7087 JUV PRISONER DEPOSITS	-	64	64	64	-	64
7090 FORECLOSURE FUND	-	344,001	344,001	344,001	-	344,001
8050 GROUP INSURANCE TRUST	8,142,478	11,592,607	19,735,085	11,828,585	7,906,500	19,735,085
NON LEVIED TOTALS	46,411,184	107,761,353	154,172,537	101,296,314	52,876,223	154,172,537

FLATHEAD COUNTY FY22-23 ADOPTED BUDGET

FIVE-YEAR FORECAST

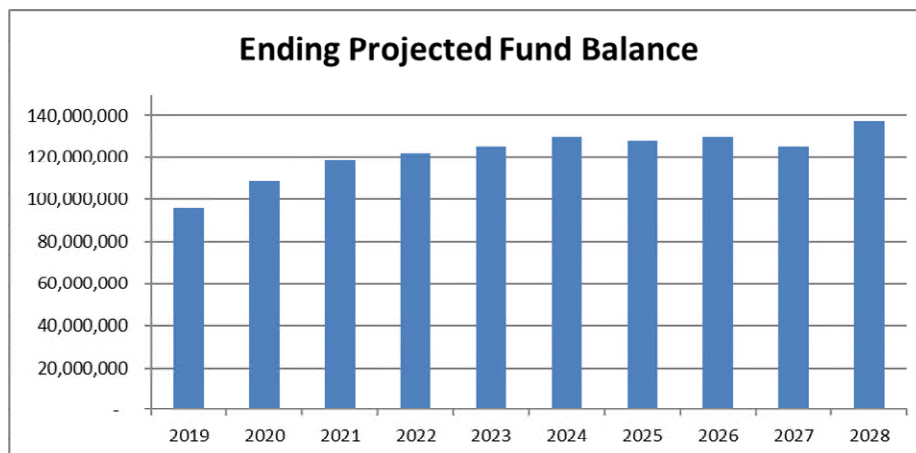
Assumptions & Methodology

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 2023 through fiscal year 2028 along with actuals from FY2019 through FY2022. FY2024-2028 numbers are for forecasting purposes only and have not been adopted by the Commissioners.

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 APPROVED	FY2024 FORECAST	FY2025 FORECAST	FY2026 FORECAST	FY2027 FORECAST	FY2028 FORECAST
Fund Balance	89,342,380	95,759,337	108,787,920	118,940,463	122,066,486	125,026,380	129,780,986	128,023,750	129,909,907	125,090,937
Revenues:										
Taxes & Assessments	38,336,609	40,268,823	43,413,320	46,798,993	48,580,655	49,673,720	50,791,378	51,934,184	53,102,704	54,297,514
Licenses & Permits	361,771	381,483	464,598	525,063	454,050	458,591	463,176	467,808	472,486	477,211
Intergovernmental Revenue	16,939,246	22,535,813	31,568,886	20,588,872	27,711,019	28,265,239	28,830,544	29,407,155	29,995,298	30,595,204
Charges for Services	17,327,923	18,255,186	20,352,132	15,736,513	13,703,701	13,840,738	13,979,145	14,118,937	14,260,126	14,402,727
Fines & Forfeitures	620,729	625,556	599,867	573,539	648,200	648,200	648,200	648,200	648,200	648,200
Miscellaneous Revenues	14,984,266	12,569,458	13,036,910	11,166,525	10,659,533	11,449,809	30,264,809	39,959,809	35,959,809	35,959,809
Investment Earnings	1,756,996	1,647,543	662,281	674,648	486,662	491,529	491,529	491,529	491,529	491,529
Transfers	11,691,887	12,298,383	29,626,801	26,269,876	15,078,702	15,218,691	12,261,150	12,410,566	12,657,149	11,069,287
Total Revenues	102,019,427	108,582,245	139,724,795	122,334,029	117,322,522	120,046,516	137,729,932	149,438,188	147,587,301	147,941,482
Expenditures:										
Personal Services	37,787,071	40,131,397	42,707,378	41,276,168	46,712,599	48,814,666	51,011,326	53,306,836	55,705,643	58,212,397
Operating Expenditures	33,469,493	32,982,452	43,210,935	32,623,414	38,279,671	40,002,256	41,802,358	43,683,464	45,649,220	47,703,435
Debt Service	6,392,672	911,982	883,246	1,291,160	874,090	921,170	827,471	2,930,887	6,231,456	9,077,654
Capital Outlay	6,246,859	9,229,448	13,143,893	17,747,388	13,417,566	10,335,127	33,584,863	35,220,279	32,162,803	9,388,460
Transfers Out	11,706,375	12,298,383	29,626,800	26,269,876	15,078,702	15,218,691	12,261,150	12,410,566	12,657,149	11,069,287
Total Expenditures	95,602,470	95,553,662	129,572,252	119,208,006	114,362,628	115,291,910	139,487,168	147,552,031	152,406,271	135,451,233
Ending Projected Fund Balance	95,759,337	108,787,920	118,940,463	122,066,486	125,026,380	129,780,986	128,023,750	129,909,907	125,090,937	137,581,186



MAJOR REVENUE SOURCES

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.

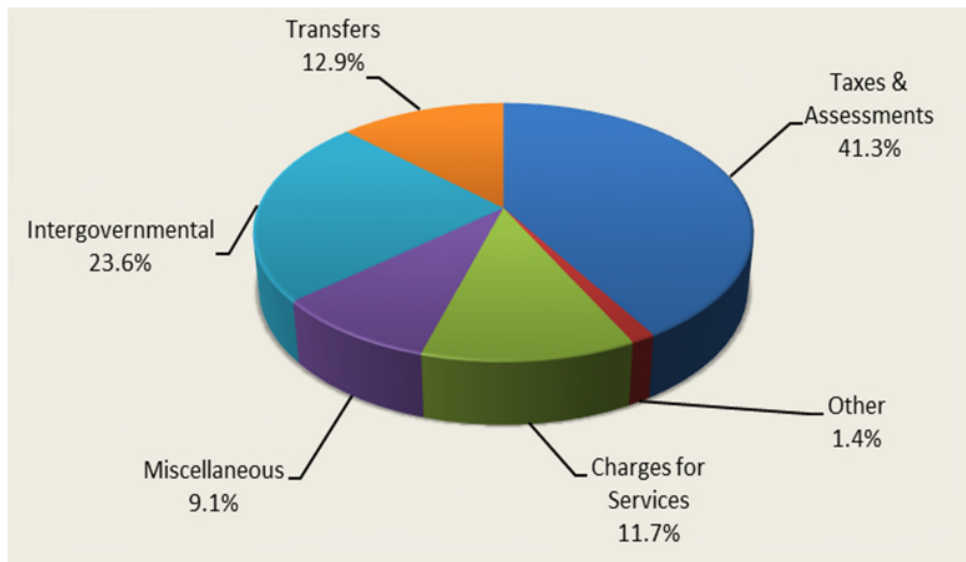
Interfund Transfers: Transfers between individual funds of a governmental unit that are not repayable and are not considered charges for goods or services. An example is money transferred from a Governmental Fund to a Capital Project Fund to support the County's Capital Improvement Plan.

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

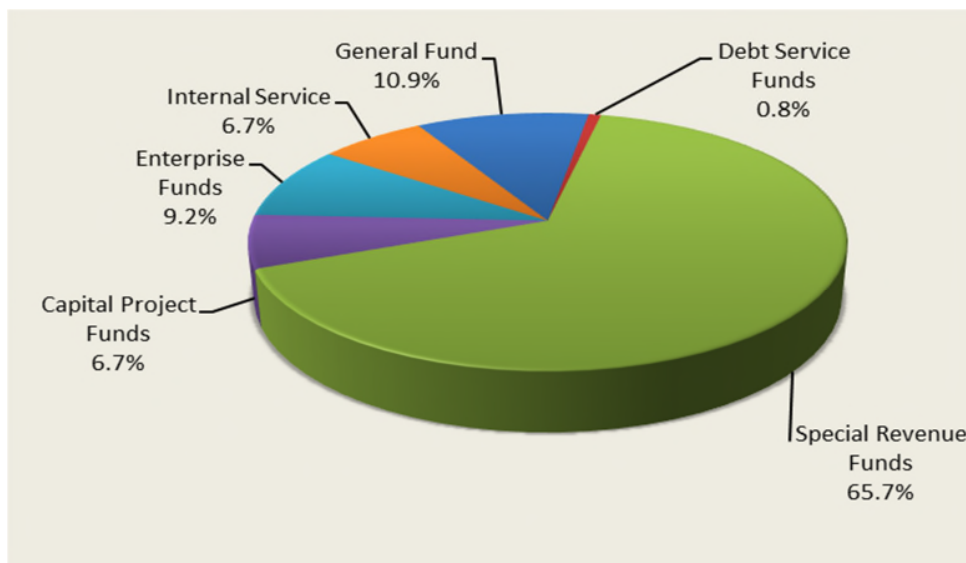
Estimated Revenues by Type – All Funds – Fiscal Year 2022-23

As depicted by the graph of revenues by type below, Taxes and Assessments make up the largest category of revenues for FY23 (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 2022-23

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 2% from the FY23 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

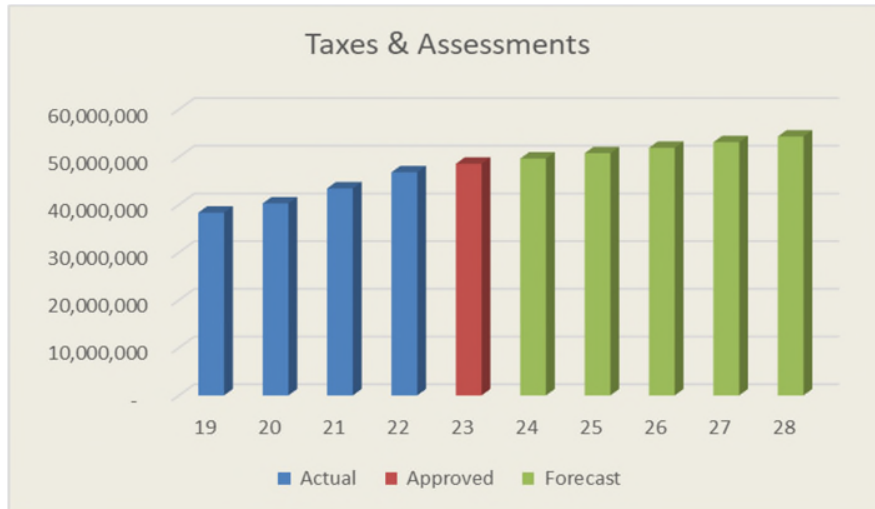
This section provides a 10-year analysis of each of the eight revenue categories described previously. The analysis includes four years of actual revenue history, the current year's budgeted revenue and five years of forecasted revenue. The following chart summarizes the 10-year analysis for each revenue category. FY24-28 numbers are for forecasting purposes only and have not been adopted by the Commissioners.

Summarized ten-year analysis of revenue categories

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 APPROVED	FY2024 FORECAST	FY2025 FORECAST	FY2026 FORECAST	FY2027 FORECAST	FY2028 FORECAST
Revenues:										
Taxes & Assessments	38,336,609	40,268,823	43,413,320	46,798,993	48,580,655	49,673,720	50,791,378	51,934,184	53,102,704	54,297,514
Licenses & Permits	361,771	381,483	464,598	525,063	454,050	458,591	463,176	467,808	472,486	477,211
Intergovernmental Revenue	16,939,246	22,535,813	31,568,886	20,588,872	27,711,019	28,265,239	28,830,544	29,407,155	29,995,298	30,595,204
Charges for Services	17,327,923	18,255,186	20,352,132	15,736,513	13,703,701	13,840,738	13,979,145	14,118,937	14,260,126	14,402,727
Fines & Forfeitures	620,729	625,556	599,867	573,539	648,200	648,200	648,200	648,200	648,200	648,200
Miscellaneous Revenues	14,984,266	12,569,458	13,036,910	11,166,525	10,659,533	11,449,809	30,264,809	39,959,809	35,959,809	35,959,809
Investment Earnings	1,756,996	1,647,543	662,281	674,648	486,662	491,529	491,529	491,529	491,529	491,529
Transfers	11,691,887	12,298,383	29,626,801	26,269,876	15,078,702	15,218,691	12,261,150	12,410,566	12,657,149	11,069,287
Total Revenues	102,019,427	108,582,245	139,724,795	122,334,029	117,322,522	120,046,516	137,729,932	149,438,188	147,587,301	147,941,482

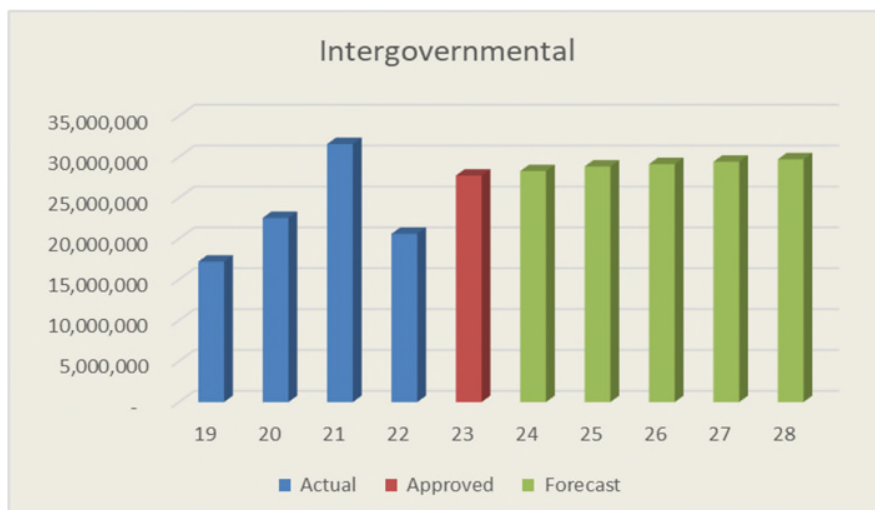
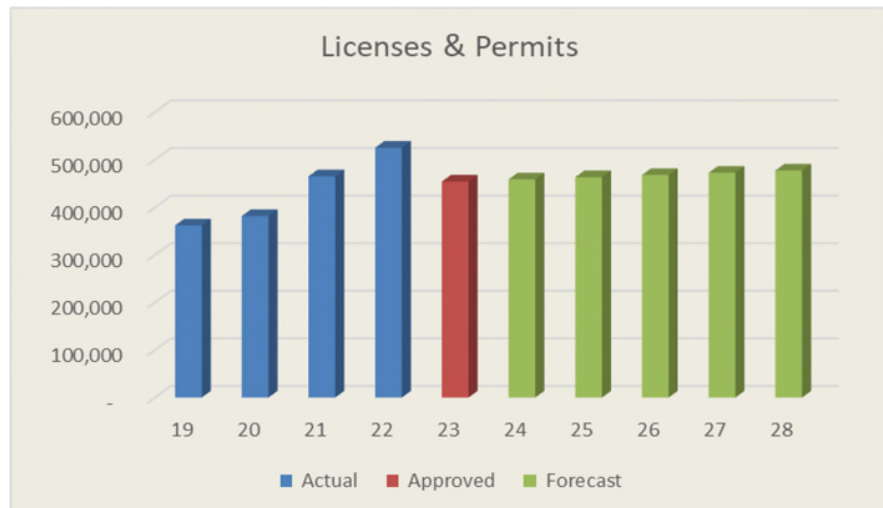
Individual revenue categories, trends, and forecasts follow.

MAJOR REVENUE SOURCES



The graph on the left shows the County's Tax & Assessment Revenues. Taxes since FY19. FY21's increase is largely due to the sunsetting 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.

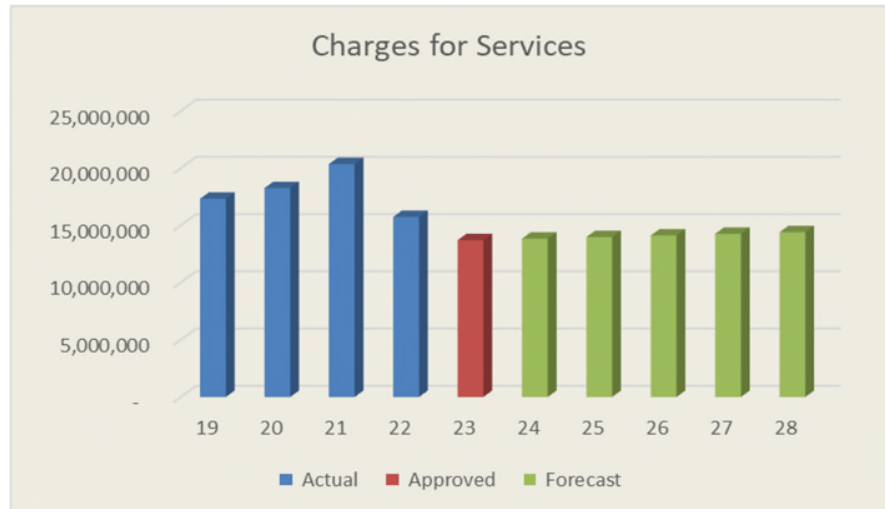
Shown by the graph on the right are revenues from Licenses & Permits. With the influx of people moving in, septic permits increased significantly in FY21. Forecasts include an annual 1% growth factor.



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 2% from the FY23 budgeted amount.

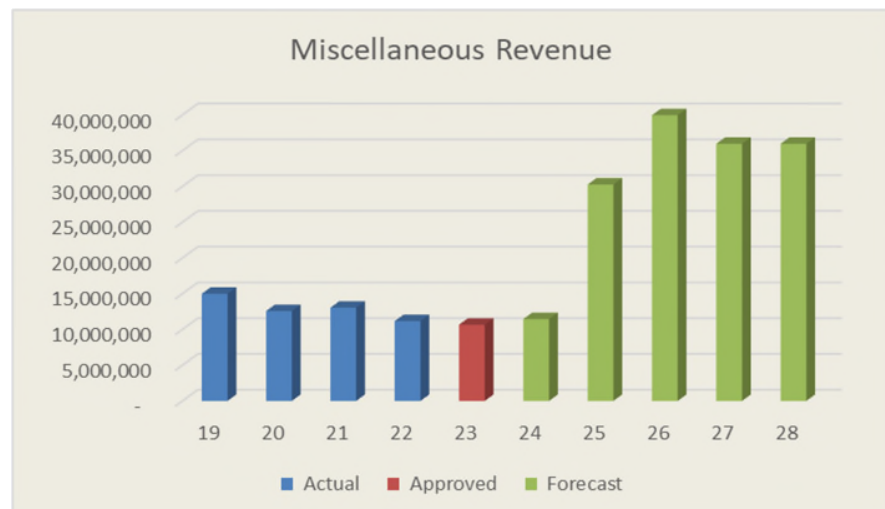
MAJOR REVENUE SOURCES

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. FY25-29 include anticipated bond proceeds for a new detention center. The bond would require voter approval. Approval is assumed for forecasting purposes.

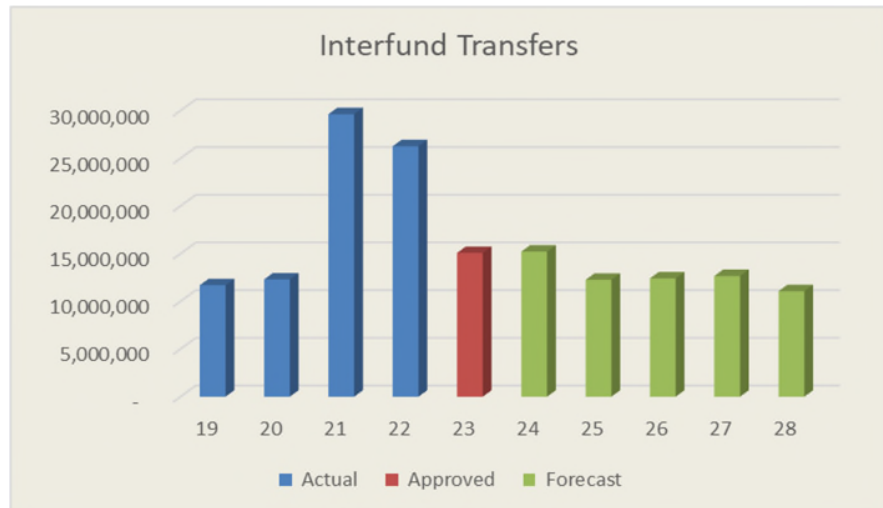


MAJOR REVENUE SOURCES



The graph on the left shows the County's Investment Earnings. Earnings decreased dramatically in FY21, therefore we are forecasting earnings to be stable.

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.



MAJOR EXPENDITURES/USES

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.

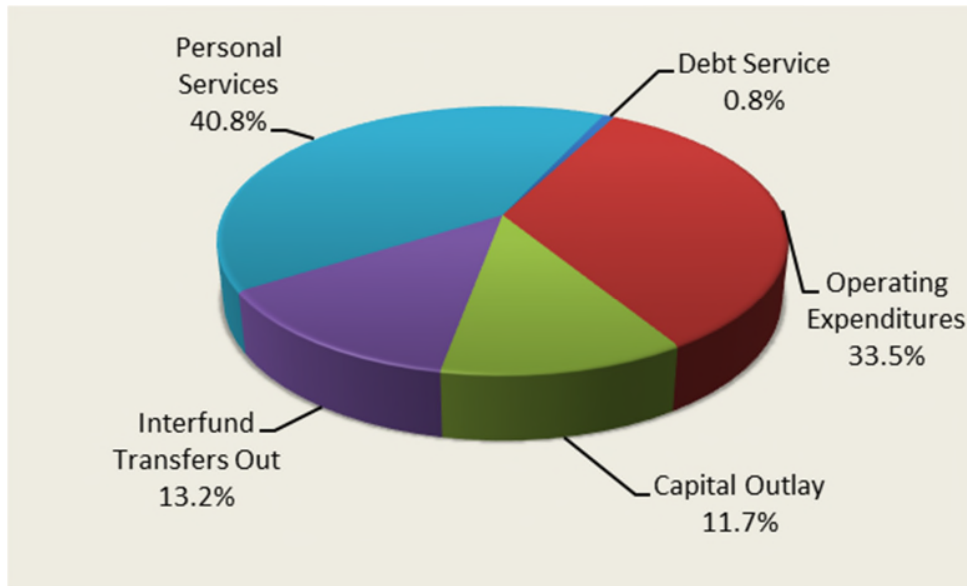
Debt Services: This category accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

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

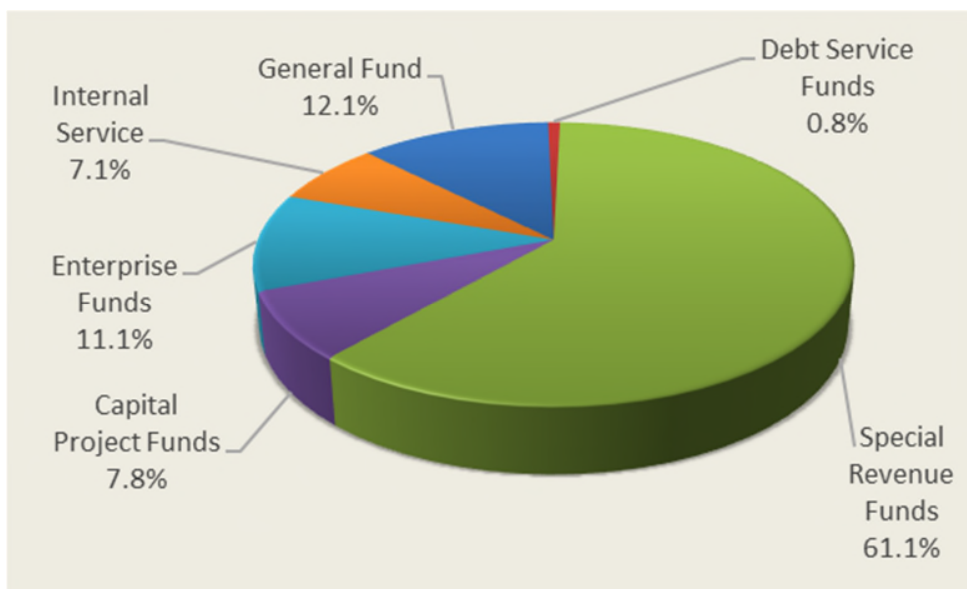
Estimated Expenditures by Type – All Funds – Fiscal Year 2022-23

As depicted by the graph below, Personal Services make up the largest category of expenditures for FY23 (40.8%). Operating Expenditures make up the next largest category (33.5%). These two expenditure categories make up 74.3% of County expenditures.



Estimated Expenditures by Fund – All Funds – Fiscal Year 2022-23

As shown by the graph below, Special Revenue Funds (61.1%), General Fund (12.1%), and Enterprise (11.1%) make up 84.3% 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. FY2024-2028 numbers are for forecasting purposes only and have not been adopted by the Commissioners.

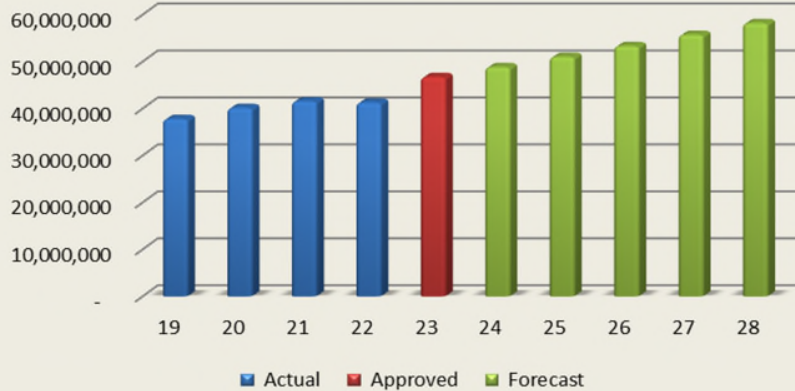
Summarized ten-year analysis of expenditure categories

	FY2019 ACTUAL	FY2020 ACTUAL	FY2021 ACTUAL	FY2022 ACTUAL	FY2023 APPROVED	FY2024 FORECAST	FY2025 FORECAST	FY2026 FORECAST	FY2027 FORECAST	FY2028 FORECAST
<u>Expenditures:</u>										
Personal Services	37,787,071	40,131,397	42,707,378	41,276,168	46,712,599	48,814,666	51,011,326	53,306,836	55,705,643	58,212,397
Operating Expenditures	33,469,493	32,982,452	43,210,935	32,623,414	38,279,671	40,002,256	41,802,358	43,683,464	45,649,220	47,703,435
Debt Service	6,392,672	911,982	883,246	1,291,160	874,090	921,170	827,471	2,930,887	6,231,456	9,077,654
Capital Outlay	6,246,859	9,229,448	13,143,893	17,747,388	13,417,566	10,335,127	33,584,863	35,220,279	32,162,803	9,388,460
Transfers Out	11,706,375	12,298,383	29,626,800	26,269,876	15,078,702	15,218,691	12,261,150	12,410,566	12,657,149	11,069,287
Total Expenditures	95,602,470	95,553,662	129,572,252	119,208,006	114,362,628	115,291,910	139,487,168	147,552,031	152,406,271	135,451,233
<u>Expenditures:</u>										
General Government	35,229,441	28,885,544	48,507,983	44,612,095	39,474,171	36,309,298	36,532,792	38,957,519	39,835,429	39,701,303
Public Safety	16,950,962	18,258,518	22,469,377	25,560,918	27,519,493	26,726,126	57,172,452	60,503,114	60,967,764	39,371,425
Public Works	12,343,528	12,320,110	13,631,334	12,196,918	15,845,449	18,146,550	15,944,251	16,638,379	18,797,300	17,991,559
Public Health	12,689,535	13,627,463	20,008,038	9,766,233	8,034,284	8,203,254	8,651,008	9,056,705	9,342,569	9,817,054
Social & Economic	4,318,464	4,904,271	4,599,990	4,370,235	5,212,440	4,994,964	5,185,113	5,372,001	5,518,582	6,683,965
Culture & Recreation	4,544,690	4,527,788	4,704,518	4,822,304	5,627,150	6,462,371	6,103,141	6,530,905	6,862,572	6,871,825
Enterprise	9,525,850	13,029,968	15,651,012	17,879,303	12,649,641	14,449,347	9,898,411	10,493,408	11,082,055	15,014,102
Total Expenditures	95,602,470	95,553,662	129,572,252	119,208,006	114,362,628	115,291,910	139,487,168	147,552,031	152,406,271	135,451,233

Individual expenditure categories, trends, and forecasts follow.

MAJOR EXPENDITURES/USES

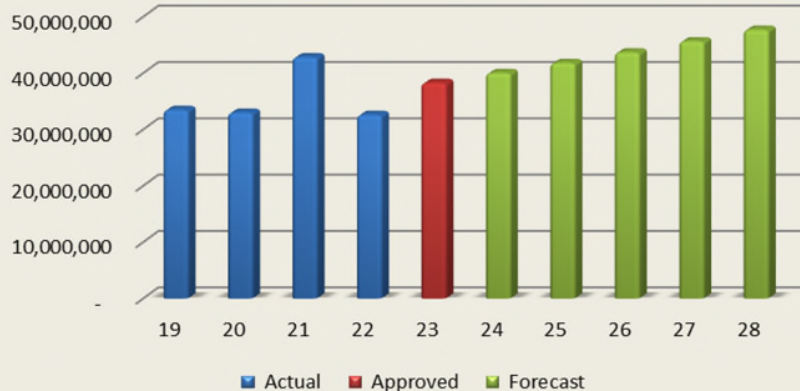
Personal Services



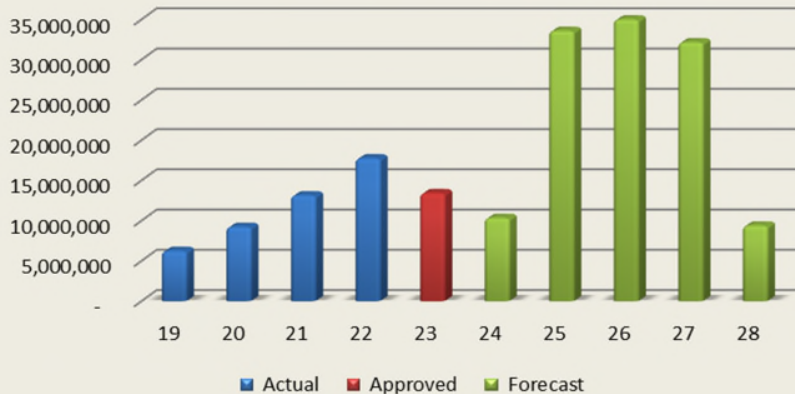
The graph to the left represents Personal Service costs. Each forecasted year is expected to increase 4.5% based on trend.

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



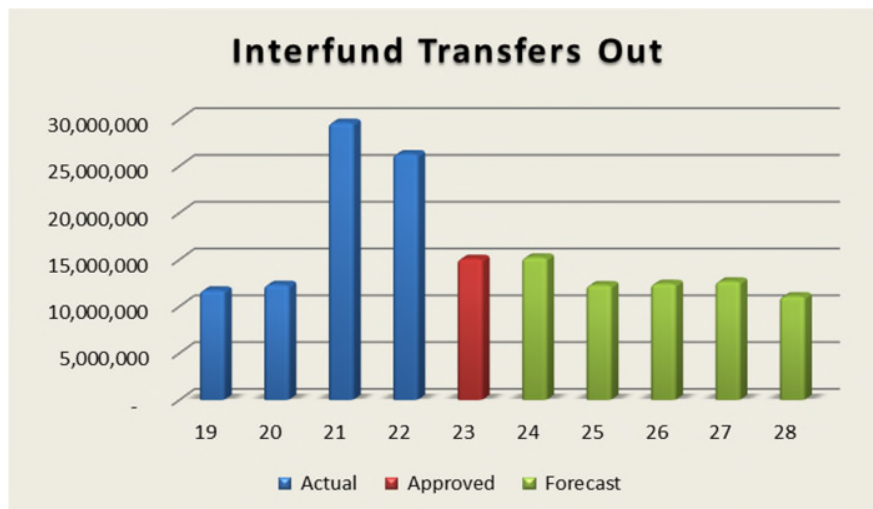
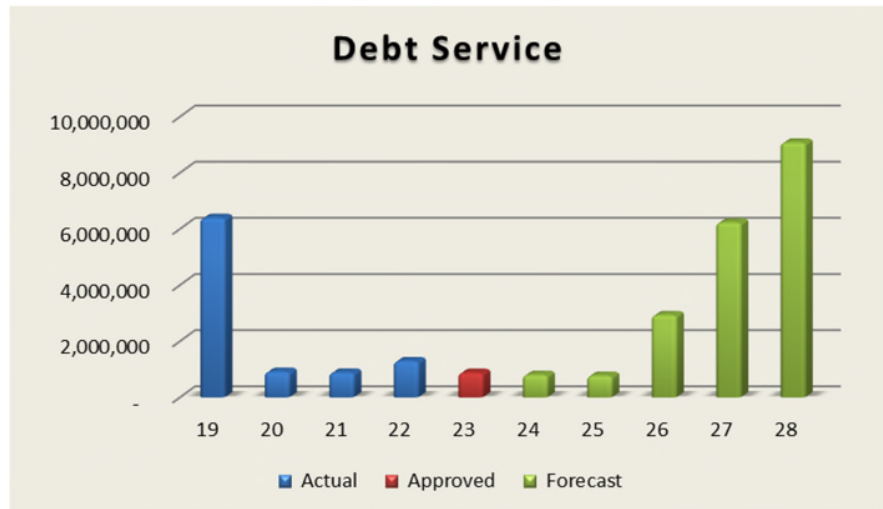
Capital Outlay



The graph on the left represents Capital Outlay expenditures based on the five-year CIP. The increase in FY25 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. The INTERCAP loan was paid off in FY19 causing the unusual spike. 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



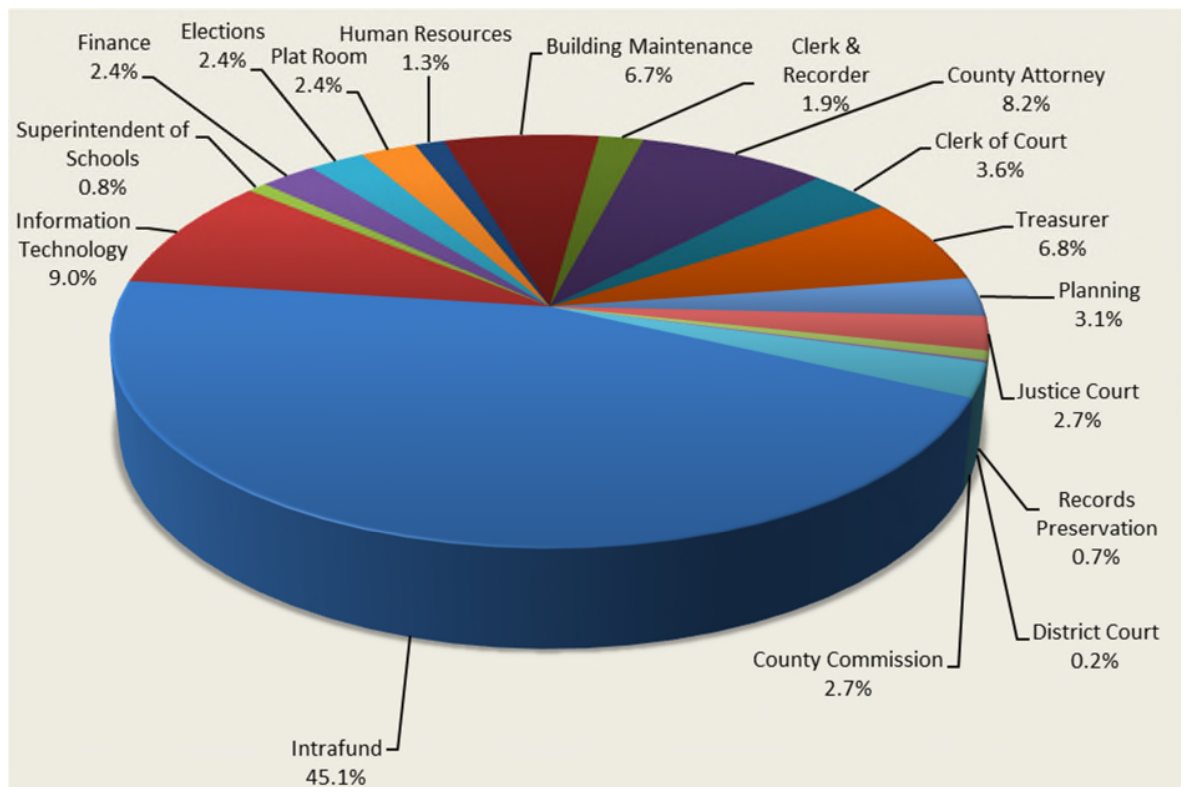


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GENERAL GOVERNMENT

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 Platroom/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.





Program Description

Flathead County has a Building Maintenance department that is responsible for maintaining and cleaning 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, Courthouse West, Conrad Adams Building, Earl Bennett Building, and the South Campus Building. 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 (Flathead Emergency Communications 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 4 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 staffs.
- 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 capital 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.
- Develop and institute new and more meaningful Performance Measures and Workload Indicators.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 610,483	\$ 656,583	\$ 739,655	\$ 823,275	\$ 83,620	11%
Operating Expenditures	619,098	400,946	464,010	464,010	-	0%
Capital Outlay	15,442	21,200	185,000	519,147	334,147	181%
Transfers Out	376,041	145,960	215,991	233,582	17,591	8%
Total	\$ 1,621,064	\$ 1,224,689	\$ 1,604,656	\$ 2,040,014	\$ 435,358	27%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 1,149,086	\$ 1,003,380	\$ 1,181,696	\$ 1,267,614	\$ 85,918	7%
2370 RETIREMENT	61,316	70,307	78,307	89,429	11,122	14%
2380 GROUP INSURANCE	123,641	129,802	159,653	163,824	4,171	3%
4015 MAINTENANCE CIP	262,194	-	-	-	-	0%
4030 FC COUNTYWIDE CIP	24,827	21,200	185,000	519,147	334,147	181%
Total	\$ 1,621,064	\$ 1,224,689	\$ 1,604,656	\$ 2,040,014	\$ 435,358	27%

2023 Budget Highlights

Personal Services

- An additional 1.0 FTE was added. Along with this, a cost-of-living adjustment (COLA), salary steps, and longevity resulted in an increase in personal services.

Operating Expenditures

- Operating expenditures were held steady.

Capital Outlay

- The largest projects for this department are the replacement of two parking lots.

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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Building Maintenance Manager	1.00	1.00	1.00	1.00
Building Maintenance Worker I	1.00	-	-	-
Building Maintenance Worker II	2.00	4.00	4.00	4.00
Custodian	6.00	6.50	6.50	7.50
Lead Bldg Maint-Operations	1.00	-	-	-
Total	11.00	11.50	11.50	12.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1 . Maintenance Requests Per FTE	210	198	230	250
2 . Custodial Sq Ft Per FTE	31,154	31,154	31,154	30,000

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1 . Maintenance Requests Completed	1,051	990	1,150	1,250
2 . Square Feet of Buildings Maintained	202,500	202,500	202,500	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 2021, 48,798 documents were accepted and indexed 48,798. 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 FY21, the recording office collected \$1,349,431.41.

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 403,453	\$ 397,965	\$ 416,513	\$ 475,675	\$ 59,162	14%
Operating Expenditures	47,596	69,377	83,300	79,300	(4,000)	-5%
Capital Outlay	-	50,383	33,000	21,500	(11,500)	-35%
Transfers Out	16,887	14,488	11,119	11,377	258	2%
Total	\$ 467,936	\$ 532,213	\$ 543,932	\$ 587,852	\$ 43,920	8%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 351,093	\$ 429,621	\$ 406,835	\$ 429,326	\$ 22,491	6%
2370 RETIREMENT	44,416	46,459	51,278	55,879	4,601	9%
2380 GROUP INSURANCE	72,427	56,133	52,819	81,147	28,328	54%
4030 FC COUNTYWIDE CAP PROJECTS	-	-	33,000	21,500	(11,500)	-35%
Total	\$ 467,936	\$ 532,213	\$ 543,932	\$ 587,852	\$ 43,920	8%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Operating expenditures stayed mostly steady. The slight decrease is due to a reduction in temporary employees since the department is now fully staffed.

Capital Outlay

- This department is planning to purchase a copier and a software module this year.

Transfers

- This department participates in the CERF program.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Clerk & Recorder (Elected)	1.00	1.00	1.00	1.00
Clerk & Recorder/Elections Officer	0.50	0.50	0.50	0.50
C&R Deputy Admin Clerk	5.00	5.00	5.50	5.50
Total	6.50	6.50	7.00	7.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY2020	Actual FY2021	Budgeted FY2022	Approved FY2023
1 . Number of days to scan, index and accurately proof documents.	4	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.	183, 072	237,048	150,000	200,000
5 . Number of prints made by users accessing IDOC Market.	13,794	16,301	25,000	15,000
6 . Days to post finalized Special District Board meeting minutes & agendas on website.	2	2	2	2

Workload Indicators

Indicator	Actual FY2020	Actual FY2021	Budgeted FY2022	Approved FY2023
1 . Documents recorded/filed (including deed/plat/survey/other)	38,808	48,798	35,000	40,000
2 . Number of certified birth certificates issued.	3,378	2,837	4,000	3,000
3 . Number of certified death certificates issued.	9,663	10,944	9,000	10,000
4 . Number of clicks to Clerk & Recorder website.	43,225	54,544	40,000	40,000
5 . Images scanned.	183,072	237,048	135,000	200,000
6 . Documents indexed/proofed.	38,808	48,798	35,000	40,000
7 . Number of delinquent tax properties researched and processed.	7	6	6	6
8 . Number of Tax Sale Certificates, Assignments, and Redemptions processed and recorded.	7,236	3,731	3,900	3,500
9 . Number of requests processed for veterans' interment benefits.	93	115	100	100
10 . Number of birth certificates filed.	1,448	1,523	1,500	1,500
11 . Number of death certificates filed.	1,117	1,212	1,100	1,200

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 805,412	\$ 785,967	\$ 903,129	\$ 988,709	\$ 85,580	9%
Operating Expenditures	59,676	74,930	63,650	36,785	(26,865)	-42%
Capital Outlay	25,916	-	28,000	55,000	27,000	96%
Transfers Out	2,933	2,934	9,600	28,600	19,000	198%
Total	\$ 893,937	\$ 863,831	\$ 1,004,379	\$ 1,109,094	\$ 104,715	10%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2180 DISTRICT COURT LEVY	\$ 622,924	\$ 636,103	\$ 694,023	\$ 766,059	\$ 72,036	10%
2370 RETIREMENT	88,056	88,379	101,883	115,602	13,719	13%
2380 GROUP INSURANCE	157,041	139,349	180,473	172,433	(8,040)	-4%
4022 DISTRICT COURT CIP	25,916	-	28,000	55,000	27,000	96%
Total	\$ 893,937	\$ 863,831	\$ 1,004,379	\$ 1,109,094	\$ 104,715	10%

2023 Budget Highlights

Personal Services

- An additional 0.75 FTE was added. Along with this, 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Clerk of Court (Elected)	1.00	1.00	1.00	1.00
District Court Deputy Clerk	11.00	11.00	10.00	10.75
Lead Deputy Clerk	1.00	1.00	2.00	2.00
Office Administrator	1.00	1.00	1.00	1.00
Total	14.00	14.00	14.00	14.75

Performance Measures & Workload Indicators**Performance Measures**

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . District Court caseload comparison Active cases	5,790	5,642	6,000	6,000
2 . Processing Time for Appealed Cases	120 hrs	80 hrs	80 hrs	80 hrs
3 . Criminal Fines & Fees payments handled	1,399	1,384	1,400	1,400

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Marriage Licenses Issued	5,535	5,713	5,500	5,500
2 . Child Support Payments Handled	2,500	2,400	2,400	2,300
3 . Appealed Case Count	64	44	45	45
4 . Case Mgmt Document Entry	86,660	93,610	94,000	94,000
5 . Jury Panels Pulled	43	48	50	50
6 . Jury Trials Conducted	7	11	12	12

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 2,010,460	\$ 1,998,055	\$ 2,147,116	\$ 2,215,239	\$ 68,123	3%
Operating Expenditures	79,539	136,222	242,090	243,990	1,900	1%
Capital Outlay	-	85,000	40,000	-	(40,000)	-100%
Transfers Out	21,516	32,054	23,571	24,269	698	3%
Total	\$ 2,111,515	\$ 2,251,331	\$ 2,452,777	\$ 2,483,498	\$ 30,721	1%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 1,600,407	\$ 1,660,371	\$ 1,848,377	\$ 1,938,440	\$ 90,063	5%
2370 RETIREMENT	233,961	235,214	258,998	274,578	15,580	6%
2380 GROUP INSURANCE	277,147	270,746	305,402	270,480	(34,922)	-11%
2390 DRUG FORFEITURES	-	-	-	-	-	0%
4030 FLATHEAD COUNTY CIP	-	85,000	40,000	-	(40,000)	-100%
Total	\$ 2,111,515	\$ 2,251,331	\$ 2,452,777	\$ 2,483,498	\$ 30,721	1%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Operating expenditures increased slightly for software maintenance for the new case management system.

Capital Outlay

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

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
County Attorney	1.00	1.00	1.00	1.00
Deputy County Attorney I	11.00	11.00	11.00	11.00
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 Tech	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	23.00

Workload Indicators

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1 . Bad check restitution collected	\$ 40,649	\$ 30,000	\$ 30,000	\$ 30,000
2 . Reports Received	1,798	1,248	1,800	1,500
3 . Charges Filed	2,056	1,161	1,800	1,500
4 . Filed: Probation Violations, Mental Health Commitments, Guardianships/DDs; Investigative Subpoenas	358	198	350	350
5 . Filed: Juvenile Petitions	71	104	65	90
6 . Filed: Dependent Neglect Petitions	104	65	100	50
7 . Cases Set for Jury Trial	825	752	750	750
8 . Cases set for Non-Jury Trial	566	230	560	300
9 . Current Open Cases	4,840	5,000	4,300	4,500
10 . Convictions, Alford, No Contest	517	408	550	400
11 . Subdivisions/PUDs/COS Review ed	37	9	40	30
12 . Prep/Review Contracts, Resolutions, Ordinances, Etc.	281	138	290	200

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 623,797	\$ 690,864	\$ 726,490	\$ 689,704	\$ (36,786)	-5%
Operating Expenditures	52,709	88,487	55,273	56,293	1,020	2%
Capital Outlay	33,130	-	-	50,000	50,000	100%
Transfers Out	12,036	12,144	12,143	12,631	488	4%
Total	\$ 721,672	\$ 791,495	\$ 793,906	\$ 808,628	\$ 14,722	2%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 539,157	\$ 635,437	\$ 616,117	\$ 603,009	\$ (13,108)	-2%
2370 RETIREMENT	73,341	81,038	89,570	87,974	(1,596)	-2%
2380 GROUP INSURANCE	76,044	75,020	88,219	67,645	(20,574)	-23%
4030 FC COUNTYWIDE CAPITAL	33,130	-	-	50,000	50,000	100%
Total	\$ 721,672	\$ 791,495	\$ 793,906	\$ 808,628	\$ 14,722	2%

2023 Budget Highlights

Personal Services

- Despite COLA, salary steps, and longevity, last year had a leave cash-out for the retirement of a long-time employee, so personal services decreased significantly.

Operating Expenditures

- Most expenditures were held steady.

Capital Outlay

- This department is planning to purchase a vehicle and a copier.

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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	0.70	1.00	-
Public Information Officer	-	-	-	1.00
Tax Appeal Board Secretary	-	0.14	-	0.20
Clerk of the Board	1.00	0.86	1.00	0.80
Total	6.45	6.45	6.75	6.75

Workload Indicators

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Resolutions Passed	71	96	98	95
2 . Ordinances Passed	0	1	0	0
3 . Commission Meetings Held	79	78	90	85
4 . Public Hearings Held	41	44	40	40
5 . Number of Bargaining Units Administered	7	7	7	7
6 . Number of Agenda Items	842	821	938	900
7 . Union Contracts Settled	2	5	5	5
8 . Road RSID Projects Completed	1	0	0	0
9 . Claims/CC Payments Processed	416	404	279	280
10 . Veterans Benefit Claims Processed	150	75	101	90
11 . Mental Health Requests Processed	85	129	146	140
12 . Indigent Burial Requests Processed	45	62	47	40
13 . Board Appointments Made	99	99	96	99

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 four District Court Judges, one Court Administrator, Family Court Services Director, Chief Juvenile Probation Officer, and 25 employees including caseworkers, deputy probation officers, law clerks, and various administrative support staff. Primary funding for our District is provided by the State of Montana. Special funding for court security and building maintenance issues is provided by the County.

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

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Operating Expenditures	25,161	28,259	50,000	50,000	-	0%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	-	-	-	-	-	0%
Total	\$ 25,161	\$ 28,259	\$ 50,000	\$ 50,000	\$ -	0%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2180 DISTRICT COURT LEVY	\$ 25,161	\$ 28,259	\$ 50,000	\$ 50,000	\$ -	0%
Total	\$ 25,161	\$ 28,259	\$ 50,000	\$ 50,000	\$ -	0%

2023 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 FY2020	Actual FY2021	Budgeted FY2022	Approved FY2023
Criminal				
Open	1,021	1,220	800	1,300
Juvenile				
Open	94	106	130	130
Dependent Neglect				
Open	126	69	150	100
Guardian				
Open	109	131	120	140
Probate				
Open	400	414	400	400
Dissolutions				
Open	1,186	1,093	1,200	1,200
Civil / Warrants				
Open	2,223	2,051	2,500	2,500
Adoption				
Open	43	78	80	80
Paternity				
Open	4	3	10	10
Sanity				
Open	56	44	100	80
Investigative Subpoena				
Open	482	433	75	500
Marriage Licenses Issued				
Open	5,535	5,706	3,000	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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 222,744	\$ 261,431	\$ 292,531	\$ 302,923	\$ 10,392	4%
Operating Expenditures	362,639	248,214	380,625	346,060	(34,565)	-9%
Capital Outlay	-	126,420	279,500	81,747	(197,753)	-71%
Transfers Out	73,655	74,925	81,593	5,995	(75,598)	-93%
Total	\$ 659,038	\$ 710,990	\$ 1,034,249	\$ 736,725	\$ (297,524)	-29%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 598,287	\$ 515,119	\$ 688,219	\$ 667,762	\$ (20,457)	-3%
2370 RETIREMENT	20,556	26,382	24,886	29,145	4,259	17%
2380 GROUP INSURANCE	40,195	43,069	41,644	33,823	(7,821)	-19%
2989 HAVA GRANT	-	44,115	149,733	-	(149,733)	-100%
4030 FC COUNTYWIDE CAPITAL PROJECTS	-	82,305	129,767	5,995	(123,772)	-95%
Total	\$ 659,038	\$ 710,990	\$ 1,034,249	\$ 736,725	\$ (297,524)	-29%

2023 Budget Highlights

Personal Services

- Cost of living adjustment (COLA), salary steps, and longevity resulted in a small increase.

Operating Expenditures

- The primary election last fiscal year necessitated an increased number of ballots needing to be printed as well as increased on-site support. The general elections this fiscal year will need fewer.

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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Clerk & Recorder/Elections Officer	0.50	0.50	0.50	0.50
C&R Deputy Admin Clerk	2.50	2.50	2.50	2.50
Total	3.00	3.00	3.00	3.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY2020	Actual FY2021	Budgeted FY2022	Approved FY2023
1 . Number of days to enter address updates or inactivate voters identified through the NVRA address confirmation process.	3	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.	20	2	0	0
4 . Date to complete petition signature verification for state or petitions.	7/20/2019	7/17/2020	7/20/2021	7/20/2022
5 . Number of election staff attending the Secretary of State biannual Election Certification training.	0	4	0	2
6 . Number of certification tests conducted on ballot tabulators, ADA equipment and election management software (Inventory includes over 40 pieces of election equipment).	5	5	6	6

Workload Indicators

Indicator	Actual FY2020	Actual FY2021	Budgeted FY2022	Approved FY2023
1 . Total number of registered voters.	69,908	76,976	70,000	80,000
2 . New voter registration applications.	5,192	7,092	3,122	5,000
3 . Number of biannual absentee voters address confirmation cards sent.	1,700	4,854	0	0
4 . Recruit, hire and/or train election judges.	52	28	285	25
5 . Process signatures for absentee ballots for major elections.	60,771	18,673	44,555	40,000
6 . Number of visits/clicks to Election Department website.	68,279	39,136	25,000	25,000
7 . Address confirmation cards mailed.	6,496	10,000	10,000	10,000
8 . Petition signatures submitted for signature verification.	0	0	5,000	5,000

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 409,993	\$ 402,630	\$ 492,172	\$ 520,341	\$ 28,169	6%
Operating Expenditures	112,451	122,112	146,225	135,610	(10,615)	-7%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	26,460	51,435	51,600	76,720	25,120	49%
Total	\$ 548,904	\$ 576,177	\$ 689,997	\$ 732,671	\$ 42,674	6%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 441,657	\$ 467,581	\$ 516,903	\$ 551,397	\$ 34,494	7%
2370 RETIREMENT	45,783	44,787	52,348	55,913	3,565	7%
2380 GROUP INSURANCE	61,464	63,809	69,405	54,104	(15,301)	-22%
2991 CARES ACT	-	-	51,341	71,257	19,916	39%
Total	\$ 548,904	\$ 576,177	\$ 689,997	\$ 732,671	\$ 42,674	6%

2023 Budget Highlights

Personal Services

- Despite COLA, salary steps, longevity, and an additional 1.0 FTE, a long-time employee retired causing the increase to be only 6%.

Operating Expenditures

- A temporary employee was needed to cover a planned extended leave last fiscal year. This will not be needed 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Finance Director	1.00	1.00	1.00	1.00
Grant Technician	-	-	-	1.00
Senior Accountant	-	-	-	1.00
Staff Accountant	2.00	2.00	2.00	1.00
Payroll & A/P Specialist	1.80	2.00	2.00	2.00
Total	4.80	5.00	5.00	6.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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	1	0	0	0
3 . Federal award findings:				
-Material weakness	0	0	0	0
-Non-material weakness	2	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	6/26, 8/28	6/30, 9/1	6/30, 8/31	6/30, 8/31
6 . Date of annual financial statement (ACFR) submission	2/9/2020	2/9/2021	12/31/2022	12/31/2022
7 . GFOA Certificate of Excellence in Financial Reporting Awarded	Received	Received	Receive	Receive
8 . Credit card rebates earned	\$44,764	\$47,909	\$50,000	\$50,000
9 . Credit rating	AA	AA	AA	AA
10 . Capital Improv Plan (CIP) document for adoption	June 2019	June 2020	June 2021	June 2022

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1 . Number of FTES	5.0	5.0	5.0	6.0
2 . Accounts Payable - total checks processed	6,958	5,558	7,400	6,500
3 . Payroll - number of net pay and payable checks	22,458	21,216	22,500	22,500
4 . Accounting - Journal Entries Posted	266	204	250	250
5 . 1099/1042's issued	165	165	175	175
6 . W-2's issued	705	752	725	725
7 . Number of capital asset additions	195	108	120	120
8 . Number of credit card transactions entered in GL	11,958	11,015	12,000	12,000
9 . Total work item transactions	42,705	39,018	43,170	42,270
10 . Average cost per work item transaction	\$9.60	\$11.38	\$9.50	\$10.62
11 . Federal grants supported subject to single audit	89	94	75	90
12 . Credit Cards issued & monitored	142	146	130	145
13 . Special District budgets administered	57	58	58	58
14 . Special District Contacts (phone/in person)	1,465	1,015	1,500	1,100
15 . Public requests for information	10	13	15	15
16 . Number of policies created/revised and approved	0	1	1	1
17 . Number of external audits conducted	6	5	7	7
18 . Petty cash drawer audits	0	0	55	55
19 . Number of capital asset department audits	22	21	25	25
20 . Number of Internal Control or special audit/review	0	0	1	1

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 214,741	\$ 243,674	\$ 254,196	\$ 268,468	\$ 14,272	6%
Operating Expenditures	28,789	60,762	72,930	73,368	438	1%
Capital Outlay	-	188,707	10,000	30,693	20,693	207%
Transfers Out	39,396	39,966	12,570	21,966	9,396	75%
Total	\$ 282,926	\$ 533,109	\$ 349,696	\$ 394,495	\$ 44,799	13%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 230,778	\$ 275,253	\$ 268,097	\$ 290,976	\$ 22,879	9%
2370 RETIREMENT	25,559	27,560	29,956	32,263	2,307	8%
2380 GROUP INSURANCE	26,589	41,589	41,643	40,563	(1,080)	-3%
4030 FC COUNTYWIDE CAPITAL	-	188,707	10,000	30,693	20,693	207%
Total	\$ 282,926	\$ 533,109	\$ 349,696	\$ 394,495	\$ 44,799	13%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Operating expenditures mostly held steady.

Capital Outlay

- This department is planning to purchase a copier as well as complete implementation of a timeclock system.

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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 2020	Actual FY 2021	Approved FY 2022	Proposed FY 2023
1 . Percentage of job descriptions updated	10%	15%	10%	10%
2 . Work Comp Experience MOD Factor	1.09	1.44	1.00	1.00
3 . % of work comp injuries with wage loss benefits	13%	13%	0%	0%
4 . Facilitate employee or supervisor training sessions	5	0	10	5
5 . Health Insurance Trust Fund balance per participant	\$4,378	\$7,761	\$5,000	\$5,000

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Approved FY 2022	Proposed FY 2023
1 . Job Postings	100	142	80	100
2 . Applications received	1,932	1,346	2,000	2,000
3 . New Hires	103	108	80	100
4 . New Hire Orientation sessions	43	48	40	40
5 . Terminated employees	88	166	80	80
6 . Exit interview s conducted	48	49	55	55
7 . Job Description updates	21	32	21	21
8 . Position changes	53	54	25	25
9 . Updates to County policy (includes safety)	1	0	1	1
10 . Handled grievances or conducted investigations	8	13	10	10
11 . Amendments to Health Plan	3	2	1	1
12 . Negotiated collective bargaining agreements	5	2	5	4
13 . Work comp claims reported	39	46	45	45
14 . Employment verifications	232	263	125	125
15 . Unemployment claim responses	95	77	45	45
16 . # of employees w ho used FMLA leave	158	108	120	100
17 . FMLA hours used	19,006	14,519	15,000	15,000

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 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 4.6 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. 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.

GIS**Program Description**

The Flathead County Geographic Information Systems (GIS) department operates under the Information Technology department to provide mapping support 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. Some specific examples of GIS services and data use include:

- GIS works with the Plat Room to provide accurate cadastral (parcel) mapping and land ownership layers.
- GIS annually reviews special districts that parcels pay taxes to, and coordinates with the Clerk & Recorder, Plat Room, Finance office, and the Treasurer's office to correct any identified errors in the tax base.
- GIS created and helps maintain data layers for the 911 Center mapping software. GIS backs up the 911 Center in providing emergency personnel with evacuation lists and mapping support (most often during forest fire months, but events such as avalanche rescue missions and Amber Alerts have also required 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 handles new address assignment and road naming for unincorporated Flathead County. To help 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.

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.

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Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 1,513,170	\$ 1,584,091	\$ 1,633,689	\$ 1,712,223	\$ 78,534	5%
Operating Expenditures	309,199	444,316	655,203	589,134	(66,069)	-10%
Capital Outlay	84,805	289,896	222,900	212,000	(10,900)	-5%
Transfers Out	189,823	190,736	227,797	228,309	512	0%
Total	\$ 2,096,997	\$ 2,509,039	\$ 2,739,589	\$ 2,741,666	\$ 2,077	0%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 1,486,019	\$ 1,682,819	\$ 1,929,688	\$ 1,938,230	\$ 8,542	0%
2370 RETIREMENT	174,620	182,371	194,955	208,215	13,260	7%
2380 GROUP INSURANCE	227,831	248,710	249,858	240,678	(9,180)	-4%
2859 GIS-MT LAND INFO ACT	34,116	20,855	29,000	39,600	10,600	37%
4017 MICRO COMPUTER REPLACEMENT CIP	97,768	84,388	113,188	102,943	(10,245)	-9%
4030 FC COUNTYWIDE CAPITAL PROJECTS	76,643	289,896	222,900	212,000	(10,900)	-5%
Total	\$ 2,096,997	\$ 2,509,039	\$ 2,739,589	\$ 2,741,666	\$ 2,077	0%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Last year had contracted services related to a grant GIS was awarded. Those expenditures are not ongoing.

Capital Outlay

- This department will be replacing some switches as well as finishing up network infrastructure and door access in the new North Complex building.

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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	4.00	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
GIS				
GIS Analyst	1.00	1.00	1.00	1.00
GIS Cadastral Specialist	2.00	2.00	2.00	2.00
GIS Survey Specialist	1.00	1.00	1.00	1.00
Total	18.00	18.00	18.00	17.80

Performance Measures & Workload Indicators**Performance Measures**

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Total number of calls / requests Average per month	885	880	725	810
2 . Helpdesk response time 3 hours or less Average per month	88%	91%	89%	90%
3 . First call resolution percentage - percent of calls resolved on first call	95%	97%	95%	96%
4 . One day call resolution - percent of calls resolved in one day	95%	94%	93%	95%
5 . Number of students receiving IT Orientation	145	214	105	100
6 . Uptime percentage - servers and sw itches	99.9%	99.8%	99.9%	99.9%
7 . Number of w eb-based public services added	5	4	3	3
8 . Number of visitors to Flathead County websites (in millions)	4.85	10.80	3.75	10.00

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . User accounts supported, average per month	584	704	620	630
2 . Number of users added to the county netw ork	155	190	115	135
3 . Number of users removed from the county netw ork	94	171	95	93
4 . Average number of service requests per month	876	880	715	810
5 . Average number of requests per support Tech, per mo.	349	285	260	250
6 . Average Number of Email accounts supported per month	584	607	560	565
7 . Desktops, laptops, tablets and servers supported	1,585	1,821	1,600	1,650
8 . Computers supported per Tech	264	304	270	300
9 . Servers / Appliances supported per Administrator	27	45	30	48
10 . Printers, scanners and other computer equipment supported	1,281	1,272	1,300	1,325
11 . Phones / phone lines supported	1,013	1,030	1,050	1,005
12 . Number of pieces of spam blocked (in millions)	0.35	0.22	0.45	0.67
13 . Batch jobs serviced	143	121	155	150
14 . Number of users provided IT Training	145	214	135	150
15 . Number of non-w eb in-house applications supported	87	85	87	86
16 . Number of w eb-based applications supported (includes CMS pow ered applications, and custom built)	157	171	168	172
17 . Number of database admin requests per Programmer	7	5	12	8
18 . Number of minor modifications and enhancements per Programmer	159	149	165	155
19 . Total number of programmer projects over 40 hours (new applications, conversions, major enhancements)	13	14	15	14

GIS

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Average number of days for inputting new or changed parcels (COS's or plats) into the GIS database	8	4.23	6	5
2 . Number of (true) errors in the district taxation identified by the GIS audit process	7	7	75	10
3 . Estimated percentage of addresses in Flathead County that align with guidelines in addressing resolution	95.1%	95.6%	95.0%	96.0%

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Number of COS's drafted per FTE	158	193	161	171
2 . Number of Subdivision Plats drafted per FTE	65	51	54	57
3 . Misc parcel edits such as deletes & combines, AssrNo changes, correction from Plat Room, etc. per FTE	95	124	97	105
4 . Number of improvements added/changed under direction from DOR	9	10	9	9
5 . Number of district annexations entered into database	32	38	32	34
6 . Number of roads named	15	33	23	24
7 . Number of maps updated and printed for Plat Room per FTE	235	331	260	300
8 . Number of Mobile Home Declarations processed	400	131	345	370
9 . Number of road features edited inside city limits	4,924	5,026	4,780	4,910
10 . New addresses assigned (landowner requested)	360	550	370	427
11 . New addresses assigned (COS's or subdivision plats)	714	445	480	500
12 . Number of addresses added or updated per city request	500	547	535	527
13 . Number of addresses which were field verified	104	171	180	185
14 . Retired addresses (indicative of readdressing workload volume)	183	174	320	185
15 . Mileage of new roads into database (delta)	316	85	210	100
16 . Map and map products created	73	87	55	72
17 . Ownership lists created	81	217	160	153
18 . GIS Mapping Services (Digital Data, Statement of Addresses, etc.), Charged by the employees hourly rate	16	52	10	30

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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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 532,270	\$ 658,339	\$ -	\$ -	\$ -	0%
Operating Expenditures	2,141,464	3,437,295	4,296,756	2,688,467	(1,608,289)	-37%
Capital Outlay	102,360	1,656,316	7,019,484	2,326,072	(4,693,412)	-67%
Transfers Out	6,547,806	21,096,974	12,432,059	8,734,828	(3,697,231)	-30%
Total	\$ 9,323,900	\$ 26,848,924	\$ 23,748,299	\$ 13,749,367	\$ (9,998,932)	-42%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 2,293,992	\$ 6,548,204	\$ 5,943,899	\$ 2,836,280	\$ (3,107,619)	-52%
2120 POOR FUND	264,509	302,249	312,000	215,900	(96,100)	-31%
2150 PREDATORY ANIMAL	129	126	140	140	-	0%
2190 COMP INSUR	1,087,008	1,318,340	1,620,000	1,641,000	21,000	1%
2370 RETIREMENT	2,417	3,037	-	-	-	0%
2372 PERMISSIVE MEDICAL LEVY	3,556,568	3,673,909	4,205,093	4,129,475	(75,618)	-2%
2380 GROUP INSURANCE	4,782	7,914	-	-	-	0%
2890 SANDY HILL RURAL MAINTENANCE DIS	-	-	500	500	-	0%
2901 P I L T	1,570,000	6,322,720	3,270,344	2,600,000	(670,344)	-20%
2940 CDBG	-	45,000	-	-	-	0%
2991 CARES ACT	439,165	6,612,705	1,376,839	-	(1,376,839.00)	-100%
4011 FLATHEAD COUNTY LAND ACQ	-	139,186	-	-	-	0%
4012 COUNTY BUILDING CAPITAL IMPROV	84,000	1,619,095	6,092,250	2,326,072	(3,766,178)	-62%
4030 FC COUNTYWIDE CAPITAL	-	-	927,234	-	(927,234)	-100%
4257 SANDY HILL RSID #157	-	6,092	-	-	-	0%
4258 RIVER BUTTE RANCHETTES RSID #158	21,330	250,347	-	-	-	0%
Total	\$ 9,323,900	\$ 26,848,924	\$ 23,748,299	\$ 13,749,367	\$ (9,998,932)	-42%

2023 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

- The majority of the decrease is related to ARPA spending.

Capital Outlay

- There are two large capital expenditures are planned for this year. The County is renovating Courthouse West to be used by Justice Court. The Justice Center is also being renovated to provide space for a 5th District Court judge..

Transfers

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



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Program Description

Located on the second floor of the Justice Center, 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 641,556	\$ 666,303	\$ 690,838	\$ 749,904	\$ 59,066	9%
Operating Expenditures	53,708	32,541	59,538	59,538	-	0%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	-	800	800	800	-	0%
Total	\$ 695,264	\$ 699,644	\$ 751,176	\$ 810,242	\$ 59,066	8%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 512,873	\$ 528,591	\$ 571,612	\$ 611,206	\$ 39,594	7%
2370 RETIREMENT	71,550	77,956	82,337	90,828	8,491	10%
2380 GROUP INSURANCE	110,841	93,097	97,227	108,208	10,981	11%
4030 FC COUNTYWIDE CIP	-	-	-	-	-	0%
Total	\$ 695,264	\$ 699,644	\$ 751,176	\$ 810,242	\$ 59,066	8%

2023 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 were held steady.

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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Justice Court Clerk	5.50	5.50	5.50	5.00
Justice of the Peace	2.00	2.00	2.00	2.00
File Clerk	-	-	-	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 2020	Actual FY 2021	Budgeted FY 2022	Projected FY 2023
1 . Average monthly civil filing fee collected	\$ 10,134	\$ 9,906	\$ 7,716	\$ 7,690
2 . Average fines and fees collected per month	\$ 74,536	\$ 76,214	\$ 66,479	\$ 61,215
3 . Monthly average number of cases entered per month	783	786	725	708

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Projected FY 2023
1 . Average number of civil case filings per month	215	221	179	169
2 . Average number of misdemeanor filings per month	389	387	374	338
3 . Average number of court hearings per month	645	711	671	615
4 . Average number of Petitions for Orders of Protection per month	25	33	34	32
5 . Average number of criminal complaint filings per month	81	74	73	88
6 . Average number of felony initials held per month	72	71	65	81

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 9.5 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 646,958	\$ 661,745	\$ 703,853	\$ 797,081	\$ 93,228	13%
Operating Expenditures	31,882	39,474	36,900	43,350	6,450	17%
Capital Outlay	-	-	-	67,437	67,437	100%
Transfers Out	11,793	13,534	13,027	24,452	11,425	88%
Total	\$ 690,633	\$ 714,753	\$ 753,780	\$ 932,320	\$ 178,540	24%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2251 PLANNING	\$ 516,215	\$ 538,474	\$ 564,406	\$ 636,266	\$ 71,860	13%
2370 RETIREMENT	74,182	77,007	84,148	93,407	9,259	11%
2380 GROUP INSURANCE	100,236	99,272	105,226	135,210	29,984	28%
4014 PLANNING CIP	-	-	-	67,437	67,437	100%
Total	\$ 690,633	\$ 714,753	\$ 753,780	\$ 932,320	\$ 178,540	24%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Small increases in various line items resulted in an increase in operating expenditures.

Capital Outlay

- This department is planning to purchase a vehicle, a color printer/copier, and a plotter.

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Office Coordinator	1.00	1.00	1.00	1.00
Executive Secretary	0.30	0.30	-	-
Planner I	2.00	2.00	2.00	3.00
Planner II	1.00	1.00	1.00	-
Planner III	1.00	1.00	1.00	1.00
Planner Technician	1.00	1.00	1.00	1.00
Planning Office Director	1.00	1.00	2.00	1.00
Planning Office Board Secretary	0.50	0.50	0.50	1.00
Planning Technician-Code Compl	1.00	1.00	1.00	-
Code compliance Officer	-	-	0.50	2.00
Total	8.80	8.80	10.00	10.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Number of land use related law suits filed against county/number of land use applications processed	1/249	1/233	0/328	0/328
2 . Number of water resource related applications received/number of water resource related permits issued	112/110	134/106	100/95	110/95
3 . Percent of enforcement files from previous FY resolved	93%	89%	90%	90%
4 . Percent of goals in annual work plan implemented	100%	100%	100%	100%
5 . Customer Satisfaction on staff performance, out of maximum of 2.0 ¹	1.95	1.82	1.90	1.90
Customer Satisfaction on regulatory process, out of maximum of 2.0 ¹	1.63	1.60	1.60	1.60
Total Surveys Received	43	50	30	50
6 . Percent of file follow -ups completed	100%	100%	100%	100%

¹Customer satisfaction surveys were initiated in July of 2011 (FY12). 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 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Number of Subdivision applications received (FPP, FSR, FRP, FASR, FFP)	49	47	48	50
2 . Number of Zoning applications received (FACU, FCU, FPMA, FZC, FZV, FZD, FCMU, FCAP...)	88	147	85	168
3 . Number of water resource related applications received (FDP, FLP, FLEW, FLV, FDV)	112	134	100	110
4 . Number of enforcement files created (FCD, FZT, FLT, FPT, FBT, FSV)	150	136	125	125
5 . Amount of fee revenue generated by applications	\$ 178,378	\$ 198,938	\$ 120,000	\$ 150,000
6 . Percent of goals achieved in annual work plan	100%	100%	100%	100%
7 . Number of customer walk-ins	2,318	744	1,500	2,500
Number of phone contacts	7,931	9,459	8,000	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 509E 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 330,038	\$ 396,498	\$ 480,776	\$ 492,928	\$ 12,152	3%
Operating Expenditures	37,169	68,844	85,605	126,550	40,945	48%
Capital Outlay	-	-	94,500	97,500	3,000	3%
Transfers Out	5,197	49,325	50,629	18,929	(31,700)	-63%
Total	\$ 372,404	\$ 514,667	\$ 711,510	\$ 735,907	\$ 24,397	3%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 270,206	\$ 392,151	\$ 465,780	\$ 487,380	\$ 21,600	5%
2370 RETIREMENT	35,144	42,753	54,063	56,380	2,317	4%
2380 GROUP INSURANCE	67,054	79,763	97,167	94,647	(2,520)	-3%
4030 FC COUNTYWIDE CAPITAL PROJECTS	-	-	94,500	97,500	3,000	3%
Total	\$ 372,404	\$ 514,667	\$ 711,510	\$ 735,907	\$ 24,397	3%

2023 Budget Highlights

Personal Services

- Cost of living adjustment (COLA), salary steps, and longevity resulted in increased expenditures.

Operating Expenditures

- Survey contracting had a dramatic increase in cost resulting in a 48% increase in operating expenditures.

Capital Outlay

- This department is planning to purchase a tract book scan project, tract book digitization plan, and 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Flat Room/Recording Supervisor	1.00	1.00	1.00	1.00
Land Specialist	4.00	4.00	6.00	6.00
Total	5.00	5.00	7.00	7.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY2020	Actual FY2021	Budgeted FY2022	Approved FY2023
1 . Number of days to review and approve 509E submittals.	5	5	5	10
2 . Number of large maps scanned/indexed per month into the archived road file folders.	20	20	20	20
3 . Number of days needed to review and post documents related to land management in Flathead County.	20	60	30	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, address changes.	2/1/2020	2/28/2021	2/28/2022	3/15/2023
5 . Number of days needed to review and approve ownership lists, fire/water district annexations, road abandonment petitions and zoning legal descriptions.	5	5	5	7

Workload Indicators

Indicator	Actual FY2020	Actual FY2021	Budgeted FY2022	Approved FY2023
1 . Review all recorded documents prior to recording.	41,375	48,798	47,250	45,000
2 . Process recorded surveys to establish tax base.	327	397	367	350
3 . Process recorded subdivisions to establish tax base.	120	129	150	120
4 . Process documents conveying ownership for tax base.	8,268	10,606	9,450	9,000
5 . Review /approve 509E Certificate of Survey's (COS) and other documents.	355	432	445	400
6 . Review /approve 509E subdivisions.	117	121	160	110
7 . Newly created parcel tax accounts.	625	1,124	1,000	700
8 . Complete mailing address updates for tax year.	9,007	14,762	13,200	10,000
9 . Process newly created condominium documents to establish tax base.	31	34	50	25
10 . Verify ownership lists for Planning & Zoning and GIS.	152	248	200	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 over 8,000,000 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. Additionally, the Flathead County Records Center is part of the National Association of Government Archives and Records Administrators (NAGARA).

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.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 94,208	\$ 94,588	\$ 92,521	\$ 97,848	\$ 5,327	6%
Operating Expenditures	13,762	18,672	40,428	34,325	(6,103)	-15%
Capital Outlay	-	5,435	52,800	71,800	19,000	36%
Transfers Out	7,876	14,914	14,950	19,810	4,860	33%
Total	\$ 115,846	\$ 133,609	\$ 200,699	\$ 223,783	\$ 23,084	12%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2395 RECORDS PRESERVATION	\$ 115,846	\$ 128,174	\$ 147,899	\$ 151,983	\$ 4,084	3%
4024 RECORDS PRES CIP	-	5,435	52,800	71,800	19,000	36%
Total	\$ 115,846	\$ 133,609	\$ 200,699	\$ 223,783	\$ 23,084	12%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- There was a non-recurring building repair that was completed last year. The rest of the operating expenditures were held basically steady.

Capital Outlay

- The current HVAC system will be replaced this year. They are also planning to purchase a lift, a microfilm scanner, and a fire alarm and smoke detection 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Records Management Specialist	1.00	1.00	1.00	1.00
C&R Deputy Admin Clerk	0.50	0.50	0.50	0.50
Total	1.50	1.50	1.50	1.50

Performance Measures & Workload Indicators**Performance Measures**

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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.	0	15	15	2
4. Number of Zasio database training sessions presented to Flathead County new hires.	3	5	5	6
5. Number of hours spend on special collection digitization, indexing and filing.	1,000	900	1,200	1,500

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1. Boxes accessioned into Records Center.	375	550	550	750
2. Records/files accessioned into Records Center.	37,000	45,000	45,000	50,000
3. Records/files entered into Zasio database.	16,000	35,000	35,000	40,000
4. Annual file runs for delivery/pickup to/from County	169	260	200	215
5. Active/inactive records pulled/refiled for County departments.	7,600	2,500	5,000	5,000
6. Records scanned & imaged for County offices.	49,000	10,000	30,000	30,000
7. Department Scan-on-Demand requests.	115	50	150	375
8. Records approved for disposition.	36,000	25,000	35,000	20,000
9. Documents scanned and stored electronically on accessible county servers.	47,000	5,000	20,000	43,000
10. Documents scanned and stored electronically in Zasio database.	3,000	10,000	10,000	30,000

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 187,461	\$ 193,902	\$ 198,821	\$ 217,072	\$ 18,251	9%
Operating Expenditures	30,998	35,038	32,505	31,700	(805)	-2%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	2,834	2,932	2,890	2,938	48	2%
Total	\$ 221,293	\$ 231,872	\$ 234,216	\$ 251,710	\$ 17,494	7%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 152,566	\$ 157,886	\$ 164,320	\$ 174,996	\$ 10,676	6%
2340 SCHOOL CO-OP REVOLVING FUND	25,762	29,247	23,855	23,250	(605)	-3%
2370 RETIREMENT	16,271	16,906	18,259	19,651	1,392	8%
2380 GROUP INSURANCE	26,694	27,833	27,782	33,813	6,031	22%
4030 FC COUNTYWIDE CIP	-	-	-	-	-	0%
Total	\$ 221,293	\$ 231,872	\$ 234,216	\$ 251,710	\$ 17,494	7%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Operating expenditures decreased slightly due to small decreases in a few 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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 2020	Actual FY 2021	Budgeted FY2022	Approved FY 2023
1 . Office Visitors	1,905	1,462	1,692	2,000
2 . District reclassifications (Class 1,2,3)	1	1	0	2
3 . Home school notifications	585	1,642	1,303	1,200
4 . Public elementary school enrollment (K-8)	10,309	9,859	10,505	10,600
5 . Public high school enrollment	4,422	4,514	4,618	4,700
6 . Electronic Contacts (Phone, Fax, E-mail)	36,588	44,002	40,646	40,000

Workload Indicators

Indicator	Actual FY 2020	Actual FY2021	Budgeted FY2022	Approved FY2023
1 . School budgets analyzed & recommended/FVCC/Coops	26	26	26	26
2 . Dollar amount of school district budgets	\$ 162,588,052	\$ 172,275,245	178,521,999	\$ 182,092,439
3 . Dollar amount of tuition agreements processed	\$ 904,412	\$ 1,135,200	1,202,685	\$ 1,226,738
4 . Dollar amount for County funds for school retirement	\$ 15,466,780	\$ 16,610,097	16,558,581	\$ 16,889,752
5 . Dollar amount for County funds for school transportation	\$ 903,629	\$ 1,198,190	964,020	\$ 983,300
6 . Teacher/administrator certificates registered	360	324	327	350
7 . Paper order (cooperative rural schools +)	\$ 83,210	\$ 77,080	71,898	\$ 72,000
8 . Bus routes reviewed & approved	153	143	159	150
9 . Individual transportation contracts	107	98	85	90
10 . Fingerprinting/Background checks	255	340	485	400
11 . Sub Applications & Disseminations processed	396	396	575	450
12 . School Board Meetings Attended	43	45	36	40
13 . School Board Members Sworn In	48	53	40	40
14 . County Supt. School Visitations	97	45	57	65
15 . Accounts Payable-Total number of checks processed	2,356	1,983	1,980	2,020
16 . Payroll-Total number of checks processed	2,454	2,298	2221	2,265
17 . W-2's Issued	194	191	186	190
18 . 1099's Issued	36	35	42	44

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 20 employees (1 employees part-time to equal 19.80 FTE).

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 \$212.6 million in real and personal property taxes. Approximately 67,320 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 \$14.14 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 award RFP to a qualified company to purchase new tax/land software.
- To award bid to qualified company to outsource tax bill printing.

Treasurer/Accounting Department

- To include all staff in RSID training including on-phone and hands on with Black Mountain.
- 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 centrally assessed protest procedures.
- To continue to train all employees on the Land (tax) system.
- To prepare and send out RFP for new credit card processing company county wide.

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 cross train employees to all duties in Tax Department.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 1,261,165	\$ 1,329,551	\$ 1,338,616	\$ 1,399,711	\$ 61,095	5%
Operating Expenditures	334,147	429,568	362,650	396,430	33,780	9%
Capital Outlay	-	-	29,000	264,085	235,085	811%
Transfers Out	61,884	61,505	13,042	16,117	3,075	24%
Total	\$ 1,657,196	\$ 1,820,624	\$ 1,743,308	\$ 2,076,343	\$ 333,035	19%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 1,286,556	\$ 1,429,356	\$ 1,313,314	\$ 1,407,427	\$ 94,113	7%
2370 RETIREMENT	136,931	147,222	153,868	164,113	10,245	7%
2380 GROUP INSURANCE	233,709	244,046	247,126	240,718	(6,408)	-3%
4030 FC COUNTYWIDE CAPITAL PROJECTS	-	-	29,000	264,085	235,085	811%
Total	\$ 1,657,196	\$ 1,820,624	\$ 1,743,308	\$ 2,076,343	\$ 333,035	19%

2023 Budget Highlights

Personal Services

- 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 copier, a microfilm scanner, and tax software.

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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	14.30	14.80
Total	19.30	19.30	19.30	19.80

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY2022	Approved FY 2023
1 . Average amount of interest distributed monthly	\$ 268,626	\$ 70,181	\$ 45,000	\$ 46,000
2 . Personal Property delinquency figures	\$ 162,691	\$ 170,192	\$ 160,000	\$ 150,000
3 . Tax web payments	\$ 25,727,476	\$ 31,140,410	\$ 32,000,000	\$ 33,000,000
Number of bills paid online	18,080	21,480	22,000	23,000
4 . Interest earnings (1000-0203-371010)	\$ 424,724	\$ 126,661	\$ 16,000	\$ 25,000
5 . Web registrations - DMV	19,879	26,121	25,000	26,000
Mail renew als processed	17,393	16,842	17,000	17,500
Dealer title work processed (mail and drops)	22,112	27,402	27,000	27,500

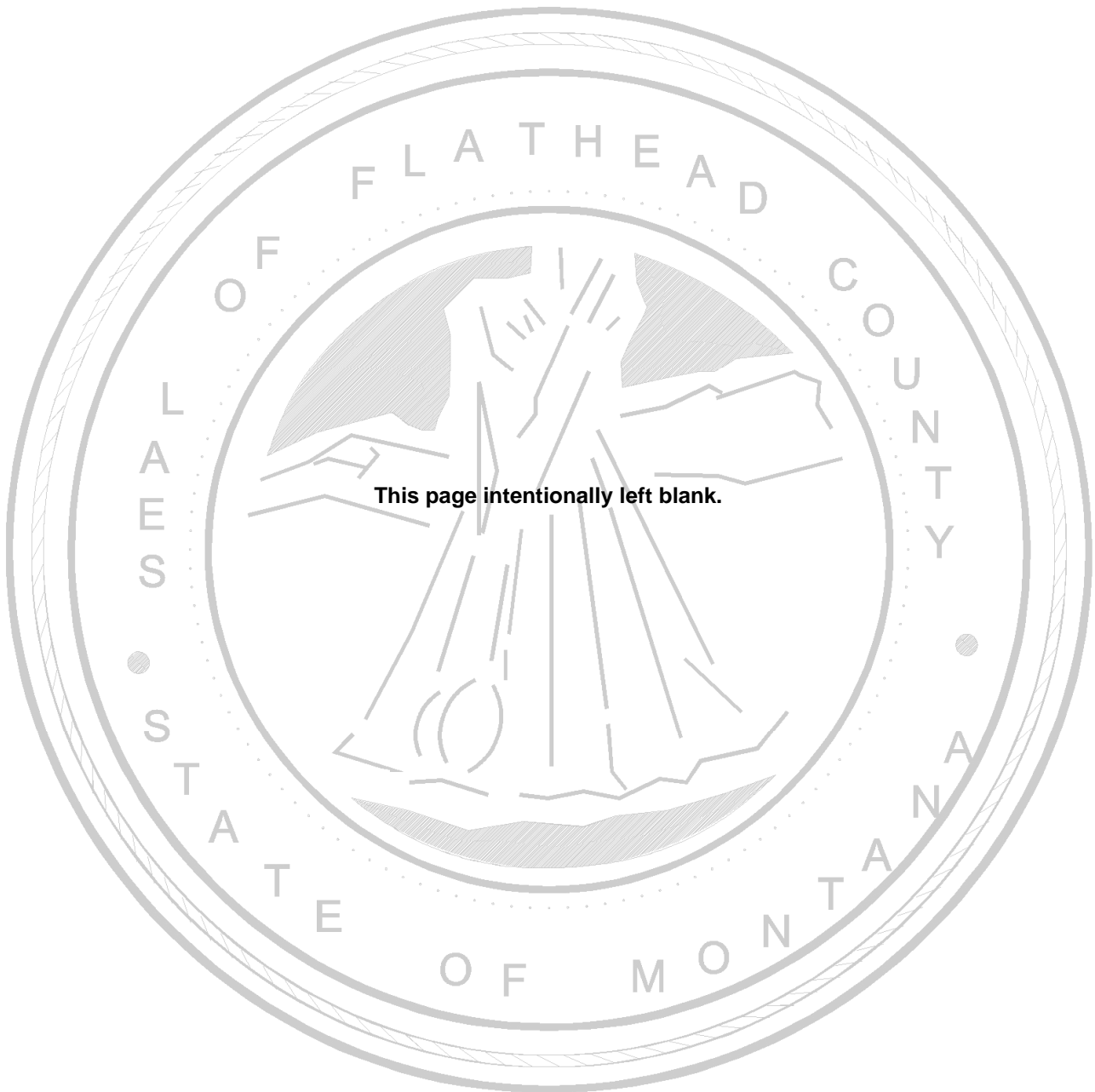
Workload Indicators

Indicator	Actual FY2020	Actual FY2021	Budgeted FY2022	Approved FY 2023
1 . Total amount receipted through Motor Vehicle	\$ 12,615,640	\$ 14,191,995	\$ 14,200,000	14,250,000
2 . Total number of tax bills mailed	65,457	65,422	67,300	68,000
3 . Number of courtesy letters mailed	4,680	4,611	4,600	4,600
4 . Treasurers collection fees	\$ 73,551	\$ 86,361	\$ 80,000	81,000
5 . Average cash balance per month	\$ 215,150,871	\$ 228,773,000	\$ 228,000,000	230,000,000
6 . Tax sale assignments - dollars collected	\$ 756,165	\$ 939,231	\$ 850,000	850,000
Number of individual assessor no. paid	441	467	450	460



PUBLIC SAFETY

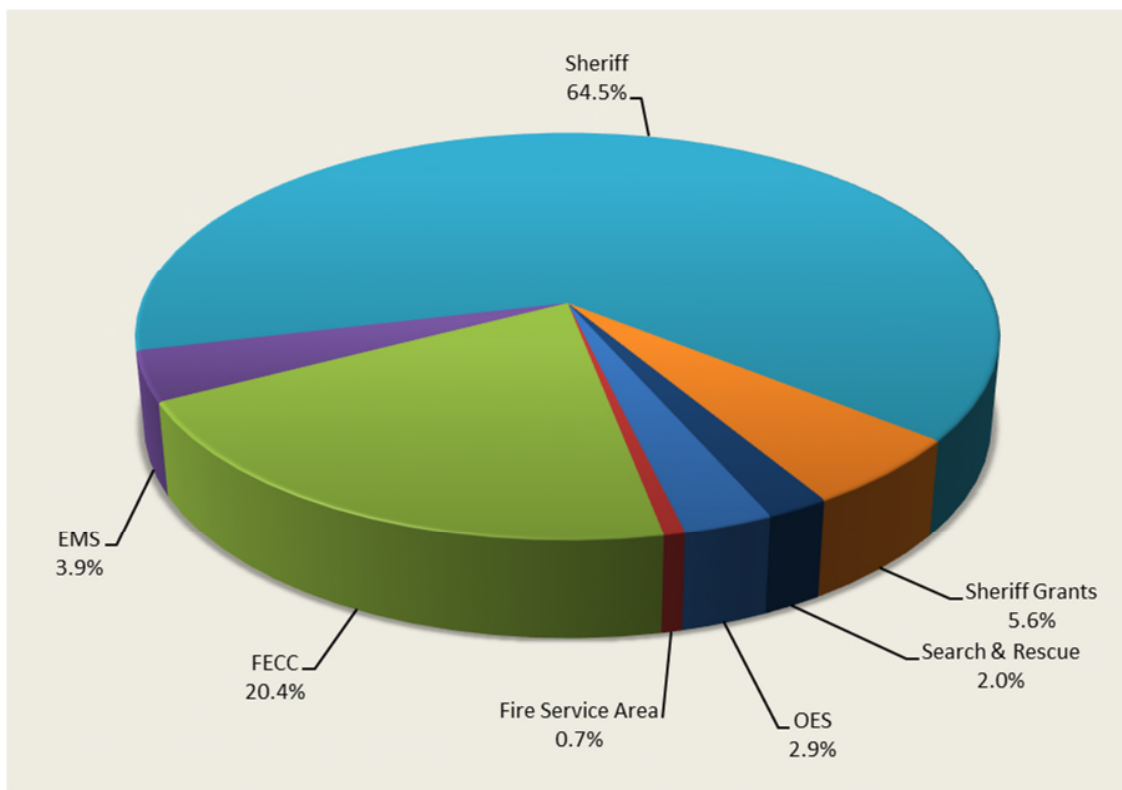




PUBLIC SAFETY

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 55,457	\$ 73,964	\$ 124,472	\$ 129,371	\$ 4,899	4%
Operating Expenditures	662,066	760,805	809,968	872,829	62,861	8%
Capital Outlay	45,100	3,870	-	62,000	62,000	100%
Transfers Out	-	-	-	16,200	16,200	100%
Total	\$ 762,623	\$ 838,639	\$ 934,440	\$ 1,080,400	\$ 145,960	16%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2272 EMS	\$ 176,523	\$ 261,039	\$ 299,440	\$ 366,627	\$ 67,187	22%
2273 SPECIAL EMS LEVY	541,000	573,730	635,000	651,773	16,773	3%
4019 EMS CIP	45,100	3,870	-	62,000	62,000	100%
Total	\$ 762,623	\$ 838,639	\$ 934,440	\$ 1,080,400	\$ 145,960	16%

2023 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 in non-employee training. This consists of classes put on for local EMS agencies.

Capital Outlay

- This department is planning to purchase a CPR Lucas device and a LifePak monitor.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
EMS Manager	1.00	1.00	1.00	1.00
Office Coordinator	-	-	0.50	0.50
EMS Instructor	0.28	0.28	0.28	0.28
Total	1.28	1.28	1.78	1.78

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
Emergency Medical Service				
1 . Provide EMS training opportunities for providers and EMS Agencies	18	20	36	50
2 . Provide Run Review s for ALS and BLS Agencies for QA/QI w ith County Medical Director	121	120	300	300
3 . Provide Quality EMD training for EMS dispatchers	2	0	6	35
4 . Monitor EMD applications for Quality Assurance	29	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	0	20	20

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
Emergency Medical Service				
1 . Organize and conduct/subcontract continuing education classes, Paramedic Refresher, EMT/AEMT refresheras as needed to support county providers (# of students)	372	372	500	600
2 . Meet w ith EMSAB, Advisory Committee and sub-committees	48	24	12	24
3 . Address run-card issues as they are identified	46	40	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	17	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	32	6	6	6
8 . Participate in initial EMD training to dispatchers (# of classes)	0	0	1	2
9 . Provide EMS agency training (# of classes)	12	12	6	10
10 . Provide Scholarships for Out of Tow n Training	0	0	100	25
11 . Participate in County-Wide run review s w ith Logan Health	34	6	6	6
12 . Provide EMS training opportunities	28	28	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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 94,428	\$ 97,806	\$ 100,189	\$ 106,251	\$ 6,062	6%
Operating Expenditures	42,814	49,283	73,962	77,196	3,234	4%
Capital Outlay	-	3,870	-	-	-	0%
Transfers Out	1,220	9,912	6,000	6,000	-	0%
Total	\$ 138,462	\$ 160,871	\$ 180,151	\$ 189,447	\$ 9,296	5%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2391 FC FIRE SERVICE AREA	\$ 126,885	\$ 142,096	\$ 161,647	\$ 171,297	\$ 9,650	6%
2953 RURAL FIRE CAPACITY	11,577	14,905	18,504	18,150	(354)	-2%
4018 FIRE SERVICE AREA CIP	-	3,870	-	-	-	0%
Total	\$ 138,462	\$ 160,871	\$ 180,151	\$ 189,447	\$ 9,296	5%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Changes were made across line items; the largest change was an increase in contracted services.

Capital Outlay

- No purchases are planned for this year.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Fire Service Area Manager	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
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	36	35	30	30
4 . Assist in offering hydrocarbon spill response training	1	1	1	1
5 . Assist in offering structural fire training	2	1	2	2

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Contracts for Fire Districts responding in FSA	20	20	20	20
2 . Incident Management Team meetings	3	2	1	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)	0 hrs	10 hrs	20 hrs	20 hrs
4 . HAZMAT training classes (Awareness/Operations)	1	1	1	1
5 . Number of private improvements in the Fire Service Area	1,640	1,675	1,650	1,680
6 . Number of Annexations out of Fire Service Area	3	4	5	5
7 . Incident Management trainings	0	1	0	2
8 . Response to HazMat incidents	9	9	12	12
9 . Response to large incidents in the FSA	2	2	3	3
10 . Assist County Parks Department with fuel reduction of park lots	0	1	1	1

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, and 18.5 911 Dispatchers. 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.

PUBLIC SAFETY FLATHEAD EMERGENCY COMMUNICATIONS CENTER (FECC 911)

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 2,359,862	\$ 2,347,624	\$ 2,630,527	\$ 2,988,603	\$ 358,076	14%
Operating Expenditures	623,530	4,604,646	765,969	806,380	40,411	5%
Capital Outlay	64,760	646,447	1,263,250	1,425,200	161,950	13%
Transfers Out	158,000	973,859	400,000	404,000	4,000	1%
Total	\$ 3,206,152	\$ 8,572,576	\$ 5,059,746	\$ 5,624,183	\$ 564,437	11%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2380 GROUP INSURANCE	\$ -	\$ 8,241	\$ 366,162	\$ 419,214	\$ 53,052	100%
2850 911 EMERGENCY	2,468,048	6,538,254	2,819,213	3,136,084	316,871	11%
2855 STATE 911 FEE	673,344	636,945	611,121	643,685	32,564	5%
4025 911 CIP	64,760	1,389,136	1,263,250	1,425,200	161,950	13%
Total	\$ 3,206,152	\$ 8,572,576	\$ 5,059,746	\$ 5,624,183	\$ 564,437	11%

FECC did not become a part of the county until January 1st, 2021. However, financial history is shown for comparison purposes.

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Increases in insurance, employee training, and computer maintenance/support resulted in an increase in operating expenditures.

Capital Outlay

- This department is planning to purchase multiple equipment items. The largest planned expenses are a trunked base station and completion of the backup PSAP center.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
911 CENTER DIRECTOR	1.00	1.00	1.00	1.00
COMM SHIFT SUPER	4.00	1.00	2.00	2.00
911 DISPATCHER I	18.50	19.50	18.50	18.50
911 DISPATCHER II	4.00	3.00	6.00	6.00
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	0.50	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
Total	33.00	30.00	34.50	34.50

FECC did not become a part of the county until January 1st, 2021. However, staffing history is shown for comparison purposes.

Performance Measures & Workload Indicators**Performance Measures**

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Incidents resulting in Calls For Service (CFS) processed	126,400	136,751	136,000	140,000
2 . 911 calls received	34,365	41,980	36,000	43,000
3 . Non-911 calls received	134,593	134,525	143,000	140,000
4 . Total phone calls handled	168,958	176,505	179,000	183,000
5 . Percentage of phone calls that are 911 calls	20.34%	23.78%	20.11%	23.50%
6 . Monthly test of restore systems by FECC IT	N/A	N/A	N/A	12

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . 911 call answer time 0-10 seconds	82.91%	80.16%	90.00%	90.00%
2 . 911 call answer time 10-20 seconds	12.56%	13.93%	9.00%	9.00%
3 . 911 call answer time 40 seconds+	4.53%	5.91%	1.00%	1.00%

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 164,332	\$ 109,251	\$ 153,952	\$ 160,506	\$ 6,554	4%
Operating Expenditures	65,153	54,948	95,813	69,055	(26,758)	-28%
Capital Outlay	6,100	24,770	-	565,000	565,000	100%
Transfers Out	10,677	10,617	6,085	10,102	4,017	66%
Total	\$ 246,262	\$ 199,586	\$ 255,850	\$ 804,663	\$ 548,813	215%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL FUND	\$ 196,672	\$ 142,594	\$ 210,503	\$ 199,742	\$ (10,761)	-5%
2370 RETIREMENT	18,259	11,911	17,583	19,628	2,045	12%
2380 GROUP INSURANCE	25,231	20,311	27,764	20,293	(7,471)	-27%
4030 FC COUNTYWIDE CAPITAL PROJECTS	6,100	24,770	-	565,000	565,000	100%
Total	\$ 246,262	\$ 199,586	\$ 255,850	\$ 804,663	\$ 548,813	215%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- This department updated the pre-disaster mitigation plan last year. This expenditure occurs every few years and will not repeat 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Admin Financial Support Specialist	0.50	0.50	0.50	-
Office Coordinator	-	-	-	0.50
Custodian	0.25	0.25	0.25	0.25
Emergency Management Planner	-	-	1.00	1.00
OES Manager	1.00	1.00	-	-
911 Systems & Network Administrator	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 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Number of HSEEP compliant exercises participating in	3	0	3	1
2 . Percentage of the Emergency Operations Plan (EOP) review ed & updated	5%	5%	10%	10%
3 . Percentage of overall operating budget obtained from grants	34%	32%	36%	32%
4 . Percentage of meetings and conferences attended	75%	50%	100%	100%
5 . Number of briefings conducted	30	9	30	20
6 . Number of months forecasted in the rolling TEEP calendar	12	6	18	24

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Review & update the Emergency Operations Plan (EOP) annually	5%	5%	10%	10%
2 . Apply for Emergency Management Performance Grant (EMPG) and Department of Homeland Security grants. Manage expenditure of approved funds. (% of budget)	34%	32%	36%	32%
3 . Attend Montana Disaster and Emergency Services (DES) district meetings quarterly, and state conference annually.	3	1	6	6
4 . Brief the County Commissioners monthly, the Sheriff/OES Director monthly, and the DES District Field Officer Quarterly	25	24	30	30
5 . HSEEP Exercises participation	3	0	3	1
6 . Maintain a rolling 18 month TEEP calendar.	12	6	18	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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 9,580,171	\$ 10,279,542	\$ 11,161,516	\$ 12,107,910	\$ 946,394	8%
Operating Expenditures	4,071,806	4,240,372	2,973,740	3,290,571	316,831	11%
Capital Outlay	843,694	618,678	697,600	1,346,165	648,565	93%
Transfers Out	688,448	920,555	622,963	968,209	345,246	55%
Total	\$ 15,184,119	\$ 16,059,147	\$ 15,455,819	\$ 17,712,855	\$ 2,257,036	15%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2300 SHERIFF	\$ 11,990,028	\$ 13,020,509	\$ 11,911,343	\$ 13,744,847	\$ 1,833,504	15%
2370 RETIREMENT	1,315,914	1,419,866	1,588,491	1,742,828	154,337	10%
2380 GROUP INSURANCE	1,185,177	1,252,249	1,346,770	1,291,698	(55,072)	-4%
2396 JUVENILE DETENTION	443,824	233,907	433,665	435,582	1,917	0%
4005 ANIMAL CNTRL TRUCK CIP	40,600	52,272	-	52,300	52,300	100%
4009 SHERIFF CAPITAL IMP	121,423	-	106,000	389,050	283,050	267%
4010 FC DETENTION CENTER CIP	50,285	40,571	14,500	12,000	(2,500)	-17%
5020 SO COMMISSARY	36,868	39,773	55,050	44,550	(10,500)	-19%
Total	\$ 15,184,119	\$ 16,059,147	\$ 15,455,819	\$ 17,712,855	\$ 2,257,036	15%

2023 Budget Highlights

Personal Services

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


Operating Expenditures

- The largest increases are related to fuel costs. Training and firearms saw large increases as well.

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.
- 

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Alternate TAC Officer	1.00	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
Coroner	-	-	1.00	1.00
Control Room Technician	1.00	1.00	1.00	1.00
Corporal	10.00	11.00	11.00	11.00
Court Corporal	-	1.00	1.00	1.00
Deputy Sergeant	1.00	-	-	-
Deputy Sheriff	31.50	29.50	29.50	30.50
Deputy Sheriff SRO	2.00	2.00	2.00	2.00
Deputy Sheriff K9	-	2.00	2.00	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
Detention Commander	1.00	1.00	1.00	1.00
Detention Corporal	4.00	4.00	4.00	4.00
Detention Medical Technician	1.00	1.00	1.00	-
Detention Officer	18.50	18.50	18.50	18.50
Detention Officer-Court Security	3.00	3.00	3.00	4.00
Detention Officer-Transportation	2.00	2.00	2.00	2.00
Detention Sergeant	4.00	4.00	4.00	4.00
Detention Chief	1.00	1.00	1.00	1.00
Evidence Custodian	1.00	1.00	1.00	1.00
Finance Tech	-	-	1.00	1.00
PSA Detention Officer	1.00	-	-	-
Patrol Commander	1.00	1.00	1.00	1.00
Patrol Sergeant	6.00	5.00	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 Clerk	1.00	1.00	1.00	1.00
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	1.00	2.00
Sheriff Office Receptionist	1.00	1.00	1.00	1.00
TAC Officer	1.00	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	1.00
Total	110.20	110.20	113.20	116.20

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SEARCH & RESCUE

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 67,965	\$ 73,299	\$ 85,044	\$ 89,417	\$ 4,373	5%
Operating Expenditures	125,578	128,488	180,550	206,275	25,725	14%
Capital Outlay	171,885	29,500	218,500	174,500	(44,000)	-20%
Transfers Out	88,500	85,000	151,250	93,250	(58,000)	-38%
Total	\$ 453,928	\$ 316,287	\$ 635,344	\$ 563,442	\$ (71,902)	-11%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2370 RETIREMENT	\$ 9,396	\$ 10,285	\$ 12,266	\$ 12,944	\$ 678	6%
2380 GROUP INSURANCE	7,347	7,455	6,941	6,761	(180)	-3%
2382 SEARCH & RESCUE LEVY	265,300	269,047	397,637	369,237	(28,400)	-7%
4006 SEARCH & RESCUE CIP	171,885	29,500	218,500	174,500	(44,000)	-20%
Total	\$ 453,928	\$ 316,287	\$ 635,344	\$ 563,442	\$ (71,902)	-11%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Increases were made across multiple line items. The largest increases were in computer equipment, training, and insurance.

Capital Outlay

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

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
SAR Coordinator	0.50	0.50	0.50	0.50
Total	0.50	0.50	0.50	0.50

SHERIFF GRANTS

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 641,697	\$ 712,843	\$ 800,488	\$ 607,273	\$ (193,215)	-24%
Operating Expenditures	774,285	655,805	804,787	923,018	118,231	15%
Capital Outlay	56,894	176,628	7,500	7,500	-	0%
Transfers Out	224	-	-	-	-	0%
Total	\$ 1,473,100	\$ 1,545,276	\$ 1,612,775	\$ 1,537,791	\$ (74,984)	-5%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2320 CHILDRENS ADVOCACY CENTER	\$ 14,597	\$ 13,368	\$ 34,300	\$ 30,300	\$ (4,000)	-12%
2350 BIG MT COMMUNICATIONS SITE	3,665	3,780	5,250	5,500	250	5%
2380 GROUP INSURANCE	-	131	-	-	-	0%
2916 BCC/DRUG INVESTIGATION TEAM	651,767	697,272	723,135	702,565	(20,570)	-3%
2920 CHILDRENS ADVOCACY CENTER	-	-	1,000	1,000	-	0%
2922 HIGH INTENSITY DRUG TRAFFICKING	128,616	176,091	157,000	181,400	24,400	16%
2923 SHERIFF'S DRUG TRUST FUND	40,904	77,889	80,000	80,000	-	0%
2924 DRUG FORFEITURE/FED SHARED	76,658	52,906	37,500	37,500	-	0%
2928 STONEGARDEN GRANT	168,687	79,355	197,212	267,408	70,196	36%
2930 BULLETPROOF VEST PARTNERSHIP	33,077	19,390	18,250	40,250	22,000	121%
2931 ICAC	168,156	190,655	203,466	20,147	(183,319)	-90%
2932 ALCOHOL ENFORCEMENT TEAM	1,334	-	2,700	3,200	500	19%
2933 STEP DUI/SEATBELT	7,902	2,454	8,744	8,764	20	0%
2934 JAG CIVIL GRANT	28,208	103,406	-	-	-	0%
2936 NATIONAL CHILDRENS ALLIANCE	69,503	68,906	76,104	91,598	15,494	20%
2937 SHERIFF LOCAL CONTRACTS	80,026	59,673	68,114	68,159	45	0%
Total	\$ 1,473,100	\$ 1,545,276	\$ 1,612,775	\$ 1,537,791	\$ (74,984)	-5%

2023 Budget Highlights

Personal Services

- Despite COLA, salary steps, and longevity, personal services decreased due to the end of funding for Internet Crimes Against Children (ICAC). Those two deputies were moved to Sheriff.

Operating Expenditures

- Professional services increased in BCC/Drug Investigation Team to cover other agency officer wages. The Stonegarden Grant has an increase in purchases of other agency equipment (as allowed with the grant).

Capital Outlay

- The purchase of a pole camera system is planned this year.

Transfers

- No transfers are planned.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
BCC Drug Investigation Team				
Deputy Sheriff	1.00	1.00	1.00	2.00
Special Invest Clerk	1.00	1.00	1.00	1.00
Corporal	1.00	1.00	1.00	-
Detective Sergeant	1.00	1.00	1.00	1.00
ICAC				
Deputy Sheriff	2.00	2.00	2.00	-
National Childrens Alliance				
Child Crime Victims Advocate	1.00	1.00	1.00	1.00
Total	7.00	7.00	7.00	5.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Approved FY 2022	Budgeted FY 2023
1 . Unincorporated Population	68,212	68,584	70,000	75,000
2 . Citizens per Patrol Deputy	1,624	1,758	1,700	1,700
3 . Calls per 1,000 Citizens	617.52	679.00	620.00	620.00
4 . Patrol response times--non-emergent (in minutes)*	36.00	63.10	36.00	63.00
Patrol response times--emergency (in minutes)*	26.00	25.45	26.00	26.00
5 . Sworn Deputy Turnover Rates				
Resigned	0.02	0.07	0.02	0.02
Retired	0.05	0.00	0.04	0.04
6 . Officers completing Basic Training	2	5	2	2
7 . Year 2-5 Officers Completing Required Training				
Street Survival	4	0	10	10
Interview & Interrogation	0	2	5	5
Death Investigation	12	0	5	5
8 . Training Costs per FTE	\$ 1,155	\$ 1,038	\$ 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 2020	Actual FY 2021	Approved FY 2022	Budgeted FY 2023
1 . Calls for Law Enforcement Service	42,127	46,625	55,000	55,000
2 . Calls per Day per Patrol Deputy	7	8	8	8
3 . Cases assigned to Detectives	515	415	500	500
4 . Inmate Booking and Releases	5,857	5,388	6,500	6,500
5 . Search and Rescue Missions	74	54	100	100
6 . Civil Papers Processed	4,944	3,128	5,000	5,000
7 . Coroner Calls	952	1,121	900	1,200



PUBLIC WORKS

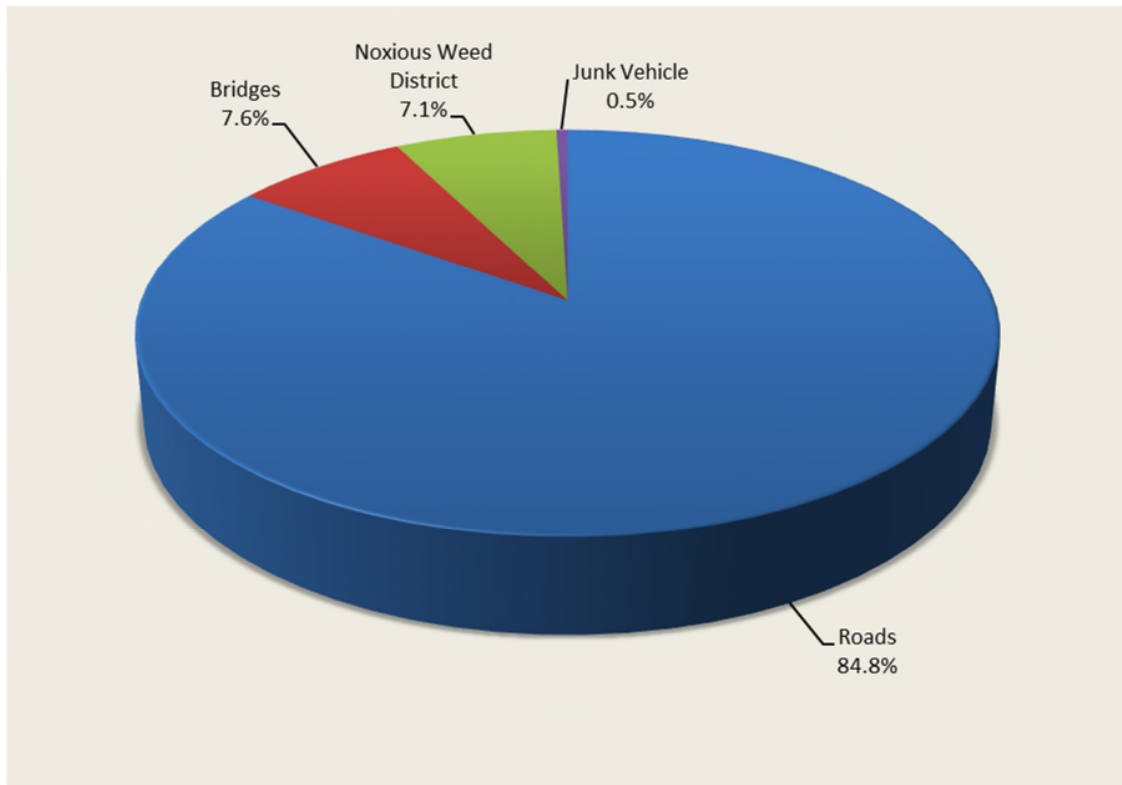


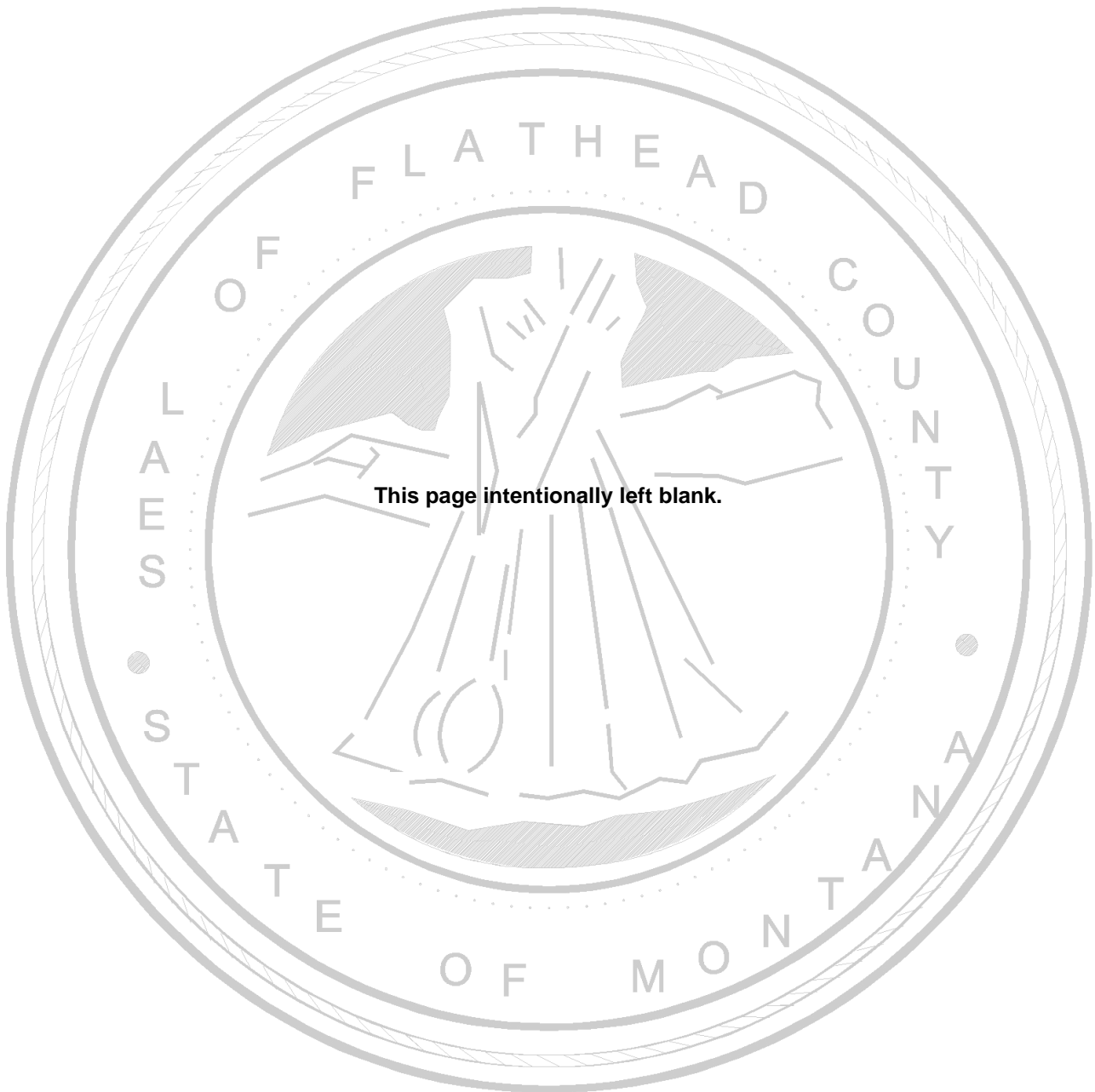


PUBLIC WORKS

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 levies 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 504,722	\$ 520,553	\$ 554,307	\$ 589,686	\$ 35,379	6%
Operating Expenditures	165,121	317,139	523,512	544,092	20,580	4%
Capital Outlay	-	320,128	279,000	215,371	(63,629)	-23%
Transfers Out	160,000	190,000	190,667	200,167	9,500	5%
Total	\$ 829,843	\$ 1,347,820	\$ 1,547,486	\$ 1,549,316	\$ 1,830	0%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2130 BRIDGE	\$ 676,181	\$ 880,497	\$ 1,100,584	\$ 1,161,922	\$ 61,338	6%
2370 RETIREMENT	71,849	75,082	80,450	86,839	6,389	8%
2380 GROUP INSURANCE	81,813	72,113	87,452	85,184	(2,268)	-3%
4028 BRIDGE CIP	-	320,128	279,000	215,371	(63,629)	-23%
Total	\$ 829,843	\$ 1,347,820	\$ 1,547,486	\$ 1,549,316	\$ 1,830	0%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Most line items were held steady. Fuel, bridge materials, and gravel & sand increased.

Capital Outlay

- This department is planning to purchase a shop truck, plow truck, pickup, and plow & sander.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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
Truck Driver	3.00	3.00	2.00	2.00
Total	6.30	6.30	6.30	6.30

Performance Measures & Workload Indicators**Performance Measures**

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Culverts replaced or cleaned (hours)	1,452	822	1,700	1,200
2 . Drainage and ditch work (hours)	1,160	973	1,300	1,100
3 . Bridges replaced	0	0	0	0

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Gravel Roads (miles per truck driver/equip. operator)	16.90	19.61	17.00	19.61
2 . Paved Roads (miles per truck driver/equip. operator)	11.75	12.54	11.80	12.54
3 . Miles Paved via RSIDs	0.00	0.00	0.00	0.00
4 . Miles overlaid	5.47	7.09	8.00	7.09
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	964	1,098	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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 25,123	\$ 24,393	\$ 42,274	\$ 40,993	\$ (1,281)	-3%
Operating Expenditures	3,850	27,847	37,200	34,700	(2,500)	-7%
Capital Outlay	-	17,819	-	-	-	0%
Transfers Out	-	16,500	-	-	-	0%
Total	\$ 28,973	\$ 86,559	\$ 79,474	\$ 75,693	\$ (3,781)	-5%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2830 JUNK VEHICLE	\$ 28,973	\$ 68,740	\$ 79,474	\$ 75,693	\$ (3,781)	-5%
4001 CAP IMPROV/JUNK VEHICLE	-	17,819	-	-	-	0%
Total	\$ 28,973	\$ 86,559	\$ 79,474	\$ 75,693	\$ (3,781)	-5%

2023 Budget Highlights

Personal Services

- COLA, salary steps, and longevity increased, but a change in insurance participation resulted in a decrease in personal services.

Operating Expenditures

- Advertising was decreased.

Capital Outlay

- No capital outlay is planned for this year.

Transfers

- No transfers are planned for this year.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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
Equipment Operator/Truck Driver	0.25	0.25	0.25	0.25
Public Works Director	0.03	0.03	0.03	0.03
Total	0.40	0.50	0.50	0.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Year-end funds remaining	\$ 203,454	\$ 192,703	\$ 200,000	\$ 200,000
2 . Cost per retrieval/violation	\$ 475	\$ 726	\$ 500	\$ 600
3 . CIP fund balance	\$ 207,241	\$ 212,443	\$ 190,500	\$ 200,000
4 . Billboard and new spaper advertising	\$ 177	\$ 182	\$ 1,500	\$ 200
5 . Employee training and development hours	0	0	16	16

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Vehicles retrieved	58	71	55	60
2 . Complaints received	3	1	15	5
3 . Notice of violation sent	0	0	3	3
4 . Inspections performed/violation letters sent	3	1	10	5

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 6,567 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 410,215	\$ 431,061	\$ 470,180	\$ 528,191	\$ 58,011	12%
Operating Expenditures	199,166	212,907	239,900	243,300	3,400	1%
Capital Outlay	74,103	-	160,000	228,000	68,000	43%
Transfers Out	128,910	91,847	91,920	94,593	2,673	3%
Total	\$ 812,394	\$ 735,815	\$ 962,000	\$ 1,094,084	\$ 132,084	14%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2140 WEED	\$ 627,694	\$ 629,998	\$ 685,900	\$ 723,885	\$ 37,985	6%
2370 RETIREMENT	45,855	48,668	56,439	61,735	5,296	9%
2380 GROUP INSURANCE	57,242	49,649	52,161	72,964	20,803	40%
2840 WEED TRUCK GRANT	7,500	7,500	7,500	7,500	-	0%
4032 WEED CIP	74,103	-	160,000	228,000	68,000	43%
Total	\$ 812,394	\$ 735,815	\$ 962,000	\$ 1,094,084	\$ 132,084	14%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- A decrease in contracted employees mostly offset increases in chemical and fuel costs.

Capital Outlay

- The largest planned capital purchase is a tractor.

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Asst Supervisor/Weed & Parks	0.50	0.50	0.50	0.50
Bldg Maintenance Worker II/Weed	4.13	4.13	4.13	4.13
Office Assistant III	0.75	0.75	0.75	0.75
Weed Education Comp Officer	0.80	0.80	1.00	0.80
Weed & Parks Director	0.50	0.50	0.50	0.50
Roadside Trash Collector	-	-	0.60	0.70
Total	6.68	6.68	7.48	7.38

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
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 Mowed/Monitored	6,000	6,000	6,000	6,000
5 . Number of Properties/Landowners with File Records	6,567	4,953	6,400	5,200

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Weed Control Charges	\$ 160,557	\$ 129,901	\$ 135,000	\$ 135,000
2 . Acres Sprayed DOT (includes Havre & bypass)	1,408	1,197	1,250	1,250
3 . Acres Sprayed DNRC, BPA, FWP, GNP, USFWS	376	258	1,000	500
4 . County Rights-of-Way Acres Sprayed	6,000	6,000	6,000	6,000
5 . County Rights-of-Way Acres Mowed	6,000	6,000	6,000	6,000
6 . Properties Inspected	436	269	400	400
7 . Enforcement Letters Mailed (total includes 1-3 per property)	691	393	500	500
8 . Weed Management Plans Received	339	200	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, two (2) winter seasonal employees, and five (5) 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, approximately 485.98 miles of gravel, and 67.6 miles of improved dirt 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 3,503,148	\$ 3,531,526	\$ 4,025,677	\$ 4,340,134	\$ 314,457	8%
Operating Expenditures	3,828,773	2,670,402	4,757,722	6,002,958	1,245,236	26%
Capital Outlay	2,442,457	4,140,769	1,946,116	1,520,203	(425,913)	-22%
Transfers Out	849,411	1,118,443	817,626	893,061	75,435	9%
Total	\$ 10,623,789	\$ 11,461,140	\$ 11,547,141	\$ 12,756,356	\$ 1,209,215	10%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2110 ROAD FUND	\$ 7,554,258	\$ 7,896,107	\$ 7,675,846	\$ 8,549,115	\$ 873,269	11%
2370 RETIREMENT	537,634	547,956	591,140	631,312	40,172	7%
2380 GROUP INSURANCE	579,932	579,581	617,151	639,059	21,908	4%
2820 GAS TAX (218)	486,000	398,783	492,000	496,494	4,494	1%
2821 GAS TAX-SPEC RD ALLOC	402,823	714,505	544,964	858,382	313,418	58%
2939 BIGFORK STORMWATER	3,177	14,714	27,870	61,791	33,921	122%
4027 ROAD CAPITAL PROJECTS	1,058,034	1,309,494	1,598,170	1,520,203	(77,967)	-5%
4237 RD IMP PD BY OWNERS	1,931	-	-	-	-	0%
Total	\$ 10,623,789	\$ 11,461,140	\$ 11,547,141	\$ 12,756,356	\$ 1,209,215	10%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- The increase in operating expenditures is mostly due to increases in fuel, gravel and fabrication/asphalt materials. This department is planning to do a lot of gravel crushing to be used in operations.

Capital Outlay

- Capital expenditures include a salt/sand building, trucks, and heavy equipment. 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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	2.00	-
Equipment Operator II	13.00	12.00	11.00	11.00
Operations Supervisor	-	-	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	3.00	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	3.00	3.46
Tire Repairer	1.00	1.00	1.00	1.00
Truck Driver	16.58	17.58	17.58	17.79
Total	49.04	49.04	49.04	48.71

Performance Measures & Workload Indicators**Performance Measures**

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Gravel Roads Graded (Hours)	3,865	2,940	4,400	4,000
2 . Roads Flow ed, Bladed, Sanded, Deiced, Salted (Hours)	8,831	9,778	13,000	9,500
3 . Grade for Dust Oil (Hours)	356	485	375	450

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Gravel Roads (miles per truck driver/equip. operator)	16.90	16.91	17.00	16.91
2 . Paved Roads (miles per truck driver/equip. operator)	11.75	12.54	11.80	12.54
3 . Miles Paved via RSID's	0.00	0.00	0.00	0.00
4 . Miles Overlaid	5.47	7.09	5.47	7.09
5 . Miles Blade Patched	0.00	<1.00	<1.00	<1.00
6 . Miles Chip Sealed	31.34	70.40	40.00	40.00
7 . Road/Bridge Concern Phone Calls	964	1,098	1,000	1,000
8 . Feet Crack Sealed (lineal feet)	232,558	149,254	120,000	175,000
9 . Vehicle Repairs (hours per mechanic)	1,866.26	1,933	1,900	1,900



PUBLIC HEALTH

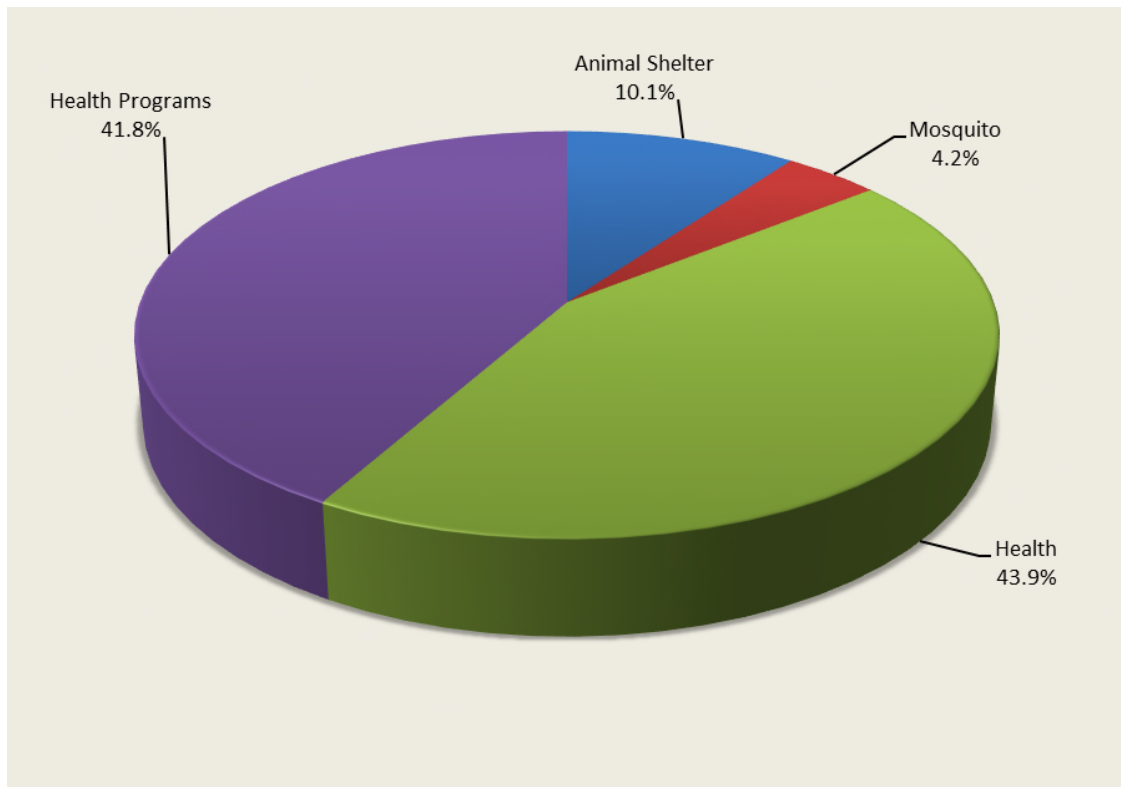




PUBLIC HEALTH

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).





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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 397,899	\$ 424,350	\$ 434,857	\$ 447,143	\$ 12,286	3%
Operating Expenditures	240,045	237,930	344,800	289,972	(54,828)	-16%
Capital Outlay	25,332	107,741	422,280	20,000	(402,280)	-95%
Transfers Out	16,502	197,161	464,822	54,001	(410,821)	-88%
Total	\$ 679,778	\$ 967,182	\$ 1,666,759	\$ 811,116	\$ (855,643)	-51%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
1000 GENERAL	\$ 483,839	\$ 471,466	\$ 477,880	\$ 488,189	\$ 10,309	2%
2292 ANIMAL SHELTER DONATIONS	51,782	251,972	634,130	173,100	(461,030)	-73%
2370 RETIREMENT	43,338	45,758	48,643	51,836	3,193	7%
2380 GROUP INSURANCE	75,487	83,146	83,326	77,791	(5,535)	-7%
4030 COUNTYWIDE CAPITAL PROJECTS	25,332	107,741	422,280	20,000	(402,280)	-95%
7015 ANIMAL CNTRL FEED & CARE TRUST	-	7,099	500	200	(300)	-60%
Total	\$ 679,778	\$ 967,182	\$ 1,666,759	\$ 811,116	\$ (855,643)	-51%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Most line items were held steady. However, 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Animal Center Keeper	2.00	2.00	2.00	2.00
Animal Shelter Admin Asst/Vol	1.60	1.75	1.75	1.75
Animal Shelter Attendant	3.00	3.00	3.00	3.00
Animal Shelter Division Director	1.00	1.00	1.00	1.00
Total	7.60	7.75	7.75	7.75

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . House all animals in a humane and cost effective manner (number of animals, ending population)	142	100	100	100
2 . Maximize collection of fees to lessen the burden on tax payers of Flathead County (compared to budget)	104%	89%	100%	100%
3 . Enforce dog licensing regulations of Flathead County and enable license renewal online (compared to budget)	108%	88%	100%	100%
4 . Increase live release rate while decreasing length of stay at the shelter	98.5%	98.0%	98.0%	98.0%
5 . Spay and neuter animals adopted from the shelter (number of animals - cat/dog)	250 / 150	280/126	250/150	250/150
6 . Provide veterinary services on premises (animals served out of total population taken in)	1367 / 1367	1281/1281	1500/1500	1350/1350
7 . Reunite stray animals with their owners when possible (animals reunited out of strays taken in)	550 / 1367	505/1281	600/1450	500/1300
8 . Provide rabies vaccinations to ensure public safety (compared to budget)	103%	100%	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 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
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	\$48,875	\$44,501	\$50,000	\$45,000
3 . Impound Fees & Fines collected	\$31,602	\$31,031	\$35,000	\$31,000
4 . Surrender Fees Collected	\$6,971	\$4,801	\$7,000	\$5,000
5 . Donations	\$702,545	\$45,468	\$50,000	\$50,000
6 . License Fees Collected	\$57,258	\$50,019	\$60,000	\$55,000
7 . Asilomar Live Release Rate	97.8%	97.9%	97.5%	97.5%
8 . Length of stay: Dogs/Cats (in days)	6.4 / 12.9	4.9 / 12.8	7.0 / 15.0	7.0 / 15.0
9 . Dogs & cats adopted/rescued	698	635	720	720
10 . Dogs & cats spayed and neutered	417	406	550	550
11 . Work with a veterinarian on contracted basis (in hours/year)	832	832	832	832
12 . Dogs & cats reunited with their owners	550	505	550	500
13 . Rabies Vaccination Fees collected	\$3,415	\$3,185	\$3,700	\$3,500
14 . Meet regularly with outside agencies and advisory board	12	12	12	12
15 . Advertise in local Media; update the shelter website and Facebook account (ads placed or updates made)	19,000	16,360	17,000	18,500
16 . Attend regular training to ensure continuous improvement of shelter standards (in hours of training)	150	150	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.

Home Health – Flathead County Home Health serves the medical needs of the homebound residents regardless of payer source. Our agency makes available the full range of disciplines Medicare designates for a home health agency: skilled nursing, physical therapy, occupational therapy, speech therapy, and medical social work.

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.

Home Health

- Continue to provide the residents of Flathead County quality professional-level health care for homebound individuals needing skilled care regardless of payer source.
- Continually improve quality of services delivered in accordance with Medicare quality guidelines.
- Maintain an appropriate staffing according to patient census.

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 1,799,068	\$ 2,015,863	\$ 2,175,964	\$ 2,361,218	\$ 185,254	9%
Operating Expenditures	878,679	1,949,208	1,224,149	875,374	(348,775)	-28%
Capital Outlay	111,520	28,718	211,000	198,236	(12,764)	-6%
Transfers Out	350,096	767,994	94,677	94,248	(429)	0%
Total	\$ 3,139,363	\$ 4,761,783	\$ 3,705,790	\$ 3,529,076	\$ (176,714)	-5%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2270 HEALTH	\$ 2,852,481	\$ 4,667,618	\$ 3,415,869	\$ 3,330,840	\$ (85,029)	-2%
2271 HEALTH ADMIN GRANTS	183,282	65,447	78,921	-	(78,921)	-100%
4002 HEALTH CIP	103,600	28,718	211,000	198,236	(12,764)	-6%
Total	\$ 3,139,363	\$ 4,761,783	\$ 3,705,790	\$ 3,529,076	\$ (176,714)	-5%

2023 Budget Highlights

Personal Services

- 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 COVID-19 immunizations.

Capital Outlay

- This department is planning to purchase a vehicle and an a/c chiller for the Earl Bennett Building this year.

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Admin Support Specialist Med B	0.40	0.40	1.40	0.40
Admin Support Spec - Generalist	1.10	1.00	1.00	1.00
Claims & Credentialing Technician	0.50	0.50	-	-
Communicable Disease Investigation Spec	-	-	-	1.00
Community Health Nurse	5.30	4.30	3.85	3.55
Community Health Program Supervisor	0.55	0.60	-	-
Custodian	0.50	1.50	1.50	1.50
Custodian - Lead Worker	1.00	-	-	-
Deputy Health Officer	1.00	1.00	1.00	1.00
Early Chldhd Collab Specialist	-	1.00	-	-
Environmental Health Prgm Coor	2.00	1.80	1.80	1.00
Environmental Health Manager	1.00	1.00	0.90	0.90
Environmental Health Technician	0.67	0.70	0.70	0.85
Health Program Assistant I	3.80	3.90	4.05	4.15
Health Promotion Specialist	0.40	0.40	0.40	0.20
Licensed Practical Nurse	-	1.00	1.00	1.00
MCH Manager	-	0.30	-	0.40
Mosquito Control Technician	0.30	0.20	0.20	-
Nurse Practitioner	-	-	-	-
Office Assistant	-	-	-	1.00
Office Coordinator	1.00	1.00	1.00	1.00
Public Health Officer	1.00	1.00	1.00	1.00
Sanitarian	4.33	6.73	7.00	7.65
Sanitarian in Training	-	1.00	-	-
Patient Support Navigator	-	-	0.10	0.10
Emergency Prep / CD Coordinator	-	-	1.00	-
Staff Accountant/Finance Analyst	1.00	1.00	1.00	1.00
Total	25.85	30.33	28.90	28.70

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HEALTH PROGRAMS

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 1,873,857	\$ 1,947,481	\$ 2,275,298	\$ 2,439,993	\$ 164,695	7%
Operating Expenditures	1,904,356	2,435,395	2,938,255	908,447	(2,029,808)	-69%
Capital Outlay		45,875	-	-	-	0%
Transfers Out	4,380	6,343	4,946	7,543	2,597	53%
Total	\$ 3,782,593	\$ 4,435,094	\$ 5,218,499	\$ 3,355,983	\$(1,862,516)	-36%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2283 BUCKLE UP FLATHEAD	\$ 36,745	\$ 38,755	\$ 50,955	\$ 46,757	\$ (4,198)	-8%
2374 HOME HEALTH	1,289,739	1,214,012	1,322,379	162,284	(1,160,095)	-88%
2394 DUI REINSTATEMENT	39,384	9,375	40,225	38,033	(2,192)	-5%
2960 MT CORONA VIRUS RELIEF	121,087	501,341	-	-	-	0%
2961 PREP GRANT	17,079	36,110	57,779	60,535	2,756	5%
2963 HEALTHY YOUNG PARENTS	53,953	4,176	-	-	-	0%
2964 COMM. YOUTH SUICIDE PREVENTION	11,616	25,373	-	-	-	0%
2965 MENTAL HEALTH GRANTS	-	174,580	352,633	276,511	(76,122)	-22%
2966 RADON PROGRAM	-	2	600	600	-	0%
2967 CANCER PROGRAM GRT	185,501	166,100	216,361	218,009	1,648	1%
2968 TOBACCO USE PREVENTION GRANT	232,429	210,158	260,949	280,713	19,764	8%
2970 CONSORTIUM II	27,441	19,566	30,000	32,581	2,581	9%
2971 W I C	338,942	322,042	374,760	478,082	103,322	28%
2972 FAMILY PLANNING	597,551	500,277	621,143	658,499	37,356	6%
2973 M C H GRANT	548,166	492,459	412,151	454,609	42,458	10%
2974 CONSORTIA III/RYAN WHITE	13,533	13,319	25,000	24,703	(297)	-1%
2975 AIDS GRANT	57,758	74,413	75,240	69,167	(6,073)	-8%
2976 IMMUNIZATION PROG	39,267	323,416	991,198	38,795	(952,403)	-96%
2977 PHEP	142,982	269,375	337,620	463,142	125,522	37%
2979 AIR QUALITY GRANT	29,420	24,325	49,506	52,963	3,457	7%
4002 HEALTH DEPT CIP	-	15,920	-	-	-	0%
Total	\$ 3,782,593	\$ 4,435,094	\$ 5,218,499	\$ 3,355,983	\$(1,862,516)	-36%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- The Home Health program is being discontinued, lowering operating expenditures by over \$1.1 million. The Immunization Program is eliminating contracted employees no longer need for COVID-19 immunizations.

Capital Outlay

- No capital purchases are planned this year.

Transfers

- Several programs participate in the CERF program.
- 

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Montana Cancer Control (MCC)				
Administrative Support Spec-Gen	0.90	-	-	-
Health Program Assistant I	1.00	0.50	-	-
Population Health Manager	-	-	0.20	0.20
Health Promotion Supervisor	0.40	0.40	-	-
Health Promotion Specialist	1.40	0.80	0.30	1.00
Patient Support Navigator	-	1.00	1.90	1.90
Social Worker	-	0.25	0.25	-
Pregnant & Parenting Teens				
Community Health Nurse	0.43	-	-	-
Community Health Services Prog	0.10	-	-	-
Tobacco Program				
Health Program Assistant I	-	0.40	-	-
Health Promotion Supervisor	0.20	0.20	0.20	-
Health Promotion Specialist	1.40	0.80	1.50	1.00
Population Health Manager	-	-	-	0.40
WIC				
CHS Program Supervisor	1.00	1.00	1.00	1.00
Health Prog Asst II/Brstfeed Peer	0.80	0.50	0.50	0.50
Health Program Asst II	2.00	2.00	2.00	2.00
Registered Dietician	1.00	1.00	1.00	2.00
MCH				
Admin Support Specialist-Med B	0.20	-	-	-
Community Health Nurse	2.375	1.80	1.80	1.40
Health Program Assistant I	-	-	0.10	-
Community Health Services Prog	0.90	-	-	-
MCH Manager	-	0.70	1.00	0.60
Social Worker	3.60	3.35	3.35	3.20
PREP Grant				
Family Planning/HIV Supervisor	0.20	0.20	0.70	0.70
Consortia II				
RN Clinic Nurse	-	-	-	0.30
HealthPromotion Specialist	-	-	0.30	-
RN Case Manager	-	0.30	-	-
Consortia III				
RN Case Manager	0.20	0.20	-	0.30
Buckle Up Flathead				
Health Promotion Specialist	0.50	0.50	0.50	0.50
DUI Reinstatement				
Health Promotion Specialist	0.30	0.30	-	0.30
Immunization Program				
Community Health Nurse	0.45	0.40	0.45	0.40
Bioterrorism				
Communicable Disease Invet Spec	-	-	-	1.00
Community Health Nurse	0.60	0.60	0.60	0.60
Congregate Living Prev Specialist	-	-	-	1.00
Epidemiologist	-	-	1.00	1.00
Population Health Manager	0.40	0.40	0.60	0.40
Emergency Prep / CD Coordinator	-	-	-	1.00
Air Quality Grant				
Environmental Health Prog Coord	-	0.20	0.20	-
Environmental Health Technician	-	0.30	0.30	0.15
Health Program Assistant I	-	0.20	0.10	0.10
Sanitarian	0.70	-	-	0.35
Home Health				
Speech Pathologist	0.20	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
Family Planning				
Administrative Support Specialist	0.50	0.50	0.60	0.60
Advanced Prof Nurse Practitioner	0.70	0.70	0.70	0.70
Family Planning Manager	0.70	0.90	1.00	1.00
Health Program Asst II	1.00	1.00	1.00	1.00
Health Promotion Specialist	1.40	1.30	0.40	0.70
Medical Service Assistant	1.40	1.30	1.00	0.80
RN Clinic Nurse	-	-	1.00	0.40
Nurse Practitioner	0.60	0.60	0.40	0.50
Aids Grant				
Health Promotion Specialist	0.60	0.50	0.60	0.60
Family Planning/HIV Supervisor	0.10	0.10	-	-
Total	28.25	25.60	28.05	30.80

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
Environmental Health				
1. Maximize grant opportunities and fee collections to decrease financial burden on Flathead County taxpayers				
a. Fees collected (compared to budget)	121%	127%	100%	100%
b. Federal and State grants awarded (compared to grant applications)	100%	100%	100%	100%
2. Create/maintain a safe and healthy environment (actual vs plan)				
a. Food and Consumer Safety inspections performed	1,688 / 2,200	2,187 / 2,100	2,100 / 2,100	2,100 / 2,100
b. Septic systems inspected	557 / 450	568 / 450	550 / 550	550 / 550
c. Site reviews and evaluations performed	719 / 500	826 / 500	600 / 600	600 / 600
d. Subdivision lots approved	331 / 325	339 / 325	325 / 325	325 / 325
Community Health Services				
1. Maximize grant opportunities and fee collections to decrease financial burden on Flathead County taxpayers				
a. Fees collected (compared to budget)	101%	55%	100%	100%
2. Prevent the spread of infectious disease				
a. Immunize more patients	8,910	3,593	8,000	8,000
3. Promote healthy community by maintaining caseload in nurse home visiting programs:				
Parents as Teachers	> 85%	>92%	>85%	>85%
Safecare program	> 82%	N/A	N/A	N/A
MAP program	> 68%	>23%	>85%	>85%
WIC (Women, Infants and Children)				
1. Promote healthy community by increasing monthly participation in the WIC nutritional and breastfeeding programs	987 / 1,200	983 / 1,036	1,000 / 1,000	1,000 / 1,000
Health Promotion				
1. Provide access to cancer screening for eligible women	592 / 650	562 / 650	650 / 650	650 / 650
2. Promote car safety	214 / 125	151 / 125	125 / 125	125 / 125
3. Promote bicycle safety	40 / 40	40 / 50	50 / 50	50 / 50
4. Promote tobacco use prevention	320 / 300	161 / 250	250 / 250	250 / 250
5. Promote responsible alcohol behavior	147 / 350	85 / 300	300 / 300	150 / 150
Home Health				
1. Maximize revenues to ensure long-term profitability (compared to budget)	97%	92%	100%	100%
2. Strive to increase the number of patients served	368	428	550	548
3. Work closely with Logan and North Valley Hospital to receive more patients by referral	106	112	125	124
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 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
Environmental Health				
1. Fees collected	\$544,250	\$782,020	\$620,000	\$700,000
2. Federal and State grants awarded	\$64,588	\$50,213	\$50,213	\$50,213
3. Food and consumer safety inspections performed	1,668	2,187	2,100	2,100
4. Septic systems inspected	557	568	550	550
5. Site reviews and evaluations performed	719	826	600	600
6. Subdivision lots approved	331	339	325	325
Community Health				
1. Immunization, insurance, Medicare, and Medicaid fees	\$672,181	\$269,867	\$490,000	\$490,000
2. Federal and State grant awards	\$1,256,174	\$1,092,535	\$1,050,000	\$1,050,000
3. Immunizations administered	7,800	8,000	8,000	8,000
4. Ensure level of caseload as required by federal home visit grants:				
Parents as Teachers	> 85%	>92%	>85%	>85%
Safecare program	> 82%	N/A	N/A	N/A
MAP program	> 68%	>23%	>85%	>85%
WIC (Women, Infants and Children)				
1. Strive to maintain participation in the program (average monthly participation)	987	983	1,000	1,000
Health Promotion				
1. Patients screened for cancer risk	592	562	650	650
2. Car seats distributed	125	151	125	125
3. Bike helmets distributed	55	40	50	50
4. Number of tobacco quit line phone calls received and answered	252	161	250	250
5. Students attending "Alive at 25" and responsible alcohol-use classes	147	85	300	150
Home Health				
1. Private insurance, Medicare, and Medicaid revenues	\$1,190,298	\$1,181,373	\$1,085,000	\$1,085,000
2. Patients served (<i>end census</i>):	368	428	550	548
3. Patients referred by KRMC and North Valley Hospital	106	112	125	124
Flathead Family Planning				
(<i>Fiscal Year Statistics</i>)				
Family Planning Patients (unduplicated)	1,840	1,590	1,800	1,800
Total Patient Visits: Family Planning	2,790	2,621	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 public education. 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 citizen complaints within one business day with surveillance, treatment, or educational information. Conduct "night trap collections" of mosquitoes each week from late May until mid-September or the end of the West Nile Virus season. Trapped mosquitoes are tested for the presence of WNV. Monitor the duration and effectiveness of chemicals used to control mosquito larva.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 109,387	\$ 118,753	\$ 179,895	\$ 184,951	\$ 5,056	3%
Operating Expenditures	98,621	109,358	94,264	97,470	3,206	3%
Capital Outlay	49,899	-	56,152	-	(56,152)	-100%
Transfers Out	17,984	17,992	18,040	55,688	37,648	209%
Total	\$ 275,891	\$ 246,103	\$ 348,351	\$ 338,109	\$ (10,242)	-3%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2200 MOSQUITO	\$ 225,992	\$ 246,103	\$ 292,199	\$ 338,109	\$ 45,910	16%
4004 MOSQUITO CIP	49,899	-	56,152	-	(56,152)	-100%
Total	\$ 275,891	\$ 246,103	\$ 348,351	\$ 338,109	\$ (10,242)	-3%

2023 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 not planning any capital purchases 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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Mosquito Technician	1.70	1.80	1.80	2.00
Enviromental Health Manager	-	-	0.10	0.10
Mosquito Seasonal	-	-	0.90	0.90
Total	1.70	1.80	2.80	3.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . <u>Treatment:</u> Treatment Accuracy: Recorded treatment amount / Actual amount applied	90%	92%	90%	90%
2 . <u>Surveillance:</u> Respond to incoming service requests for area treatment within 24 hours.	96%	96%	90%	90%
3 . <u>Education:</u> Educate as many people as possible about the importance of mosquito control program in preventing the spread of West Nile virus.	0%	0%	100%	100%

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Treatment Accuracy	90%	92%	90%	90%
2 . Number of surveillance visits performed within 24 hours compared to phone call requests received.	83 / 86	46 / 48	25 / 25	25 / 25
3 . Number of students and adults who attended educational presentations compared to number educated in prior year.	0 / 325	0 / 325	325 / 325	325 / 325



SOCIAL & ECONOMIC SERVICES

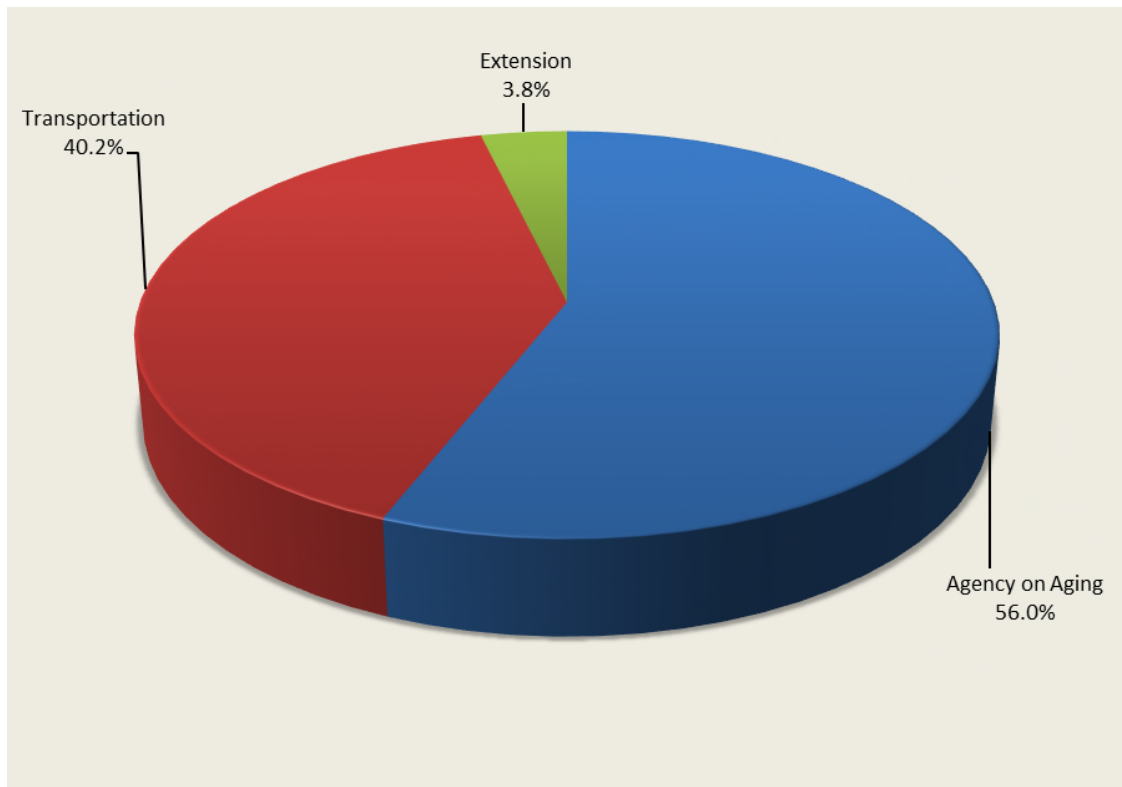




SOCIAL & ECONOMIC SERVICES

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.





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 supports 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 880,455	\$ 1,013,950	\$ 1,087,782	\$ 1,142,261	\$ 54,479	5%
Operating Expenditures	1,666,421	1,616,524	1,648,785	1,695,842	47,057	3%
Capital Outlay	70,820	13,612	27,000	62,000	35,000	130%
Transfers Out	28,804	22,696	22,344	19,000	(3,344)	-15%
Total	\$ 2,646,500	\$ 2,666,782	\$ 2,785,911	\$ 2,919,103	\$ 133,192	5%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2280 AREA ON AGING	\$ 238,648	\$ 249,273	\$ 238,124	\$ 235,938	\$ (2,186)	-1%
2370 RETIREMENT	30,990	31,578	31,492	31,928	436	1%
2380 GROUP INSURANCE	53,178	55,730	48,594	47,324	(1,270)	-3%
2393 HALO PROJECT	1,983	774	3,000	500	(2,500)	-83%
2888 I&R/COMM SERVICE	594,809	380,766	415,329	436,485	21,156	5%
2889 VETERANS DIRECTED CARE	760,119	1,025,997	1,018,826	1,000,564	(18,262)	-2%
2982 INDEPENDENT LIVING	127,169	121,430	169,134	189,900	20,766	12%
2983 NUTRITION	736,343	737,763	776,416	860,198	83,782	11%
2986 SENIOR CENTERS	45,998	54,385	54,000	49,340	(4,660)	-9%
2987 TRAINING GRANT	4,713	1,026	3,996	4,926	930	23%
2988 SR HOME REPAIR GRANT	23,246	-	-	-	-	0%
4003 AREA ON AGING CIP	29,304	8,060	27,000	62,000	35,000	130%
Total	\$ 2,646,500	\$ 2,666,782	\$ 2,785,911	\$ 2,919,103	\$ 133,192	5%

2023 Budget Highlights

Personal Services

- Cost of living adjustment, salary steps, longevity, and additional FTE resulted in an increase in personal services.

Operating Expenditures

- The largest increase is in Nutrition for values of commodities used.

Capital Outlay

- This department is planning to purchase two vehicles.

Transfers

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

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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	1.00	0.50	-
Care Coordinator	-	-	-	0.50
Receptionist	1.00	1.00	1.00	1.00
Nutrition				
Cook	2.00	2.00	2.00	3.00
Head Chef	1.00	1.00	1.00	-
Kitchen Assistant	1.00	1.00	1.00	-
Program Assistant	-	1.00	1.00	1.00
Senior Cook	-	-	-	1.00
Nutrition Program Manager	1.00	1.00	1.00	1.00
Nutrition Program Assistant	-	-	-	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
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	1.00	1.50	1.50	1.00
Total	15.00	16.50	17.00	17.50

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Number of individuals receiving Independent Living services	86	91	110	110
2 . Number of individuals receiving Meals on Wheels	554	654	500	600
3 . Number of seniors receiving congregate meals	1,408	524	1,200	1,300
5 Annual client savings as a result of benefits counseling	\$623,758	\$1,021,507	\$630,000	\$800,000
6 . Percentage of Independent Living service recipients at moderate to high risk of institutionalization	87%	81%	88%	88%
7 . Per meal cost of nutrition services	\$7.65	\$7.72	\$7.75	\$7.95
8 . Percentage of annual survey respondents who indicate overall satisfaction with nutrition services	100%	97%	97%	97%
9 . Percentage of annual survey respondents who indicate overall satisfaction with Independent Living services	postponed due to Covid	90%	90%	90%
10 . Percentage of annual survey respondents who indicate overall satisfaction with Veteran Directed Care Coordination	100%	100%	90%	90%

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
Nutrition				
1 . Meals served	90,538	95,573	85,000	90,000
Info, Referral and Outreach				
1 . Outreach, Information and Referral contacts	23,823	29,583	23,000	9,000
2 . Number of public outreach/education/media efforts	139	131	120	120
Independent Living				
1 . Homemaker/Home Chore units of service	1,853	2,266	2,400	1,600
2 . Escorted Transportation rides	747	740	1,000	400
3 . Respite units of service	1,757	1,667	2,600	1,750
4 . Community Support/Sr. Companion units of service	383	20	400	325
5 . Personal Care units of service	183	298	400	360
Benefits Assistance				
1 . Medicare/benefits counseling hours	694	730	650	700
Ombudsman				
1 . Ombudsman cases/consults	1,406	1,758	1,100	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. This is offered in an unbiased, research-based process, and is provided in direct response to identified needs. The result is a dynamic cycle of timely and relevant knowledge, resources, and support to help Flathead County residents meet new challenges, make informed decisions, and take action to improve their own quality of life. Flathead County Extension staff members continuously strive to help supplement support funds by obtaining grants whenever possible. Currently the Extension Office consists of 2 FTE Extension Agents, 1 FTE Administrative Assistant, and one grant-funded 1 FTE Nutrition Education Instructor. The primary work focus of the office is 4-H Youth Development, Agriculture, Community Development and Natural Resources.

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, by offering numerous learning experiences to actively engage youth. Caring adult volunteers and staff provide opportunities for youth members to grow cognitively, physically, and emotionally while learning through local clubs and programs, overnight camp and programs and statewide learning opportunities.
- 4-H programs will focus on positive youth development utilizing STEAM principals by providing leadership, citizenship, and life skills development through educational programs of MSU Extension. Youth will develop life skills in a safe, inclusive environment with caring adults, will gain self-reliance and resiliency through mastery of project work, find belonging with a youth organization, develop independence by solving problems, creating generosity through community service, and build teamwork by working with others.
- A thriving 4-H Volunteer Leader program will be developed through active recruitment, training and advising of adult volunteers to help each provide a caring, safe and inclusive environment for youth. Volunteer development will include supportive supervision, inspiration, educational opportunities, and volunteer recognition. Engaged and thriving adult leadership is essential for a successful 4-H program.

Nutrition Education

- Supplemental Nutrition Assistance Program (SNAP)-Education supports low-income Montanans in making the healthy choice the easy choice through nutrition education and partnering with local organizations to improve policies, systems, and environments that support healthy behaviors.

Agriculture, Natural Resource and Community Development

- Extension designs programs to protect the environment through educational trainings for homeowners and farmers. Proper identification of insects and diseases and management recommendations reduce the amount of pesticides used on gardens, lawns, and crops.
- Extension provides educational resources such as books and Montguides or factsheets created by Montana State University on hundreds of topics ranging from gardening, livestock production, forestry, lawn care and food preservation based on scientific research.
- Extension supports healthy lifestyles. The Extension Agent bolsters the local food network established in Flathead County by working with vegetable and fruit growers, schools, community gardens, food banks and farmers markets. The agent is also a certified Good Agriculture Practices trainer that is qualified to help farmers meet federal standards of food safety.
- Extension conducts agriculture research that expands economic opportunities for landowners. New varieties, innovative crops and unique markets are 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 the value of their property through proper landscaping.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 61,218	\$ 63,350	\$ 64,925	\$ 68,573	\$ 3,648	6%
Operating Expenditures	86,486	69,233	87,083	125,083	38,000	44%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	3,387	2,942	1,626	1,857	231	14%
Total	\$ 151,091	\$ 135,525	\$ 153,634	\$ 195,513	\$ 41,879	27%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2290 4H/EXTENSION	\$ 131,381	\$ 114,965	\$ 132,559	\$ 174,199	\$ 41,640	31%
2370 RETIREMENT	6,371	6,627	7,194	7,793	599	8%
2380 GROUP INSURANCE	13,339	13,933	13,881	13,521	(360)	-3%
4021 EXTENSION CIP	-	-	-	-	-	0%
Total	\$ 151,091	\$ 135,525	\$ 153,634	\$ 195,513	\$ 41,879	27%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Operating expenditures increased due to the county's portion of a 3rd extension agent added.

Capital Outlay

- No capital purchases are planned this year.

Transfers

- This department participates in the CERF program.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Office Assistant III	1.00	1.00	1.00	1.00
Total	1.00	1.00	1.00	1.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1 . Youth enrolled in Flathead 4-H program	1,055	635	1,107	667
2 . Adults registered as Certified 4-H Volunteers in the Flathead	170	164	178	173
3 . Number of 4-H participants w ho report "live in tow n"	431	399	431	399
4 . Number of 4-H participants w ho report "live out of tow n"	624	538	624	538
5 . Number of homeschool members w ho use 4-H curriculum to supplement their education	112	89	112	89
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	3	5	55	55
8 . Provide Seminars and Workshops	555	597	583	627
9 . Provided Weed Educational Programs	96	26	101	28
10 . Indirect Contacts - Media Exposure	49,644	49,592	50,140	50,088

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1 . Number of 4-H educational projects and activities delivered	359	416	359	416
2 . Attendance hours at all 4-H educational sessions throughout the county	13,757	20,898	14,445	21,943
3 . Total number of 4-H projects completed w ith certification	2,498	1,805	2,623	1,895
4 . Of those, number of 4-H STEM projects completed w /certification	1,517	1,416	1,593	1,487
5 . Total number of aw ards & recognitions delivered to 4-H members	1,140	866	1,197	909
6 . Number of 4-H members representing the Flathead at State & National events	38	37	40	39
7 . Number of 4-H members w ho gain leadership skills during camps and other overnight activities	13	152	14	160
8 . Food Stamp Nutrition Education program	378	102	397	107
9 . Food Production Education for Homeow ners	170	460	179	483
10 . Total Master Gardener Participants in Flathead County	404	416	440	428
11 . AG w alk-ins, phone calls, and emails	3,865	4,100	4,058	4,308
4-H w alk-ins, phone calls, and emails	52,465	62,009	55,088	62,629
FCS w alk-ins, phone calls, and emails	322	230	23	242
12 . Master Gardener Volunteer Hours Donated to the County	3,782	3,814	4,120	3,846

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, advertising sales, 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 860,604	\$ 901,819	\$ 969,237	\$ 990,519	\$ 21,282	2%
Operating Expenditures	372,878	728,737	482,874	494,450	11,576	2%
Capital Outlay	39,990	162,713	445,861	605,162	159,301	36%
Transfers Out	123,575	4,413	4,413	7,693	3,280	74%
Total	\$ 1,397,047	\$ 1,797,682	\$ 1,902,385	\$ 2,097,824	\$ 195,439	10%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2990 TRANSPORTATION	\$ 1,397,047	\$ 1,755,206	\$ 1,902,385	\$ 2,097,824	\$ 195,439	10%
4023 TRANSPORTATION CIP	-	42,476	-	-	-	0%
Total	\$ 1,397,047	\$ 1,797,682	\$ 1,902,385	\$ 2,097,824	\$ 195,439	10%

2023 Budget Highlights

Personal Services

- COLA and longevity in an increase in personal services.

Operating Expenditures

- A significant increase in fuel was largely offset by a decision to skip re-doing bus wraps this year.

Capital Outlay

- Capital purchases this year are buses and mini-vans.

Transfers

- This department participates in the CERF program.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
AOA Transportation				
Bus Driver	11.00	11.27	11.27	11.27
Dispatcher	2.00	2.00	2.00	2.00
Office Coordinator/Dispatch Supr	1.00	1.00	1.00	1.00
Operations Lead	0.35	-	-	-
Transit Director	1.00	1.00	1.00	1.00
Total	15.35	15.27	15.27	15.27

Performance Measures & Workload Indicators**Performance Measures**

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1 . Number of demand response unduplicated riders	266	656	700	1,200
2 . Percentage of onboard survey respondents who indicate overall satisfaction with transit services	N/A	N/A	94%	90%
3 . Maximum number of public complaints about transit service per year	4	15	25	25

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
1 . Total ride count	88,395	68,304	75,500	80,000
2 . Demand Response ride count	26,784	39,256	58,000	62,000
3 . City/Commuter/other ride count	89,233	29,048	17,500	18,000
4 . Outreach efforts/special events	31	41	30	30



CULTURE & RECREATION

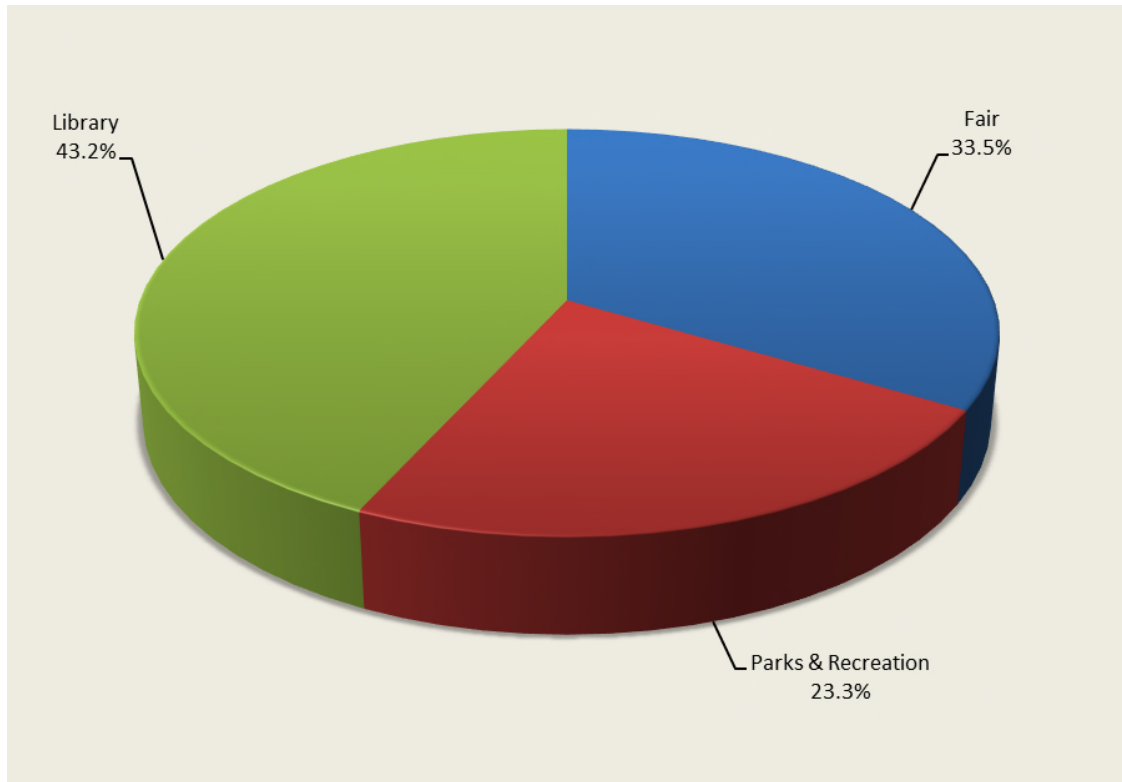




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Culture & Recreation

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





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Program Description

For 119 years, the Flathead County Fairgrounds has been a valuable resource of education, social, recreation, and commerce for the residents of Flathead County. As our community grows, the use and benefits provided the entire community from the Fairground grow as well.

Each year, the Flathead County Fairgrounds produces and hosts the NW Montana Fair and Rodeo, attracting 77,828 guests in 2021. Highlights of this annual tradition include livestock competitions, top cowboys and cowgirls competing in 3 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 2021 the facilities hosted more than 163,314 attendees during 607 event use days that served our region and visitors from throughout the Northwest.

In 2020 and into 2021, the COVID pandemic proved to be challenging for all of us in many ways. The annual Fair attendance and non-fair use numbers declined considerably. However, the social gathering of people safely continued, and residents were able to obtain sense of normalcy in their traditions. Fairground facilities were there for our seniors, Health Department, and community as the physical and mental healing process developed.

In support of a healthy economy and the high quality of life desired in the Flathead, the Fairgrounds plays a vital role as a family-oriented and affordable option for educational 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 2023 budget reflects continued diligent efforts by everyone involved towards maintaining a self-sufficient operating basis. Operating revenues are projected to grow and move towards covering expenditures in FY 2023. There are potential challenges being watching into 2023, as the economy is showing signs of being soft. High fuel costs and challenges with staffing, could continue to be a challenge. Options on how to close the gap, if necessary, following the Fair will be reviewed in advance with County Commissioners and Finance. Considering the positive economic and social impacts to Flathead County, this return on investment for County residents emphasizes the value and importance of the Fairgrounds to all.

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 410,127	\$ 404,496	\$ 475,136	\$ 499,346	\$ 24,210	5%
Operating Expenditures	842,030	865,195	833,593	938,646	105,053	13%
Capital Outlay	-	19,845	72,247	85,000	12,753	18%
Transfers Out	283,668	301,452	296,099	363,972	67,873	23%
Total	\$ 1,535,825	\$ 1,590,988	\$ 1,677,075	\$ 1,886,964	\$ 209,889	13%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2160 COUNTY FAIR	\$ 1,428,673	\$ 1,463,854	\$ 1,479,981	\$ 1,674,989	\$ 195,008	13%
2370 RETIREMENT	45,798	45,410	55,402	59,310	3,908	7%
2380 GROUP INSURANCE	61,354	61,879	69,445	67,665	(1,780)	-3%
4008 FC FAIR BUILDING REPLACEMENT CIP	-	19,845	72,247	85,000	12,753	18%
Total	\$ 1,535,825	\$ 1,590,988	\$ 1,677,075	\$ 1,886,964	\$ 209,889	13%

2023 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 boiler in the Expo building and replace some Grandstand decking this year.

Transfers

- This department participates in the CERF program. A loan from the Intrafund was paid off last year. Transfers from the operating fund to the capital fund are now able to resume.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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
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	6.00	7.00

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Partnerships and Sponsor Revenues	\$103,500	\$101,012	\$105,000	\$105,000
2 . Total Event Days	565	607	565	575
3 . Fair Attendance / Participation	78,500	77,828	78,500	79,000
4 . Non-Fair Attendance / Participation	110,000	163,314	110,000	200,000
5 . County Operation Fund Support	\$0	\$500,000	\$0	\$0
6 . CIP Reinvestment into Facilities	\$76,000	\$17,900	\$141,000	\$40,000
7 . Facility Rental Income Generated	\$224,450	\$226,400	\$59,954	\$234,000

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Total Event Days Coordinated	565	607	570	575
2 . Community Service Hours Used	1,000	0	0	0
3 . Fair and Event Contracts Produced	369	458	375	380
4 . 4H Events hosted at Fairgrounds	61	122	145	175
5 . Health & Safety/CIP Projects Completed	0	1	0	1

Program Description

ImagineIF Libraries serves the Flathead Valley from facilities in Bigfork, Columbia Falls, Kalispell, and Marion. Our strategic framework includes literacy development in these areas: early literacy, informal/self-directed learning, and developing 21st century skills required to access information in an increasingly digital world. We offer access to high-quality education for 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 school and thus create less strain on social services later in life.
- 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.
- Expert staff are employed to conduct research and teach community members how to access and process information.

Goals & Objectives

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

- Safe community spaces where people can share knowledge and find research help, leading to less social isolation and stronger literacy skills.
- Wholesome family environment with a focus on literacy.
- 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 businesses, educational institutions, and community service providers to select materials, design classes and collaborate on events that spark curiosity, and build 21st century skills needed for employment in the valley.
- Staff expertise that guides the employment research and learning process leading to more information access.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 1,565,111	\$ 1,664,734	\$ 1,769,976	\$ 1,832,702	\$ 62,726	4%
Operating Expenditures	632,647	619,225	594,114	578,920	(15,194)	-3%
Capital Outlay	-	-	-	-	-	0%
Transfers Out	11,104	7,289	7,289	16,289	9,000	123%
Total	\$ 2,208,862	\$ 2,291,248	\$ 2,371,379	\$ 2,427,911	\$ 56,532	2%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2220 LIBRARY	\$ 1,709,378	\$ 1,730,002	\$ 1,757,894	\$ 1,862,289	\$ 104,395	6%
2370 RETIREMENT	174,198	182,688	203,483	216,397	12,914	6%
2380 GROUP INSURANCE	240,506	285,948	310,892	296,375	(14,517)	-5%
4020 LIBRARY DEPRECIATION RESERVE FUN	6,351	31,386	45,260	-	(45,260)	-100%
7055 LIBRARY GIFTS	78,429	61,224	53,850	52,850	(1,000)	-2%
Total	\$ 2,208,862	\$ 2,291,248	\$ 2,371,379	\$ 2,427,911	\$ 56,532	2%

2023 Budget Highlights

Personal Services

- A cost-of-living adjustment, salary steps, longevity, and additional 0.27 FTE resulted in increased personal services.

Operating Expenditures

- Last fiscal year included \$15k for 2 non-recurring non-capital projects.

Capital Outlay

- No purchases are anticipated this year.

Transfers

- This department is saving for future capital purchases.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
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	1.43	1.50
Library Advisor	11.71	11.71	11.11	11.48
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	4.00	4.13	4.30
Library Technology Coordinator	1.00	1.00	1.00	1.00
Office Coordinator	1.00	1.00	1.00	1.00
Professional Librarian	2.75	2.75	3.75	4.00
Professional Lib/Asst Lib Director	-	-	1.00	1.00
Senior Librarian	3.00	3.00	1.00	-
Total	28.63	28.63	28.76	29.03

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
<i>Flathead County Population Estimates</i>	104,357	104,357	102,000	108,000
1 . Revenue from Government Sources	\$ 2,112,563	\$ 2,161,504	\$ 2,188,804	\$ 2,188,804
Per capita revenue from Govt Sources	\$ 20.24	\$ 20.71	\$ 21.46	\$ 20.27
Revenue from Donations	\$ 72,542	\$ 73,300	\$ 58,015	\$ 55,000
Total Library Revenue	2,185,105	2,234,804	2,246,819	2,243,804
Total Library Revenue per capita	\$ 20.94	\$ 21.41	\$ 22.03	\$ 20.78
2 . Total Library Operating Expenditures	\$ 2,480,929	\$ 2,369,376	\$ 2,270,575	\$ 2,260,414
Library Operating Expenditures per capita	\$ 23.77	\$ 22.70	\$ 22.26	\$ 20.93
3 . Materials Expenditures	\$ 243,176	\$ 240,724	\$ 261,300	\$ 300,000
Library materials checked out & renewed	493,620	505,190	663,750	550,000
4 . Program attendance	27,824	15,625	46,000	10,000
Attendees per program	59.45	68.53	57.72	40.00
5 . Public Computer uses	53,249	18,188	85,000	25,000
Wireless Internet Access	92,141	54,845	130,000	70,000
Mobile Hotspots Borrowed	N/A	501	500	540
6 . Library visits	126,186	233,256	360,000	300,000
Library visits per \$1,000 of Expenditures	51	98	159	133

Population averages from MT Dept. of Commerce.

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Library materials checked in per year	332,145	291,624	515,000	450,000
2 . New materials processed (includes magazines)	9,007	13,447	14,000	14,000
3 . Interlibrary loans TO non-FCL libraries	40,010	45,818	53,000	50,000
Interlibrary loans FROM non-FCL libraries	65,889	72,672	85,000	80,000
4 . Volunteer hours utilized	636	796	1,900	1,500
5 . Library registrations (card holders)	29,684	29,356	32,013	31,000
Library registrations per \$1,000 in expenditures	11.96	12.39	14.10	13.71
6 . Full time equivalent staff (FTE)	28.55	28.55	28.63	29.00
7 . Library Square Feet per capita	0.354	0.354	0.354	0.700

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 Leisure Park improvements with donation potential; improve Church Slough parking lot.
- Continue customer surveys.
- Evaluate parks for potential surplus.
- Identify and replace one failing playground equipment set per year.
- Identify and surplus all unneeded or failed vehicles/equipment.
- Identify and survey property corners on four parks to determine lot boundaries.
- Continue to seal coat and stripe four parking lots.
- Continue to remove dead and dying trees in parks.
- Continue to rebuild or replace Foys Lake docks.
- Conduct logging operation in up to 3 parks in Many Lakes.
- Replace fencing and/or patch fencing at the Conrad Complex.
- Install water system at Ben Williams.

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. Develop a committee with local community members to explore feasibility of building a gym together.
- 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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 417,183	\$ 452,523	\$ 520,524	\$ 542,382	\$ 21,858	4%
Operating Expenditures	223,091	255,314	330,725	517,050	186,325	56%
Capital Outlay	11,057	51,292	40,000	84,500	44,500	111%
Transfers Out	131,770	63,153	120,768	168,343	47,575	39%
Total	\$ 783,101	\$ 822,282	\$ 1,012,017	\$ 1,312,275	\$ 300,258	30%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2210 PARK	\$ 611,228	\$ 641,432	\$ 798,936	\$ 857,112	\$ 58,176	7%
2211 PARKS/CASH IN LIEU	-	-	-	25,000	25,000	100%
2213 PARK DONATIONS-RESTRICTED USE	212	846	500	500	-	0%
2214 TRAIL MAINTENANCE	58,494	16,127	30,000	231,000	201,000	670%
2370 RETIREMENT	46,783	49,370	58,995	63,265	4,270	7%
2380 GROUP INSURANCE	55,327	63,215	83,486	75,798	(7,688)	-9%
2956 GATEWAY TO GLACIER BIKE/PED TRAI	-	-	100	100	-	0%
4031 PARKS CIP	11,057	51,292	40,000	59,500	19,500	49%
Total	\$ 783,101	\$ 822,282	\$ 1,012,017	\$ 1,312,275	\$ 300,258	30%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- Operating expenditures were reduced across multiple line items. However, those reductions were largely offset by a trail maintenance project, resulting in an overall increase in operating expenditures.

Capital Outlay

- This department is planning to replace playground equipment and a dock. They are also planning to build a picnic pavilion.

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 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Assist Supervisor Noxious Weed	0.50	0.50	0.50	0.50
Bldg Maintenance Worker II	2.87	2.87	2.87	2.87
Conrad Comp Concession Worker	0.50	-	-	-
General Parks & Rec Worker	0.93	0.93	0.93	0.93
Office Assistant III	0.75	0.75	0.75	0.75
Recreation Assistant	-	0.50	0.50	0.50
Recreational Program Manager	1.00	1.00	1.00	1.00
Recreational Program Coordinator	0.75	0.75	0.75	0.75
Weed & Parks Director	0.50	0.50	0.50	0.50
Total	7.80	7.80	7.80	7.80

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2019	Actual FY 2020	Budgeted FY 2021	Approved FY 2022
Parks				
1 . Park Reservations Permits	65	47	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	50	36	55	55
4 . Volunteer Participation	139	87	150	150
5 . Community Sponsorships	15	15	15	15

Workload Indicators

Indicator	Actual FY 2019	Actual FY 2020	Budgeted FY 2021	Approved FY 2022
Parks				
1 . Park Permits # of Days	208	311	300	300
2 . Park Permits # of Participants/Spectators	15,474	15,679	22,000	22,000
3 . Park Rental Income	\$ 32,930	\$ 19,465	\$ 30,000	\$ 30,000
4 . Park Enforcement Hours	560	560	560	560
5 . Sign Income/Donations	\$ 7,370	\$ 4,876	\$ 5,000	\$ 5,000
Recreation				
1 . Youth Participants, Approximate	947	578	1,000	1,000
2 . Adult Participants, Approximate	2,244	1,740	2,500	2,500
3 . Subcontracted Assistance Hours	2,181	1,825	2,300	2,300
4 . Volunteer Participation Hours	1,390	1,044	1,500	1,500
5 . Community Sponsorships Dollars	\$ 11,370	\$ 13,475	\$ 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	1,128	816	1,100	1,100
11 . Softball Tournaments Offered	16	16	16	16
12 . Background Checks Conducted	12	12	30	30



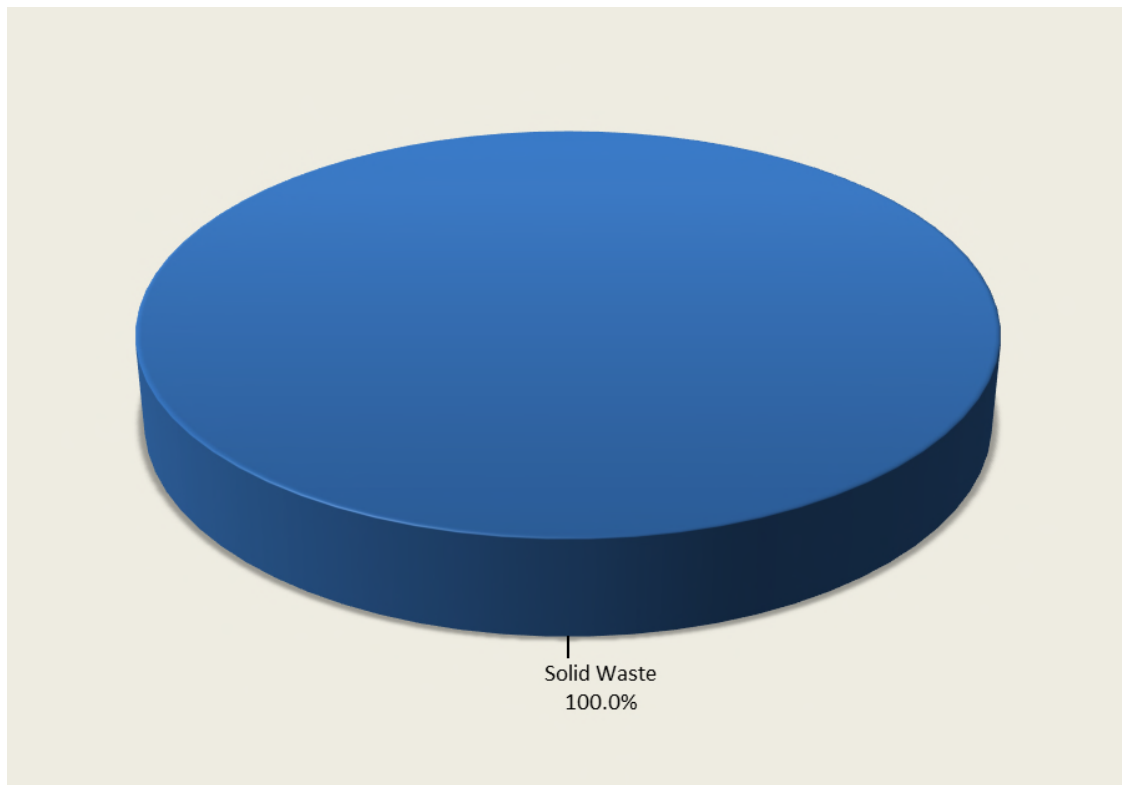
ENTERPRISE

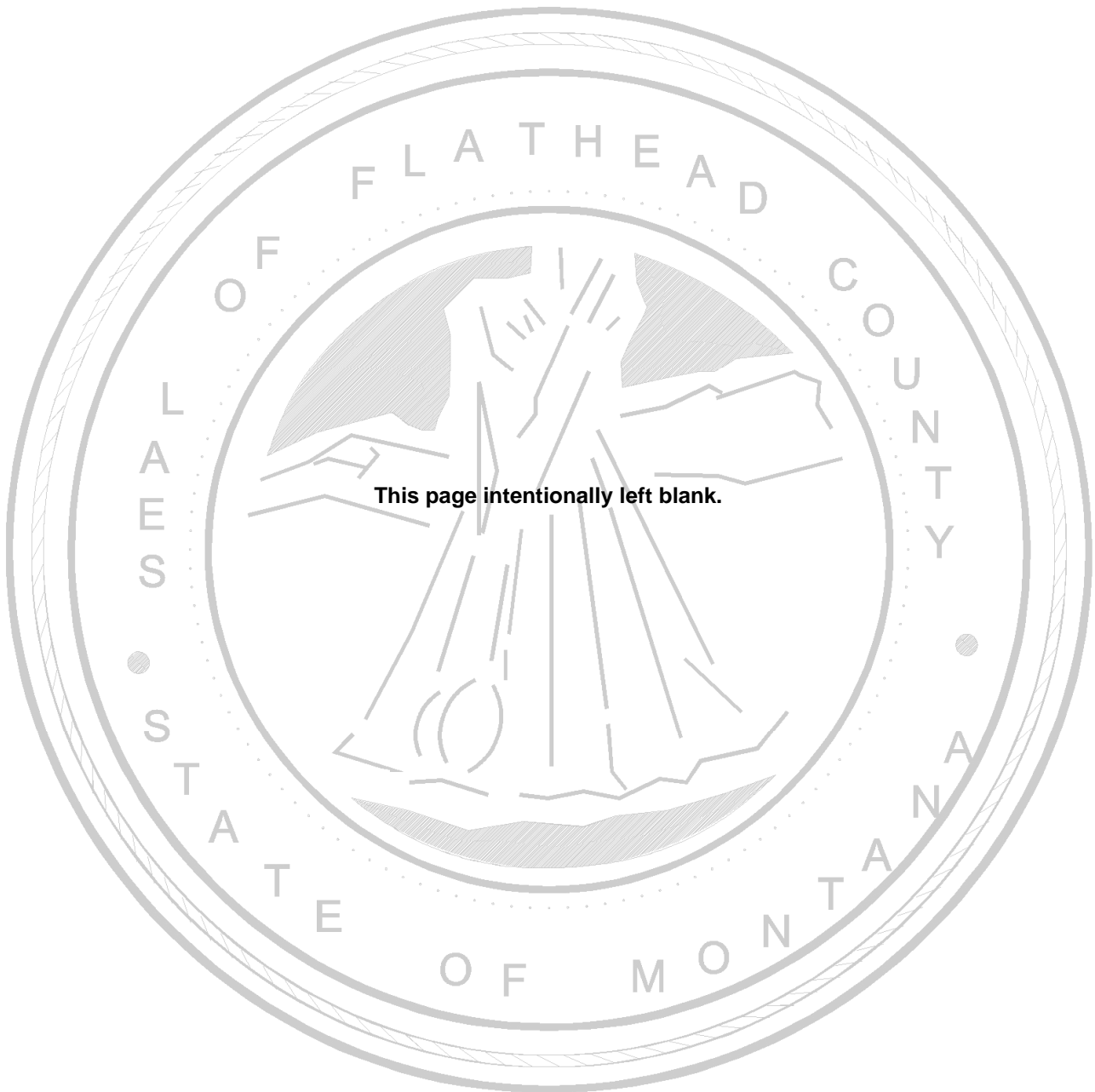




Enterprise

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





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
- Weigh station scale house improvements
- Discussion and preliminary design of south area of landfill

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Personal Services	\$ 2,157,062	\$ 2,528,470	\$ 2,277,267	\$ 2,764,075	\$ 486,808	21%
Operating Expenditures	3,883,250	5,996,506	4,081,549	4,720,655	639,106	16%
Capital Outlay	5,011,025	4,409,910	3,557,000	3,097,500	(459,500)	-13%
Transfers Out	1,978,631	2,716,126	3,336,101	2,067,411	(1,268,690)	-38%
Total	\$13,029,968	\$15,651,012	\$ 13,251,917	\$12,649,641	\$ (602,276)	-5%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
5410 SOLID WASTE	\$12,626,805	\$14,309,611	\$ 10,677,657	\$11,749,641	\$ 1,071,984	10%
5420 REFUSE/CLOSURE/POST CLOSURE TRF	-	-	175,000	100,000	(75,000)	-43%
5430 LINED CELL TRUST	43,113	1,100,000	2,000,000	800,000	(1,200,000)	-60%
5440 SOLID WASTE LAND PURCHASE	360,050	-	-	-	-	0%
5450 FEC IMPROVEMENT FUND	-	177,900	265,000	-	(265,000)	-100%
5451 MARKETABLE CREDITS IMPROVEMENT	-	63,501	134,260	-	(134,260)	-100%
Total	\$13,029,968	\$15,651,012	\$ 13,251,917	\$12,649,641	\$ (602,276)	-5%

2023 Budget Highlights

Personal Services

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

Operating Expenditures

- The largest increases are in the categories of small equipment (dumpsters), fuel, and depreciation.

Capital Outlay

- Major projects planned for this year include work on Phase V landfill expansion, a truck barn, and paving for several sites. They are also purchasing various 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 part of the Phase V landfill expansion. Also, a transfer for saving for land purchases will be made from the operating fund.

Staffing Summary

Title	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Approved FY 2023
Building Maintenance Worker I	1.00	1.00	1.00	1.00
Container Site Monitor	13.60	13.60	14.35	14.60
Equipment Mechanic Landfill	1.00	1.00	1.00	1.00
Financial Technician	0.90	0.90	0.90	0.90
Landfill Attendant	0.45	1.12	1.45	2.00
Landfill Equip Oper/Truck Driver	7.10	7.10	7.10	9.10
Landfill Foreman	2.00	2.00	2.00	2.00
Office Assistant III	2.00	1.90	1.90	1.90
Public Works Director	0.22	0.22	0.22	0.22
Spotter	-	-	0.67	2.00
Solid Waste Operations Manager	0.98	0.98	0.98	0.98
Total	29.25	29.82	31.57	35.70

Performance Measures & Workload Indicators

Performance Measures

Measure	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Commercial and Residential Assessment Units	69,384	74,182	69,000	75,000
2 . Annual Landfill Density (pounds/cubic yard)	1,333	1,452	1,300	1,200
3 . Household Hazardous Waste Participants	291	281	270	300
4 . Litter, Recycling and Education Advertising	\$19,761	\$19,455	\$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	212	287	225	250

Workload Indicators

Indicator	Actual FY 2020	Actual FY 2021	Budgeted FY 2022	Proposed FY 2023
1 . Tons Deposited in Landfill	135,388	147,596	146,000	150,000
2 . Tons Hauled by FCSW	26,597	27,446	26,500	28,000
3 . Tons Recycled-brush, compost, white goods	8,159	10,863	7,000	9,000
4 . Tons Household Hazardous Waste Removed	13.75	16.28	9.00	15.00
5 . Landfill Cost Per Ton	\$24.91	\$28.64	\$25.00	\$27.00



DEBT SERVICE



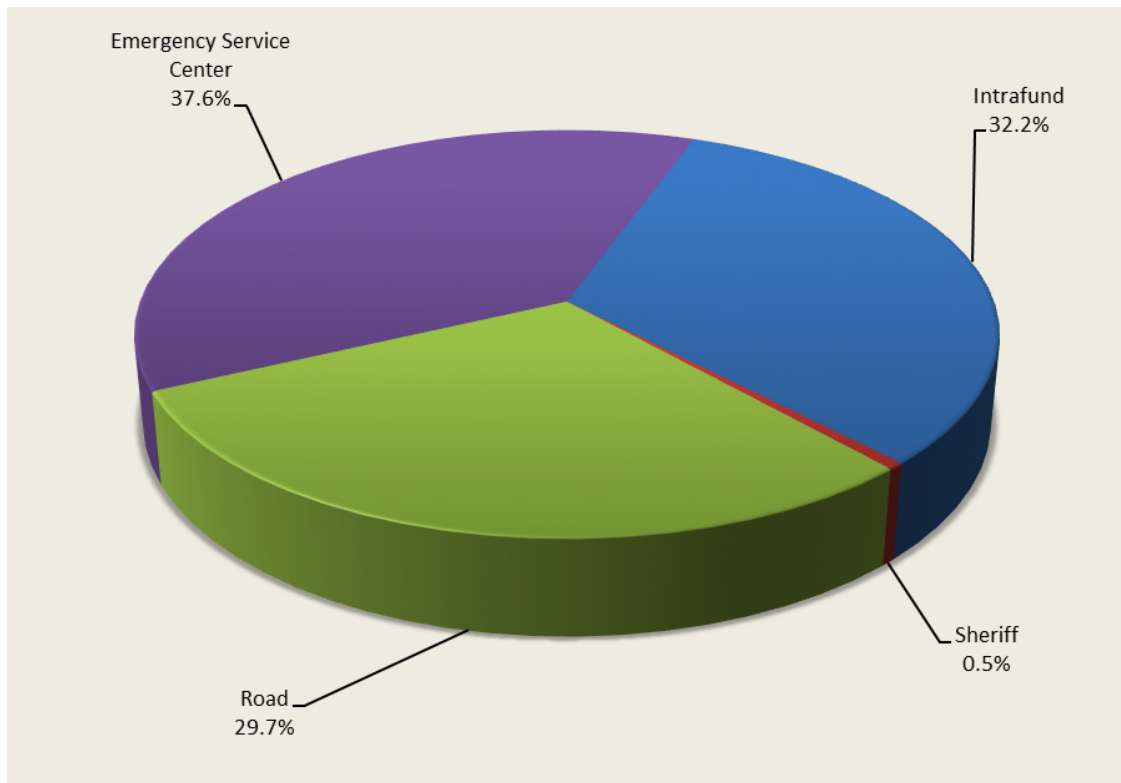


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DEBT SERVICE

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Debt Service	\$ 473,533	\$ 462,125	\$ 462,325	\$ 466,350	\$ 4,025	1%
Capital Outlay	-	-	-	-	-	
Transfers Out	14,101	-	-	-	-	
Total	\$ 487,634	\$ 462,125	\$ 462,325	\$ 466,350	\$ 4,025	1%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
3001 911 GO BOND DEBT SERVICE	\$ 432,933	\$ 462,125	\$ 462,325	\$ 466,350	\$ 4,025	1%
3002 911 GO BOND 800K	54,701	-	-	-	-	0%
Total	\$ 487,634	\$ 462,125	\$ 462,325	\$ 466,350	\$ 4,025	1%

2023 Budget Highlights

Debt Service

- Debt service is paid on the general obligation bonds for the Flathead Emergency Communications Center from these funds. The bonds were refinanced in FY19, resulting in a savings in interest costs.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Debt Service	\$ 413,339	\$ 418,327	\$ 538,250	\$ 401,028	\$ (137,222)	-25%
Total	\$ 413,339	\$ 418,327	\$ 538,250	\$ 401,028	\$ (137,222)	-25%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
3538 BIG MTN WATER-PAVING RSID 138	\$ 40,018	\$ 38,228	\$ 37,100	\$ 40,475	\$ 3,375	9%
3539 SANDY HILL RSID 139	18,618	17,932	17,247	16,132	(1,115)	-6%
3540 SHADY LANE RSID 140	11,011	10,608	10,205	9,802	(403)	-4%
3541 WILLIAMS LANE RSID 141	19,271	18,561	17,852	16,698	(1,154)	-6%
3543 RESTHAVEN RSID #143	23,864	22,944	22,024	21,104	(920)	-4%
3544 LODGEPOLE RSID 144	35,328	33,948	33,948	31,188	(2,760)	-8%
3545 SNOWGHOST RSID #145	20,476	19,771	19,066	18,361	(705)	-4%
3546 BADROCK RSID #146	13,825	13,375	12,925	12,475	(450)	-3%
3547 MENNONITE RSID #147	15,703	15,180	24,659	14,135	(10,524)	-43%
3549 SWAN HORSESHOE RSID 149	29,738	28,750	27,762	27,762	-	0%
3550 BERNE ROAD RSID #152	4,211	4,069	3,927	3,785	(142)	-4%
3551 MONEGAN ROAD RSID #153	20,573	19,960	19,348	18,736	(612)	-3%
3553 BIG MTN RSID #155 TAXABLE	26,320	26,320	71,322	26,321	(45,001)	-63%
3554 LITTLE MTN RSID #154	12,377	12,022	11,667	11,312	(355)	-3%
3555 BIG MTN RSID #155 NON-TAXABLE	50,644	50,644	50,646	50,646	-	0%
3556 BIGFORK STORMWATER #153	64,462	64,375	139,263	64,113	(75,150)	-54%
3557 SANDY HILL RSID 157	6,900	6,810	6,721	6,601	(120)	-2%
3558 RIVER BUTTE RANCHETTES RSID 158	-	14,830	12,568	11,382	(1,186)	-9%
Total	\$ 413,339	\$ 418,327	\$ 538,250	\$ 401,028	\$ (137,222)	-25%

2023 Budget Highlights**Debt Service**

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

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Debt Service	\$ 372,181	\$ 360,344	\$ 360,000	\$ 370,000	\$ 10,000	3%
Total	\$ 372,181	\$ 360,344	\$ 360,000	\$ 370,000	\$ 10,000	3%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2110 ROAD FUND	\$ 372,181	\$ 360,344	\$ 360,000	\$ 370,000	\$ 10,000	3%
Total	\$ 372,181	\$ 360,344	\$ 360,000	\$ 370,000	\$ 10,000	3%

2023 Budget Highlights

Debt Service

- The Road department leases seven graders. Three leases originated in FY19, two in FY20, and two in FY21. They each have five-year terms.

Financial Summary

Budget by Object of Expenditure Category	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Debt Service	\$ -	\$ 2,797	\$ 6,712	\$ 6,712	\$ -	0%
Total	\$ -	\$ 2,797	\$ 6,712	\$ 6,712	\$ -	0%

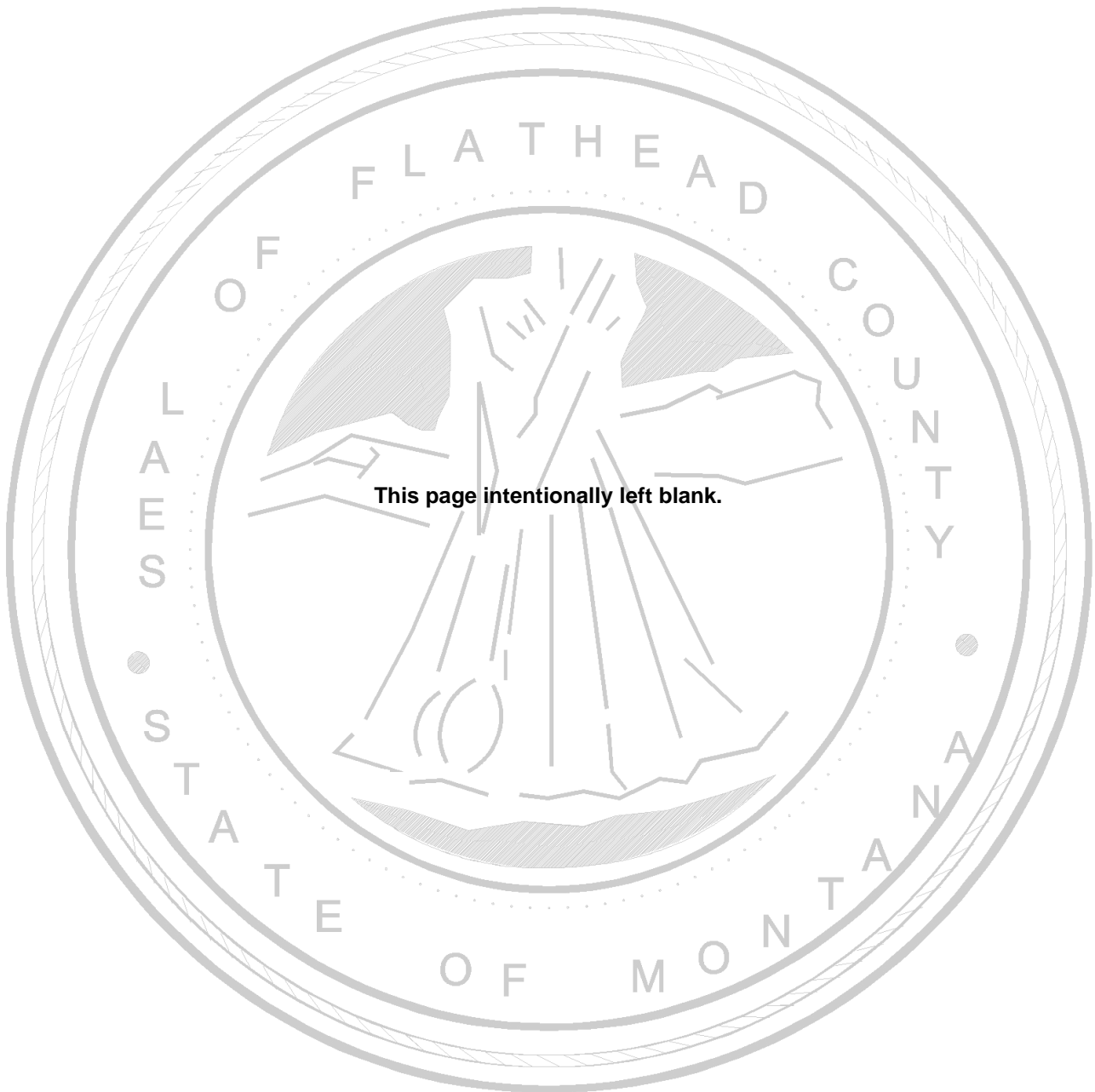
Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
2922 HIGH INTENSITY DRUG TRAFFICKING	\$ -	\$ 2,797	\$ 6,712	\$ 6,712	\$ -	0%
Total	\$ -	\$ 2,797	\$ 6,712	\$ 6,712	\$ -	0%

2023 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

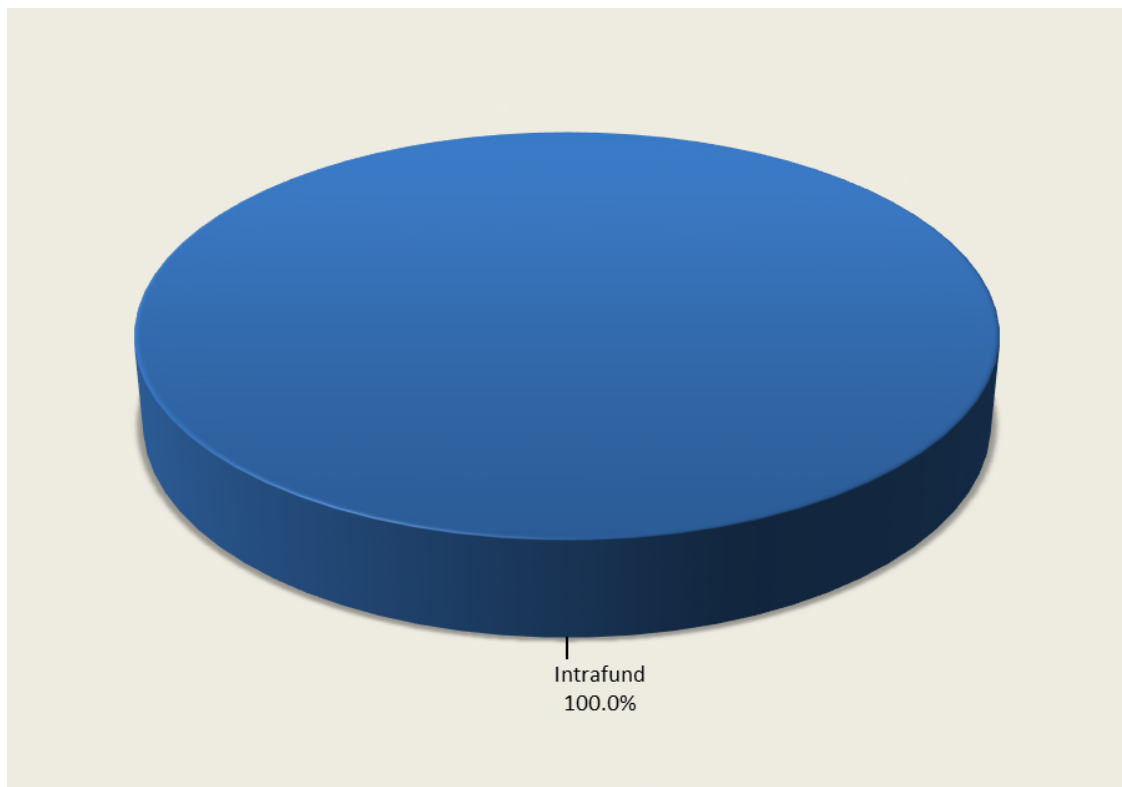




INTERNAL SERVICE

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 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
Operating Expenditures	\$ 5,476,719	\$ 6,642,309	\$ 8,902,240	\$ 8,142,478	\$ (759,762)	-9%
Total	\$ 5,476,719	\$ 6,642,309	\$ 8,902,240	\$ 8,142,478	\$ (759,762)	-9%

Funding Summary

Funding Sources	Actual FY 2020	Actual FY 2021	Budget FY 2022	Approved FY 2023	Increase (Decrease)	Percent Change
8050 GROUP INSURANCE TRUST	\$ 5,476,719	\$ 6,642,309	\$ 8,902,240	\$ 8,142,478	\$ (759,762)	-9%
Total	\$ 5,476,719	\$ 6,642,309	\$ 8,902,240	\$ 8,142,478	\$ (759,762)	-9%

2023 Budget Highlights**Operating Expenditures**

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

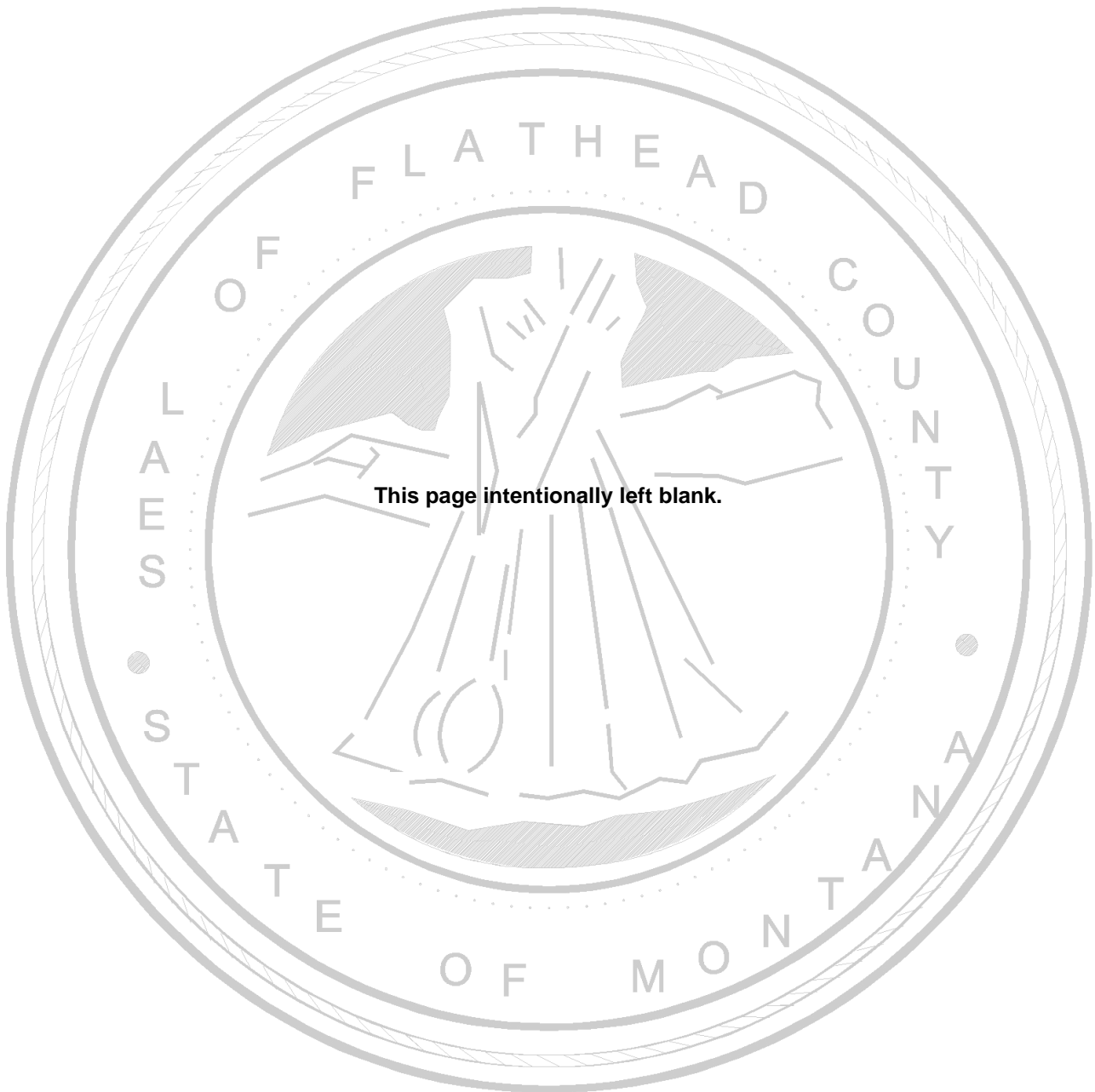


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CAPITAL





CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

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.

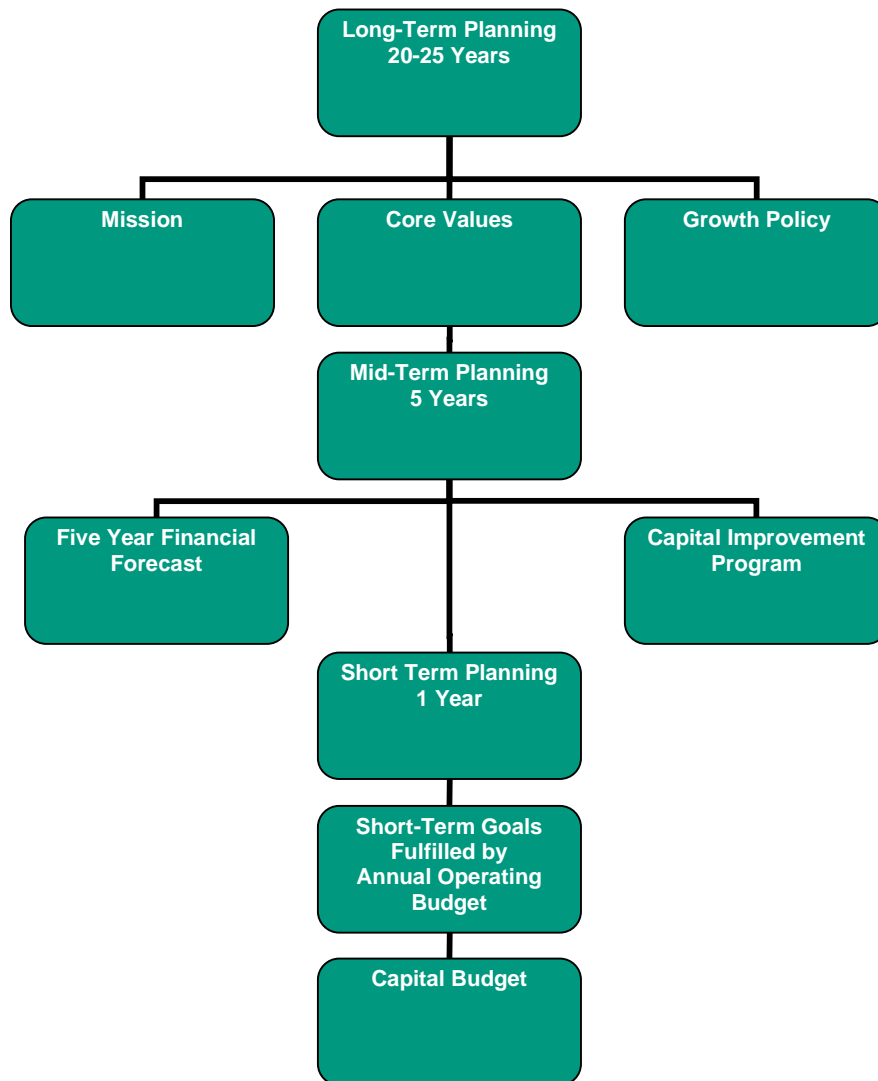
Linkage to Strategic Plan & Goals

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 IMPROVEMENT PLAN & CAPITAL BUDGET



Capital Planning

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

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

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

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 deferment.
- Fostering economies of scale through inter-jurisdictional cooperation.
- Promotion of economic development and its inherent contributions.

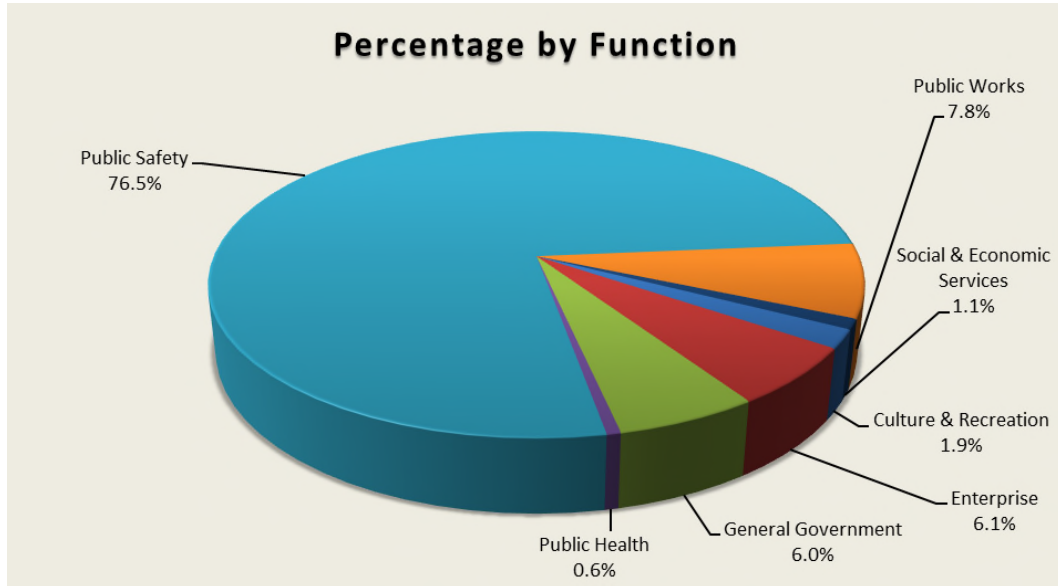
CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

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	2023	2024	2025	2026	2027	Total
Culture & Recreation	\$ 169,500	\$ 911,314	\$ 321,236	\$ 507,764	\$ 512,386	\$ 2,422,200
Enterprise	3,097,500	2,400,000	495,000	720,000	922,000	7,634,500
General Government	3,721,229	1,452,182	267,500	1,293,000	707,600	7,441,511
Public Health	218,236	80,000	165,000	190,000	80,000	733,236
Public Safety	3,318,172	1,864,947	31,299,694	31,359,151	27,356,567	95,198,531
Public Works	2,000,574	3,375,251	841,000	990,000	2,509,250	9,716,075
Social & Economic Services	667,162	251,433	195,433	160,364	75,000	1,349,392
Total Projects	\$ 13,192,373	\$ 10,335,127	\$ 33,584,863	\$ 35,220,279	\$ 32,162,803	\$ 124,495,445

Over the five-year plan, the largest percentage of capital dollars falls within the Public Safety function. There is a total of over \$95.1 million (76.5%) of which \$60 million will be spent on a new detention facility. The second largest function is Public Works at 7.8%. The largest project is a county road RSID. The third largest function is Enterprise with a total of about \$7.6 million. The largest project is \$5.0 million in the continuation of Landfill Expansion.



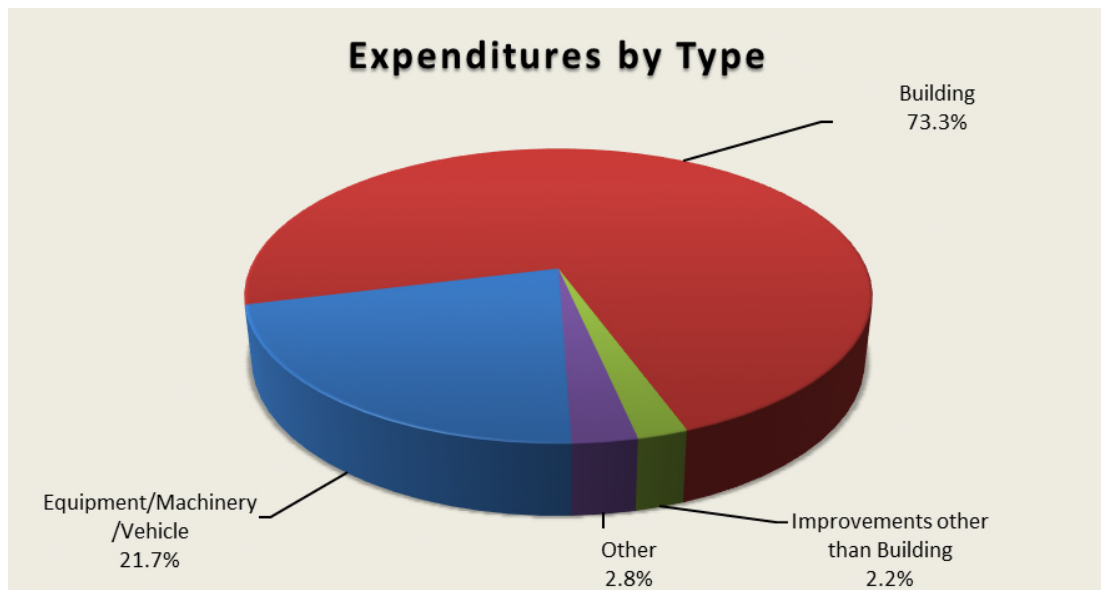
CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

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	2023	2024	2025	2026	2027	Total
Land Acquisition	\$ -	\$ 501,932	\$ -	\$ -	\$ -	\$ 501,932
Equipment/Machinery/Vehicle	8,589,301	6,020,430	3,283,627	4,542,515	4,532,167	26,968,040
Building	2,960,072	1,100,200	30,000,000	30,110,000	27,071,750	91,242,022
Improvements other than Building	1,363,000	633,950	88,000	307,764	358,886	2,751,600
Roads-Infrastructure	-	1,806,251	-	-	-	1,806,251
Other-Infrastructure	100,000	272,364	213,236	225,000	200,000	1,010,600
Software/Intangibles	180,000	-	-	35,000	-	215,000
Total	\$ 13,192,373	\$ 10,335,127	\$ 33,584,863	\$ 35,220,279	\$ 32,162,803	\$ 124,495,445

Over the five-year plan, the largest percentage of expenditures are buildings (73.3%) of which 65.8% is a new detention facility. The second largest type is Equipment/Machinery/Vehicle at 21.7%. Most of these expenditures are recurring over varying timeframes. The rest of the expenditures make up only 5.0% of total expenditures.



CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

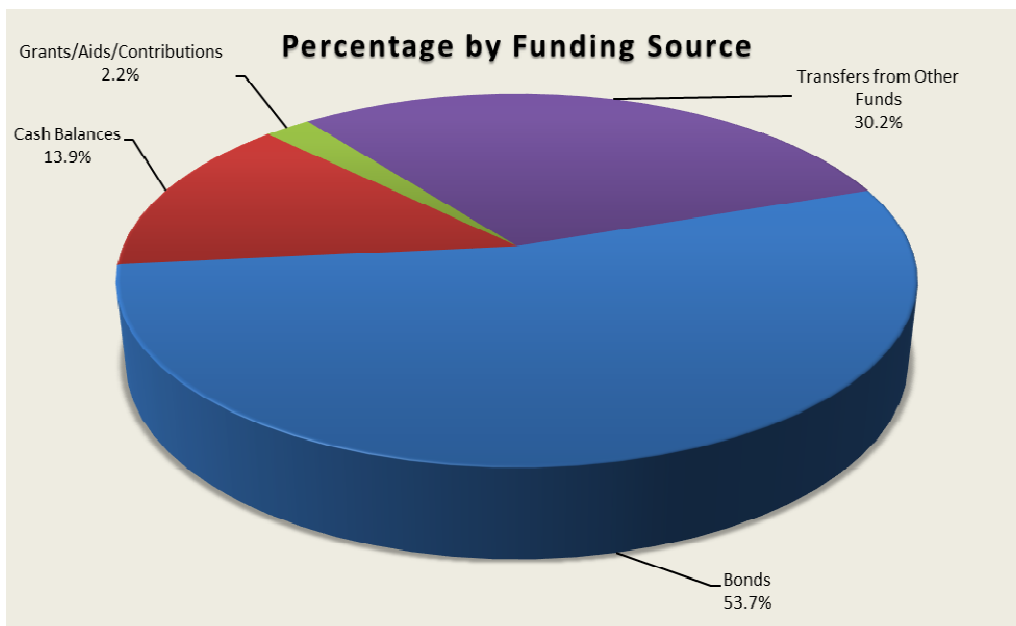
Funding Sources

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	2023	2024	2025	2026	2027	Total
Bonds	\$ -	\$ -	\$ 13,815,000	\$ 28,510,000	\$ 24,510,000	\$ 66,835,000
Cash Balance-CIP	3,293,787	1,596,674	107,546	160,950	540,120	5,699,077
Cash Balance-Parks/ Cash in Lieu	25,000	25,000	-	-	200,000	250,000
Cash Balance-Operations	1,103,862	1,609,894	730,798	737,763	724,967	4,907,284
Cash Balance-Reserve	2,823,000	1,530,000	495,000	720,000	922,000	6,490,000
Contributions	29,500	-	1,035,000	25,000	-	1,089,500
Grants/Aids	1,124,972	147,986	308,986	96,452	-	1,678,396
Trade in	115,000	-	-	-	-	115,000
Transfer from General Fund	866,819	1,140,336	8,410,900	1,813,250	1,167,100	13,398,405
Transfer from New Gas Tax Fun	-	200,000	-	-	-	200,000
Transfer from Operation Funds	2,394,393	4,085,237	1,681,633	2,156,864	3,098,616	13,416,743
Transfer from PILT	1,416,040	-	7,000,000	1,000,000	1,000,000	10,416,040
Total	\$ 13,192,373	\$ 10,335,127	\$ 33,584,863	\$ 35,220,279	\$ 32,162,803	\$ 124,495,445

Assuming that a bond will be approved by voters in FY25, bonds will be the largest source of funding at 53.7%. Transfers from other funds are the second largest source of funding with a combined 30.2% of capital expenditures. The remaining expenditures will be funded by cash balances, trade-ins, contributions, and grants/aids.



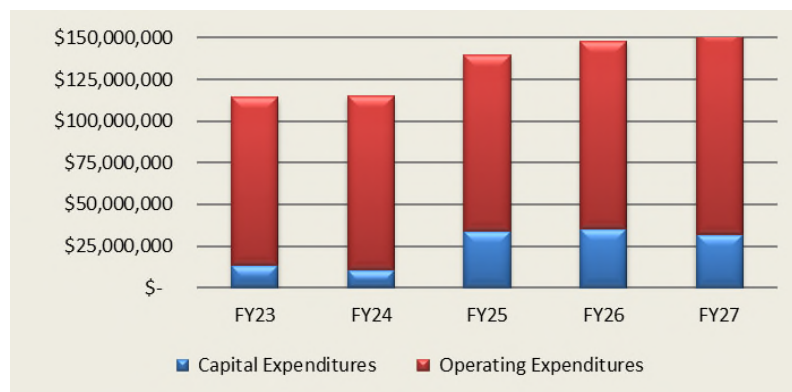
CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

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.

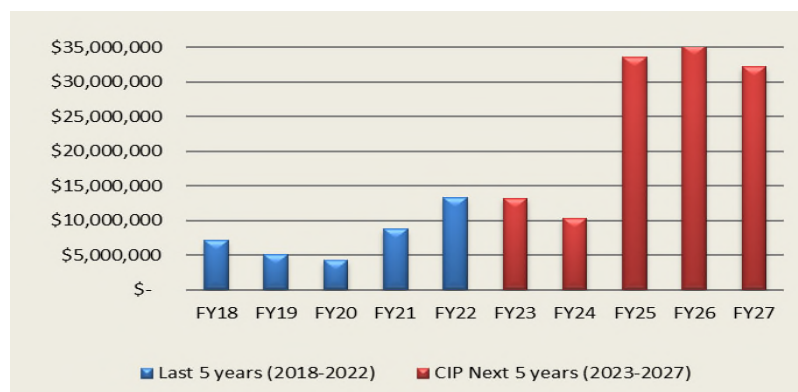
Flathead County strives to provide for adequate maintenance of capital, plant, and equipment and for their orderly replacement. All governments experience prosperous times as well as periods of economic decline. In periods of economic decline, proper maintenance and replacement of capital, plant, and 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 PLAN & CAPITAL BUDGET

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 2023 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2023 Capital Budget		Annual Operating Budget Impacts			
Function/Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Total	Comments
General Government					
Building Maintenance					
Tractor	\$ 47,000			\$ -	replacement
FECC Boiler #3	20,000			-	replacement
Center Island Parking	100,000			-	
Justice Center Parking Lot	200,000			-	
Justice Center Elevators	152,147		(12,000)	(12,000)	repair costs
Clerk & Recorder					
Copier	\$ 10,000			\$ -	replacement
DocPro Auto-Indexing Module	11,500		4,800	4,800	software maintenance
Clerk of Court					
Photocopier	\$ 8,000			\$ -	replacement
Microfiche Reader/Printer	7,000			-	
Vault Remodel	40,000			-	
County Commission					
County Pool Vehicle	\$ 40,000			\$ -	replacement
Copier	10,000			-	replacement
Election					
Folder/Envelope Inserter	\$ 5,995			\$ -	replacement
Human Resources					
Electronic Employee Timeclocks	\$ 22,193		\$ 15,000	\$ 15,000	software maintenance
Copier	8,500		(1,600)	(1,600)	discontinuation of lease
Information Technology					
Data Center Switch Replacements	\$ 90,000			\$ -	replacement
Disaster Recovery Site Switch Replacements	35,000			-	replacement
North Building Electronic Door Access	10,000			-	
Courthouse West Electronic Door Access	20,000		600	600	licensing
Courthouse West Low Voltage Infrastructure	25,000			-	
North Building Network Infrastructure	15,000		600	600	wireless access points
Enterprise Door Entry Control Software	17,000		600	600	licensing
Intrafund					
Courthouse West Remodel	\$ 1,226,072		\$ 1,000	\$ 1,000	additional utilities
Justice Center Remodel	1,100,000			-	
Planning					
FCPZ Fleet Vehicle	\$ 30,000			\$ -	replacement
Color Printer/Copier	15,337			-	replacement
Plotter	22,100			-	replacement
Plat Room					
Tract Books Scan Project	\$ 35,000			\$ -	
Tract Book Digitization Plan	12,500			-	
Digital Tract Book Software	50,000		5,000	5,000	software maintenance
Records Preservation					
Records HVAC System	\$ 24,000			\$ -	replacement
Lift	18,000			-	replacement
Microfilm Scanner	14,800			-	replacement
Fire Alarm & Smoke Detection System	15,000		2,000	2,000	annual inspection/testing
Treasurer					
Accounting Copier	\$ 6,000			\$ -	replacement
Microfilm Scanner	12,565			-	replacement
Tax Software	245,520		10,000	10,000	software maintenance

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

FY 2023 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2023 Capital Budget		Annual Operating Budget Impacts			
Function/Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Total	Comments
Public Safety					
Emergency Medical Services					
LifePak Monitor	\$ 40,000		\$ 1,000	\$ 1,000	consumable accessories
CPR Lucas Device	22,000		500	500	consumable accessories
Flathead Emergency Communications Center (911)					
4WD Pickup with Topper-Communications	\$ 12,200			\$ -	- replacement
Power Supply Battery Replacement Unit A	12,500			-	- replacement
Dispatch Radio Consoles	180,000			-	-
Telco Carrier Equipment	36,000			-	-
Mt. Aeneas Generator Upgrade	75,000			-	- replacement
Kal. Water Tower Trunked Base Station(800 mh	400,000			-	- replacement
NUMA Repeater Site Codan Solar Repeater	13,500			-	- replacement
Cyclone Repeater Site Codan Solar Repeater	16,000			-	- replacement
Network Switch Upgrade	50,000			-	- replacement
UPS Internal Hardware Replacement	75,000			-	- replacement
Backup PSAP	339,000		4,000	4,000	utilities
Columbia Falls Communication Tower	35,000			-	utilities
Mt Aeneas Electrical Building Upgrade	25,000			-	-
Mt Aeneas Electrical Line Upgrade	120,000			-	-
CAD Database Software Upgrade	36,000		10,000	10,000	software maintenance
Office of Emergency Services					
Mobile Command/Incident Support Vehicle	\$ 565,000		\$ 2,500	\$ 2,500	routine maintenance
Search & Rescue					
Enclosed Trailer	\$ 22,000			\$ -	- replacement
SAR Coordinator Vehicle	74,500			-	- replacement
Snowmobile	20,000			-	- replacement
Snowmobiles	34,000			-	- replacement
Enclosed Trailer	24,000			-	- replacement
Sheriff					
Animal Control Vehicle	\$ 52,300			\$ -	- replacement
Griddle	12,000			-	- replacement
2 ATV or UTV	20,000			-	- replacement
Admin Vehicle	65,000			-	- replacement
Detective Vehicle	49,875			-	- replacement
Snowmobile	18,000			-	- replacement
Equipment Hauling Truck	40,000		2,500	2,500	routine maintenance
Patrol Vehicles	665,797			-	- replacement
Storage Area Network (SAN)	40,000			-	-
Pole Camera System	7,500			-	-
Portable Radios	50,000			-	-
Digital Citation Programs	71,000		11,000	11,000	software maintenance
Public Works					
Bridge					
Shop Truck	\$ 94,000			\$ -	- replacement
Single Axle Plow Truck	21,371			-	- replacement
Pickup Truck	50,000			-	- replacement
Plow & Sander Replacement	25,000			-	- replacement
Shop Truck Utility Box	25,000			-	- replacement
Noxious Weed District					
Truck Replacement	\$ 50,000			\$ -	- replacement
ATV	10,000			-	- replacement
Tractor	125,000			-	- replacement
Plow Loader	8,000			-	- replacement
Rental Sprayer	20,000			-	- replacement
Deck/Pump Replacement	15,000			-	- replacement

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

FY 2023 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2023 Capital Budget		Annual Operating Budget Impacts			
Function/Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Total	Comments
Public Works (continued)					
Bridge					
Shop Truck	\$ 94,000			\$ -	replacement
Single Axle Plow Truck	21,371			-	replacement
Pickup Truck	50,000			-	replacement
Plow & Sander Replacement	25,000			-	replacement
Shop Truck Utility Box	25,000			-	replacement
Noxious Weed District					
Truck Replacement	\$ 50,000			\$ -	replacement
ATV	10,000			-	replacement
Tractor	125,000			-	replacement
Plow Loader	8,000			-	replacement
Rental Sprayer	20,000			-	replacement
Deck/Pump Replacement	15,000			-	replacement
Road					
Dump Truck	\$ 61,900			\$ -	replacement
Dump Truck	61,900			-	replacement
Dump Truck	60,503			-	replacement
Dump Truck	61,900			-	replacement
Used Crew Cabs	48,000			-	replacement
Work Truck	70,000			-	replacement
Plow & Sander Replacement FY2023	125,000			-	replacement
MACI Air Quality Equipment	186,000			-	replacement
Pup Trailer	80,000			-	replacement
Pup Trailer	85,000			-	replacement
Smooth Drum Roller	52,000			-	replacement
Mini Excavator	80,000			-	replacement
Fuel Pumps Main Shop	30,000		(750)	(750)	reduce repair costs
Salt/Sand Building Columbia Falls Pit	405,000			-	
Office Remodel	50,000			-	
Trumble Creek Pit Well	50,000		500	500	utilities
Sheepherder Pit Well	50,000		500	500	utilities
Public Health					
Animal Shelter					
HVAC System Upgrade	\$ 20,000			\$ -	replacement
Health					
Health Department Vehicles	\$ 80,000			\$ -	replacement
A/C Chiller - Earl Bennett Building	118,236			-	replacement
Social & Economic Services					
Agency on Aging					
AOA Vehicle	\$ 32,000			\$ -	replacement
AOA Vehicle	30,000			-	replacement
Transportation					
2-19 Passenger Bus Replacements	\$ 170,000			\$ -	replacement
Accessible Minivans (4)	239,528			-	replacement
2-17 Passenger Bus Replacements FY23	195,634			-	replacement

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

FY 2023 Capital Budget & Operating Budget Impacts Projects by Department/Project Name

FY 2023 Capital Budget		Annual Operating Budget Impacts			
Function/Department/Project Title	Appropriation	Personal Services Costs	Other Operating Costs	Total	Comments
Culture & Recreation					
Fair					
Expo Building Boiler Replacement	\$ 40,000			\$ -	- replacement
Grandstand Decking Replacement	45,000				- maintenance
Parks & Recreation					
Playground Equipment	\$ 50,000			\$ -	- replacement
Dock Replacement	25,000				- replacement
Picnic Pavilion	9,500				-
Enterprise					
Solid Waste					
Refuse Truck	\$ 410,000			\$ -	- replacement
One Ton Pickup	55,000				- replacement
Two-Ton Service Truck #64	120,000				- replacement
Fuel Truck	150,000				- replacement
Half Ton Pickup	50,000				- replacement
Midsized Sander Truck	60,000				- replacement
826 Compactor	1,200,000		(35,000)	(35,000)	reduced repair costs
Pressure Washer	15,500				- replacement
Sander #44	37,500				- replacement
15' Snow Push Box for #103	22,000				- replacement
163H Grader #90 Rebuild	45,000		(6,500)	(6,500)	reduced repair costs
Fuel System Replacement	18,000				- replacement
Welding Mobile Fume Extractor	7,000				-
Phase V Landfill Expansion	700,000				-
Truck Barn	129,500				-
Paving Columbia Falls Container Site	69,000				-
Pad for Landfill Blue Box Recycle	9,000				-
GRAND TOTAL	\$ 13,192,373	\$ -	\$ 16,250	\$ 16,250	

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function

Function	Project #	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Department							
General Government							
Building Maintenance							
Maintenance Truck	MT0213-01003		10,000				10,000
Maintenance Truck	MT0213-01004					10,000	10,000
Dump Tractor	MT0213-02001					9,500	9,500
Flat Bed Trailer	MT0213-02003					6,600	6,600
HVAC Chiller - Justice Center	MT0213-02008		170,000				170,000
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
Tractor	MT0213-02035	47,000					47,000
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
Heated Sidewalks	MT0213-03014		175,000				175,000
Center Island Parking	MT0213-03016	100,000					100,000
Justice Center Parking Lot	MT0213-03018	200,000					200,000
Justice Center Elevators	MT0213-03020	152,147					152,147
		519,147	770,000	-	350,000	151,100	1,790,247
Clerk & Recorder							
Copier	CR0202-02004	10,000					10,000
DocPro Auto-Indexing Module	CR0202-04001	11,500					11,500
DocPro Module(s)	CR0202-04002				35,000		35,000
		21,500	-	-	35,000	-	56,500
Clerk of Court							
Photocopier	CC0262-02002	8,000					8,000
Microfiche Reader/Printer	CC0262-02005	7,000					7,000
Vault Remodel	CC0262-03001	40,000					40,000
		55,000	-	-	-	-	55,000
County Attorney							
Vehicle	CA0210-01001		30,000				30,000
1st Floor Copier	CA0210-02002		20,000				20,000
1st Floor Copier	CA0210-02003					25,000	25,000
2nd Floor Copier	CA0210-02004		20,000				20,000
2nd Floor Copier	CA0210-02005					25,000	25,000
Satellite Office Copier	CA0210-02006		20,000				20,000
		-	90,000	-	-	50,000	140,000
County Commission							
County Pool Vehicle	CO0201-01003	40,000					40,000
County Pool Vehicle	CO0201-01004				30,000		30,000
Copier	CO0201-02001	10,000					10,000
		50,000	-	-	30,000	-	80,000
Elections							
Central Count Tabulators	EL0214-02004				250,000		250,000
Copier	EL0214-02007				10,000		10,000
Folder/Envelope Insertter	EL0214-02017	5,995					5,995
		5,995	-	-	260,000	-	265,995
Finance							
Payroll Software	FI1000-04002			150,000	150,000		300,000
		-	-	150,000	150,000	-	300,000
Human Resources							
Electronic Employee Timeclocks	HR0215-02001	22,193					22,193
Copier	HR0215-02002	8,500					8,500
		30,693	-	-	-	-	30,693
Information Technology							
GIS Plotter	GS0244-02002		12,000				12,000
Vehicle	IT0244-01001				38,000		38,000
Fiber Channel Switch 1	IT0244-02003		7,500				7,500
Fiber Channel Switch 2	IT0244-02005		7,500				7,500
Enterprise Telephone System	IT0244-02009				325,000		325,000
Data Center Switch Replacements	IT0244-02011	90,000					90,000
Disaster Recovery Site Switch Replacements	IT0244-02013	35,000					35,000
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
Hypercon verged Infrastructure	IT0244-02051					325,000	325,000
North Building Electronic Door Access	IT0244-02052	10,000					10,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function (continued)

Function Department	Project #	FY '23	FY '24	FY '25	FY '26	FY '27	Total
General Government (continued)							
Information Technology (continued)							
SAN Server	IT0244-02061		27,650				27,650
Justice Center A/C Units	IT0244-02063					105,000	105,000
Courthouse West Electronic Door Access	IT0244-02064	20,000					20,000
Courthouse West Low Voltage Infrastructure	IT0244-02065	25,000					25,000
North Building Network Infrastructure	IT0244-03003	15,000					15,000
Enterprise Door Entry Control Software	IT0244-04005	17,000					17,000
Enterprise Network Monitoring Software	IT0244-04009			58,000			58,000
		212,000	54,650	58,000	468,000	430,000	1,222,650
Intrafund							
Land Acquisition	IF0200-05001		501,932				501,932
Courthouse West Remodel	IF1108-03001	1,226,072					1,226,072
Justice Center Remodel	IF1109-03001	1,100,000					1,100,000
		2,326,072	501,932	-	-	-	2,828,004
Justice Court							
Copier	JC0211-02001			9,000			9,000
		-	-	9,000	-	-	9,000
Planning							
FCPZ Fleet Vehicle	PL0231-01002			40,000			40,000
FCPZ Fleet Vehicle	PL0231-01005	30,000					30,000
Color Printer/Copier	PL0231-02002	15,337					15,337
Plotter	PL0231-02003	22,100					22,100
		67,437	-	40,000	-	-	107,437
Plat Room							
Large Format Scanner/Printer	PT0207-02002					30,000	30,000
Copier	PT0207-02005					7,000	7,000
Tract Books Scan Project	PT0207-03001	35,000					35,000
Tract Book Digitization Plan	PT0207-03004	12,500					12,500
Digital Tract Book Software	PT0207-04001	50,000					50,000
		97,500	-	-	-	37,000	134,500
Records Preservation							
Records HVAC System	RP0202-02001	24,000					24,000
Lift	RP0202-02002	18,000					18,000
Document Scanner	RP0202-02003					5,500	5,500
Microfilm Scanner	RP0202-02004	14,800					14,800
Fire Alarm & Smoke Detection System	RP0202-02012	15,000					15,000
Barn Overhang	RP0202-03001		30,200				30,200
		71,800	30,200	-	-	5,500	107,500
Treasurer							
Folder/Insertor	TR0203-02002					26,000	26,000
Accounting Copier	TR0203-02004	6,000					6,000
Motor Vehicle Division Copier	TR0203-02005			10,500			10,500
Microfilm Scanner	TR0203-02006	12,565					12,565
Tax Division Copier	TR0203-02007					8,000	8,000
Letter Opener	TR0203-02009		5,400				5,400
Tax Software	TR0203-04001	245,520					245,520
		264,085	5,400	10,500	-	34,000	313,985
Total General Government		\$ 3,721,229	\$ 1,452,182	\$ 267,500	\$ 1,293,000	\$ 707,600	\$ 7,441,511
Public Safety							
Emergency Medical Services							
Multi-Use Vehicle	ES0221-01003					80,000	80,000
LifePak Monitor	ES0221-02004	40,000					40,000
CPR Lucas Device	ES0221-02006	22,000					22,000
		62,000	-	-	-	80,000	142,000
Flathead Emergency Communications Center (911)							
4WD Pickup with Topper-Communications	EM0221-01002	12,200					12,200
AT Replace	EM0221-01003					30,000	30,000
Snowmobiles	EM0221-01005			30,000			30,000
Power Supply Battery Replacement Unit A	EM0221-02002	12,500					12,500
Backup Storage System	EM0221-02006					85,000	85,000
Power Supply Battery Replacement Unit B	EM0221-02007		12,500				12,500
Storage Area Network Upgrade	EM0221-02012			85,000			85,000
Dispatch Radio Consoles	EM0221-02013	180,000					180,000
Telco Carrier Equipment	EM0221-02027	36,000					36,000
CAD Server Upgrade	EM0221-02029			48,000			48,000
Dispatch Furniture Equipment	EM0221-02031				50,500		50,500
Dispatch Furniture Equipment	EM0221-02032					78,100	78,100

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function (continued)

Function Department	Project #	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Public Safety (continued)							
Flathead Emergency Communications Center (continued)							
383 Fire Reapter Replacement	EM0221-02047		300,000				300,000
Mt. Aeneas Generator Upgrade	EM0221-02059	75,000					75,000
SIMULCAST for 800 MHz System	EM0221-02060		375,000				375,000
Kal. Water Tower Trunked Base Station(800 mhZ)	EM0221-02061	400,000					400,000
Kal. Water Tower Trunked-1 gtr (800 mhZ) Repeat	EM0221-02062			28,000			28,000
NUMA Repeater Site Codan Solar Repeater	EM0221-02066	13,500					13,500
Meadow Peak Repeater Site Codan Solar Repeater	EM0221-02067				16,000		16,000
Essex Repeater Site Codan Solar Repeater	EM0221-02068				16,000		16,000
Cyclone Repeater Site Codan Solar Repeater	EM0221-02069	16,000					16,000
Network Switch Upgrade	EM0221-02099	50,000					50,000
UPS Internal Hardware Replacement	EM0221-02100	75,000					75,000
Building PAC System Replacement	EM0221-02101		12,000				12,000
Backup PSAP	EM0221-02106	339,000					339,000
Columbia Falls Communication Tower	EM0221-03006	35,000					35,000
Mt Aeneas Electrical Building Upgrade	EM0221-03011	25,000					25,000
Mt Aeneas Electrical Line Upgrade	EM0221-03012	120,000					120,000
CAD Database Software Upgrade	EM0221-04009	36,000					36,000
New World Software Upgrades	EM0221-04020				125,000		125,000
911 RS6000 Message Switch	EM0221-04022				21,000		21,000
		1,425,200	699,500	191,000	228,500	193,100	2,737,300
Fire Service Area							
Manager 4WD Truck	FS0221-01004		75,000				75,000
Radio Cache	FS0221-02002			50,782			50,782
		-	75,000	50,782	-	-	125,782
Juvenile Detention							
JV Transport Vehicle	JD0209-01002		40,000				40,000
		-	40,000	-	-	-	40,000
Office of Emergency Services							
Multi-Use Vehicle	OS0221-01002				61,200		61,200
Mobile Command/Incident Support Vehicle	OS0221-01005	565,000					565,000
		565,000	-	-	61,200	-	626,200
Search & Rescue							
Large Lake Boat	SR0208-01004				103,000		103,000
Snowmobiles	SR0208-01006					32,500	32,500
Enclosed Trailer	SR0208-02001	22,000					22,000
SAR Coordinator Vehicle	SR0209-01002	74,500					74,500
Snowmobile	SR0209-01003	20,000					20,000
Snowmobiles	SR0209-01004	34,000					34,000
UTV Rescue Vehicle	SR0209-01005			30,000			30,000
UTV Rescue Vehicle	SR0209-01006				30,000		30,000
Enclosed Trailer	SR0209-02002	24,000					24,000
NV SAR Vehicle #1	SR0212-01003					50,500	50,500
NV SAR Vehicle #2	SR0212-01004		50,000				50,000
Snowmobile	SR0212-01005				30,000		30,000
Enclosed Trailer	SR0212-02003				20,000		20,000
Building Improvement	SR0212-03001					26,000	26,000
		174,500	50,000	30,000	183,000	109,000	546,500
Sheriff							
Animal Control Vehicle	AC0209-01005	52,300					52,300
Animal Control Vehicle	AC0209-01006		52,600				52,600
Animal Control Vehicle	AC0209-01007			52,700			52,700
Animal Control Vehicle	AC0209-01008				52,850		52,850
Adult Transport Vehicle #1	AD0209-01002		40,000				40,000
Adult Transport Vehicle #2	AD0209-01004					55,500	55,500
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
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	20,000					20,000
Lake Rescue Boat	SH0209-01002			111,361			111,361

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function (continued)

Function Department	Project #	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Public Safety (continued)							-
Sheriff (continued)							-
Admin Vehicle	SH0209-01007	65,000					65,000
Admin Vehicle	SH0209-01009				44,750		44,750
Admin Vehicle	SH0209-01010		30,000				30,000
Admin Vehicle	SH0209-01011			49,000			49,000
Admin Vehicle	SH0209-01012					27,000	27,000
Civil Vehicle	SH0209-01014		48,000				48,000
Detective Vehicle	SH0209-01020	49,875					49,875
Detective Vehicle	SH0209-01021		52,369				52,369
Detective Vehicle	SH0209-01022			53,940			53,940
Detective Vehicle	SH0209-01023				55,558		55,558
Snowmobile	SH0209-01031	18,000					18,000
Equipment Hauling Truck	SH0209-01032	40,000					40,000
Patrol Vehicles	SH0209-01033	665,797					665,797
Admin Vehicle	SH0209-01036		65,000				65,000
Patrol Vehicles	SH0209-01037		611,078				611,078
Patrol Vehicles	SH0209-01038			629,411			629,411
Patrol Vehicles	SH0209-01042				648,293		648,293
Patrol Vehicles	SH0209-01043					667,742	667,742
Detective Vehicle	SH0209-01046					57,225	57,225
Coroner Vehicle	SH0209-01049					70,000	70,000
Copy Machine	SH0209-02002		12,000				12,000
Side Scanning Sonar	SH0209-02003			40,000			40,000
Storage Area Network (SAN)	SH0209-02004	40,000					40,000
Pole Camera System	SH0209-02005	7,500					7,500
Portable Radios	SH0209-02007	50,000	50,000	50,000	50,000	50,000	250,000
Digital Citation Programs	SH0209-04001	71,000					71,000
		1,091,472	1,000,447	31,027,912	30,886,451	26,974,467	90,980,749
Total Public Safety		\$ 3,318,172	\$ 1,864,947	\$ 31,299,694	\$ 31,359,151	\$ 27,356,567	\$ 95,198,531
Public Works							
Bridges							
Dump Truck - New	RB0219-01002		175,000				175,000
Shop Truck	RB0219-01005	94,000					94,000
Single Axle Plow Truck	RB0219-01009	21,371					21,371
Single Axle Plow Truck	RB0219-01012		170,000				170,000
Pickup Truck	RB0219-01014	50,000					50,000
2 Single Axle Plow Trucks	RB0219-01016					270,000	270,000
Flatbed Truck	RB0219-01018				80,000		80,000
Guardrail Post Pounder	RB0219-02001		120,000				120,000
Excavator	RB0219-02006			100,000			100,000
Plow & Sander Replacement	RB0219-02012	25,000					25,000
Plow & Sander Replacement	RB0219-02013				30,000		30,000
Zero Turn Lawnmower	RB0219-02016		10,000				10,000
Shop Truck Utility Box	RB0219-02017	25,000					25,000
		215,371	475,000	100,000	110,000	270,000	1,170,371
Noxious Weed District							
Truck	WE0246-01003					60,000	60,000
Truck Replacement	WE0246-01005		60,000				60,000
2.5 Ton Water Truck	WE0246-01006			75,000			75,000
Truck Replacement	WE0246-01007	50,000					50,000
Enforcement Vehicle	WE0246-01008		35,000				35,000
ATV	WE0246-01011	10,000					10,000
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	WE0246-02007	8,000					8,000
Rental Sprayer	WE0246-02008	20,000					20,000
Weed Shop A/C	WE0246-02011			40,000			40,000
Deck/Pump Replacement	WE0246-02012	15,000					15,000
Deck/Pump Replacement	WE0246-02013		15,000				15,000
Deck/Pump Replacement	WE0246-02014					15,000	15,000
Hydro Seeder	WE0246-02015				50,000		50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function (continued)

Function Department	Project #	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Public Works (continued)							
Noxious Weed District (continued)							
Copier	WE0246-02018			10,000			10,000
		228,000	360,000	125,000	65,000	75,000	853,000
Roads							
Dump Truck	RB0218-01009	61,900					61,900
Dump Truck	RB0218-01010	61,900					61,900
Dump Truck	RB0218-01011		175,000				175,000
Dump Truck	RB0218-01012			175,000			175,000
Water Truck	RB0218-01026				160,000		160,000
Dump Truck	RB0218-01027				175,000		175,000
Dump Truck	RB0218-01028				175,000		175,000
Dump Truck	RB0218-01029	60,503					60,503
Dump Truck	RB0218-01030	61,900					61,900
Asphalt Hotbed Dump Truck	RB0218-01035		132,000				132,000
Used Crew Cabs from Sheriff Dept(4)	RB0218-01036	48,000					48,000
Used Crew Cabs from Sheriff Dept(6)	RB0218-01037		72,000				72,000
Used Crew Cabs from Sheriff Dept	RB0218-01038					100,000	100,000
Work Truck	RB0218-01051	70,000					70,000
Work Truck	RB0218-01052			75,000			75,000
Loader - New	RB0218-02005		355,000				355,000
Plow & Sander Replacement FY2023	RB0218-02019	125,000					125,000
Plow & Sander Replacement FY2025	RB0218-02020			100,000			100,000
Plow & Sander Replacement FY2027	RB0218-02021					30,000	30,000
MACI Air Quality Equipment	RB0218-02032	186,000					186,000
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
MACI Air Quality Equipment	RB0218-02051			186,000			186,000
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	RB0218-02059	52,000					52,000
Mini Excavator	RB0218-02064	80,000					80,000
Smooth Drum Roller	RB0218-02065				100,000		100,000
Fuel Pumps Main Shop	RB0218-02066	30,000					30,000
Willow Glen Wash Bay	RB0218-03008					1,026,250	1,026,250
Asphalt Plant Replacement	RB0218-03009					742,000	742,000
Future County Road RSID	RB0218-03010		1,806,251				1,806,251
Salt/Sand Building Fox Pit	RB0218-03018				110,000		110,000
Salt/Sand Building Columbia Falls Pit	RB0218-03019	405,000					405,000
Office Remodel	RB0218-03023	50,000					50,000
Trumble Creek Pit Well	RB0218-03024	50,000					50,000
Sheepherder Pit Well	RB0218-03025	50,000					50,000
		1,557,203	2,540,251	616,000	815,000	2,164,250	7,692,704
Total Public Works		\$ 2,000,574	\$ 3,375,251	\$ 841,000	\$ 990,000	\$ 2,509,250	\$ 9,716,075
Public Health							
Animal Shelter							
Veterinary Equipment	AS4460-02006			10,000			10,000
Generator/Electrical Work	AS4460-02015			25,000	25,000		50,000
HVAC System Upgrade	AS4460-03002	20,000					20,000
		20,000	-	35,000	25,000	-	80,000
Health							
Health Department Vehicles	HE4010-01006	80,000					80,000
Health Department Vehicles	HE4010-01007		80,000				80,000
Health Department Vehicles	HE4010-01008			45,000			45,000
Health Department Vehicles	HE4010-01009				45,000		45,000
Health Department Vehicles	HE4010-01010					45,000	45,000
Wi-Fi System Upgrade	HE4010-02009					15,000	15,000
A/C Chiller - Earl Bennett Building	HE4010-02020	118,236					118,236
Elevator - Earl Bennett Building	HE4010-03003				120,000		120,000
		198,236	80,000	45,000	165,000	60,000	548,236

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function (continued)

Function Department	Project #	FY '23	FY '24	FY '25	FY '26	FY '27	Total
Public Health (continued)							
Mosquito							
Mosquito Vehicle	MO4470-01002			45,000			45,000
UTV	MO4470-01007					20,000	20,000
Remote Piloted Aircraft (RPA)	MO4470-02001			40,000			40,000
		-	-	85,000	-	20,000	105,000
Total Public Health		\$ 218,236	\$ 80,000	\$ 165,000	\$ 190,000	\$ 80,000	\$ 733,236
Social & Economic Services							
Area on Aging							
Replace Toyota Rav4	AA0726-01001				30,000		30,000
Replace Chevy Malibu	AA0726-01002	32,000					32,000
Replace Chevy Equinox	AA0726-01005					30,000	30,000
Replace Pontiac Aztec	AA0726-01006	30,000					30,000
Nutrition Planetary Mixer	AA0726-02002		23,000				23,000
Nutrition Reach-In Refrigerator	AA0726-02003		6,000				6,000
		62,000	29,000	-	30,000	30,000	151,000
Extension							
Extension Vehicle	EX0250-01001		27,000				27,000
		-	27,000	-	-	-	27,000
Transportation							
Admin Vehicle	TR0726-01001					45,000	45,000
2-19 Passenger Bus Replacements	TR0726-01004	170,000					170,000
Accessible Minivans (4)	TR0726-01005	239,528					239,528
2-17 Passenger Bus Replacements FY23	TR0726-01006	195,634					195,634
17 Passenger Bus Replacements FY24	TR0726-01007		195,433				195,433
17 Passenger Bus Replacements FY25	TR0726-01008			195,433			195,433
Accessible Minivans (2)	TR0726-01011				120,564		120,564
Eagle Transit Copier	TR0726-02002				9,800		9,800
		605,162	195,433	195,433	130,364	45,000	1,171,392
Total Social & Economic Services		\$ 667,162	\$ 251,433	\$ 195,433	\$ 160,364	\$ 75,000	\$ 1,349,392
Culture & Recreation							
Fair							
Snow Plow Replacement	FA0238-02003					9,000	9,000
Expo Building Boiler Replacement	FA0238-02005	40,000					40,000
Toolcat	FA0238-02006				115,000		115,000
Grandstand Decking Replacement	FA0238-03003	45,000	45,000				90,000
North Bleacher Replacement	FA0238-03004		568,950				568,950
Exterior Lighting Upgrades	FA0238-03005				187,764	233,886	421,650
Exterior Remodel Country Kitchen	FA0238-03010					19,500	19,500
Phase 3 Infrastructure North End	FA0238-03011		97,364	213,236			310,600
Expo Building Boiler Replacement	FA0238-03016		48,000	48,000			96,000
		85,000	711,314	261,236	302,764	262,386	1,622,700
Library							
Courier Van	LI0248-01004					35,000	35,000
		-	-	-	-	35,000	35,000
Parks & Recreation							
Truck	PA0259-01003		50,000				50,000
Truck	PA0259-01004				55,000		55,000
Loader Tractor 5200	PA0259-02001				50,000		50,000
Skidsteer	PA0259-02003			40,000			40,000
Toolcat	PA0259-02004		30,000				30,000
Mower	PA0259-02006		15,000				15,000
Mower	PA0259-02007					15,000	15,000
Backhoe Trailer	PA0259-02011		35,000				35,000
Trailer	PA0259-02013			10,000			10,000
Playground Equipment	PA0259-02018	50,000					50,000
Playground Equipment	PA0259-02020		50,000				50,000
Dock Replacement	PA0259-02021	25,000					25,000
Trailer	PA0259-02026			10,000			10,000
Foy's Lake Stairs and Beach Improvements	PA0259-03001					200,000	200,000
Herron Park Parking Expansion	PA0259-03005				100,000		100,000
Toilet	PA0259-03010		20,000				20,000
Picnic Pavilion	PA0259-03011	9,500					9,500
		84,500	200,000	60,000	205,000	215,000	764,500
Total Culture & Recreation		\$ 169,500	\$ 911,314	\$ 321,236	\$ 507,764	\$ 512,386	\$ 2,422,200

FLATHEAD COUNTY FY22-23 ADOPTED BUDGET

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Capital Projects by Function (continued)

Function Department	Project #	FY '23	FY '24	FY '25	FY '26	FY '27	Total
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 Rebuild #97	SW0220-01011			60,000			60,000
Half Ton Pickup #83	SW0220-01017		55,000				55,000
One Ton Pickup	SW0220-01020	55,000					55,000
Boom Truck	SW0220-01022				300,000		300,000
Articulated Truck	SW0220-01024		700,000				700,000
Two-Ton Service Truck #64	SW0220-01028	120,000					120,000
Fuel Truck	SW0220-01030	150,000					150,000
Refuse Truck Rebuild	SW0220-01033			60,000			60,000
Half Ton Pickup	SW0220-01035	50,000					50,000
Midsized Sander Truck	SW0220-01037	60,000					60,000
Snow Plow	SW0220-02006					22,000	22,000
826 Compactor	SW0220-02011	1,200,000					1,200,000
826 Compactor Rebuild #71	SW0220-02015			375,000			375,000
Pressure Washer	SW0220-02021	15,500					15,500
Sander #44	SW0220-02022	37,500					37,500
980 Loader	SW0220-02024					900,000	900,000
15' Snow Push Box for #103	SW0220-02054	22,000					22,000
D8 Dozer #42 Rebuild	SW0220-02055		375,000				375,000
163H Grader #90 Rebuild	SW0220-02058	45,000					45,000
Fuel System Replacement	SW0220-02059	18,000					18,000
Welding Mobile Fume Extractor	SW0220-02060	7,000					7,000
Phase V Landfill Expansion	SW0220-03026	700,000					700,000
Truck Barn	SW0220-03044	129,500	870,000				999,500
Paving Columbia Falls Container Site	SW0220-03045	69,000					69,000
Pad for Lanfil Blue Box Recycle	SW0220-03046	9,000					9,000
		3,097,500	2,400,000	495,000	720,000	922,000	7,634,500
Total Enterprise		\$ 3,097,500	\$ 2,400,000	\$ 495,000	\$ 720,000	\$ 922,000	\$ 7,634,500
Grand Total		\$13,192,373	\$10,335,127	\$33,584,863	\$35,220,279	\$32,162,803	\$124,495,445

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Building Maintenance

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # MT0213-02035
Project Name Tractor

Type Equipment (Purchase)
Useful Life 20
Category General Government

Department Maintenance (1000-0213)
Contact Maintenance Supervisor



Description Total Project Cost: \$47,000

Purchase new Bobcat L-23 Tractor/Sweeper.

Justification

Use for general landscape use and winter sidewalk sweeping and salting. Current tractor is too big and not maneuverable enough for the sidewalks. New bobcat is more efficient with this L-23, a more maneuverable piece of equipment. In addition, the attachments would be interchangeable with our Bobcat Tool cat. If approved, we can transfer our existing John Deere to the fairgrounds.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		47,000						47,000
Total		47,000						47,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		2,000						2,000
Transfer from General Fund		45,000						45,000
Total		47,000						47,000

Budget Impact/Other

Routine maintenance

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0213.521000.828		45,000						45,000
4030.000.0213.383000.000		-45,000						-45,000
4030.000.0213.411200.940		47,000						47,000
Total		47,000						47,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Building Maintenance (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # MT0213-02036
Project Name FECC Boiler #3 Replacement

Type Equipment (Purchase)
Useful Life 10
Category General Government

Department Maintenance (1000-0213)
Contact Maintenance Supervisor



Description **Total Project Cost:** \$20,000
Replace Boiler # 3

Justification
Replacing the boiler near the end of its useful life and 10-year warrant has expired, will avoid costly repairs if the boiler fails, especially during the winter months when pipes can freeze and damage equipment and furniture. This boiler is utilized to provide radiant heat for heated sidewalks and cache. Total project cost \$20,000 to be shared between OES, EMS, FSA, and FECC.
Cost split: OES - \$6,200 / EMS - \$2,900 / FSA - \$2,900/ FECC - \$8,000

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		16,000						16,000
Transfer from Operating Funds		4,000						4,000
Total		20,000						20,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828		4,000						4,000
4030.000.1521.383000.000		-4,000						-4,000
4030.000.1521.411200.940		20,000						20,000
Total		20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Building Maintenance (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # MT0213-03016
Project Name Center Island Parking

Type Project (Build) Department Maintenance (1000-0213)
Useful Life 25 Contact Maintenance Supervisor
Category General Government



Description	Total Project Cost: \$100,000
Parking lot improvements on center island of the Main Courthouse campus.	
Justification	
Updates and improvements are needed for safe access to buildings.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		100,000						100,000
Total		100,000						100,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		70,000						70,000
Transfer from General Fund		30,000						30,000
Total		100,000						100,000

Budget Impact/Other	
Safer parking access for employees and visitors.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0213.521000.828	15,000	15,000						30,000
4030.000.0213.383000.000	-15,000	-15,000						-30,000
4030.000.0213.411200.931		100,000						100,000
Total	0	100,000						100,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Building Maintenance (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # MT0213-03018
Project Name Justice Center Parking Lot

Type Project (Build)
Useful Life 25
Category General Government

Department Maintenance (1000-0213)
Contact Maintenance Supervisor



Description **Total Project Cost:** \$200,000

Repair parking lot to the west of the Justice Center.

Justification

Updates and improvements are needed for safe access to buildings.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		200,000						200,000
Total		200,000						200,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		75,000						75,000
Transfer from General Fund		125,000						125,000
Total		200,000						200,000

Budget Impact/Other

Safer parking access for employees and visitors.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0213.521000.828	75,000	50,000						125,000
4030.000.0213.383000.000	-75,000	-50,000						-125,000
4030.000.0213.411200.931		200,000						200,000
Total	0	200,000						200,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Building Maintenance (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # MT0213-03020
Project Name Justice Center Elevators

Type Equipment (Purchase) **Department** Maintenance (1000-0213)
Useful Life 25 **Contact** Maintenance Supervisor
Category General Government



Description	Total Project Cost: \$440,716
Upgrades recommended by Kone for the elevators in the Justice Center.	
Justification	
Elevators get a lot of use, and the upgrades are recommended to maintain serviceability and safety of the units. In addition, the State of Montana will be enacting new code requirements in 2021 that will have a grace period until enforcement is mandatory, however, there will not be a "Grandfather" clause for the new requirements. We will be eventually forced to comply or be fined or must shut down the elevators. This CIP covers all four elevators.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	288,569	152,147						440,716
Total	288,569	152,147						440,716

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	288,569	96,366						384,935
Transfer from General Fund		55,761						55,761
Total	288,569	152,147						440,716

Budget Impact/Other	
Reduce maintenance and upkeep costs while remaining in compliance with new code requirements.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0213.521000.828	55,761							55,761
4030.000.0213.383000.000	-55,761							-55,761
4030.000.0213.411200.950	288,569	152,147						440,716
Total	288,569	152,147						440,716

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Clerk and Recorder

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project #	CR0202-02004
Project Name	Copier
Type	Equipment (Purchase)
Useful Life	5
Category	General Government
Department	Clerk & Recorder (1000-0202)
Contact	Clerk and Recorder



Description	Total Project Cost: \$10,000
Upgrade current machine.	
Justification	
Useful life estimated at 5 years. Save for an upgrade.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		10,000						10,000
Total		10,000						10,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		10,000						10,000
Total		10,000						10,000

Budget Impact/Other	
Reliable, and lower maintenance costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0202.521000.828	10,000							10,000
4030.000.0202.383000.000	-10,000							-10,000
4030.000.0202.410910.940		10,000						10,000
Total	0	10,000						10,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Clerk and Recorder (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	CR0202-04001
Project Name	DocPro Module(s)
Type	Equipment (Purchase)
Useful Life	10
Category	General Government
Department	Clerk & Recorder (1000-0202)
Contact	Clerk and Recorder



Description	Total Project Cost: \$23,000
Tyler Technologies Auto Indexing Module for DocPro.	
Justification	DocPro's Auto Indexing Module will streamline manual indexing to help manage the growing number of records reviewed. System enhancement can reduce manual data entry by 65-75% and provide automated redaction features for sensitive data.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Software/Intangibles	11,500	11,500						23,000
Total	11,500	11,500						23,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund	11,500	11,500						23,000
Total	11,500	11,500						23,000

Budget Impact/Other
Increase productivity by reducing manual entry.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0202.521000.828	23,000							23,000
4030.000.0202.383000.000	-23,000							-23,000
4030.000.0202.410910.946		11,500						11,500
Total	11,500	11,500						23,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Clerk of District Court

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	CC0262-02002
Project Name	Photocopier

Type Equipment (Purchase) Department District/Clerk of Court (2180)
Useful Life 5 Contact Clerk of Court
Category General Government



Description	Total Project Cost: \$8,000
Photocopier replacement.	
Justification	
Improve efficiency of daily operations and customer service. Reduce the cost of repairs and downtime.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		8,000						8,000
Total		8,000						8,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2180.000.0262.521000.828	8,000							8,000
4022.000.0262.383000.000	-8,000							-8,000
4022.000.0262.410331.940		8,000						8,000
Total	0	8,000						8,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Clerk of District Court (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	CC0262-02005
Project Name	Microfiche Reader/Printer
Type	Equipment (Purchase)
Useful Life	5
Category	General Government
Department	District/Clerk of Court (2180)
Contact	Clerk of Court



Description	Total Project Cost: \$7,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		7,000						7,000
Total		7,000						7,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		7,000						7,000
Total		7,000						7,000

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.							
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2180.000.0262.521000.828		7,000						7,000
4022.000.0262.383000.000		-7,000						-7,000
4022.000.0262.410331.940		7,000						7,000
Total		7,000						7,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Clerk of District Court (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	CC0262-03001
Project Name	Vault Remodel
Type	Project (Build)
Useful Life	20
Category	General Government
Department	District/Clerk of Court (2180)
Contact	Clerk of Court



Description	Total Project Cost: \$40,000
Remodel main vault, discard rolling wall vault system; remove portion of east cement block wall to open up the space to the main office; open portion of north cement block wall for customer service station; install 5 data drops and electrical outlets for 5 stations/computer equipment.	
Justification	Remodel will allow for the 2 lobby office staff to move back into the main office, and enlarge cramped spaces for 2 staff, allowing staff to work together as a team. This will eliminate the need for a second photocopier and third printer.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Building		40,000						40,000
Total		40,000						40,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		10,400						10,400
Transfer from Operating Funds		29,600						29,600
Total		40,000						40,000

Budget Impact/Other
CIP funds currently exist for photocopier replacement in FY2022 budget. Additional funding provided with new HB709 increase to the District Court fund.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2180.000.0262.521000.828	9,600	20,000						29,600
4022.000.0262.383000.000	-9,600	-20,000						-29,600
4022.000.0262.410331.920		40,000						40,000
Total	0	40,000						40,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Commission

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # CO0201-01003
Project Name Commissioner Truck

Type Equipment (Purchase)
Useful Life 10
Category General Government

Department Commissioners (1000-0201)
Contact Administrative Officer



Description	Total Project Cost: \$40,000
Pickup truck to be used by commissioner for commuting to site visits.	
Replace: 2007 Honda Civic; 155,469 mile as of January 2020	
Justification	
Vehicle to be used by commissioner. More reliable, safer, and lower maintenance costs.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		40,000						40,000
Total		40,000						40,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		10,000						10,000
Transfer from General Fund		30,000						30,000
Total		40,000						40,000

Budget Impact/Other	
Newer vehicles are more reliable, safer, and lower maintenance costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0201.521000.828	20,000	10,000						30,000
4030.000.0201.383000.000	-20,000	-10,000						-30,000
4030.000.0201.410100.940		40,000						40,000
Total	0	40,000						40,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Commission (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # CO0201-02001
Project Name Copier

Type Equipment (Purchase)
Useful Life 7
Category General Government

Department Commissioners (1000-0201)
Contact Administrative Officer



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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		10,000						10,000
Total		10,000						10,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	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 FY23 Projects Elections

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # EL0214-02017
Project Name Folder/Envelope Inserter

Type Equipment (Purchase)
Useful Life 5
Category General Government

Department Election (1000-0214)
Contact Clerk and Recorder



Description	Total Project Cost: \$5,995
Folder/Inserter machine used for large mailings.	
Justification	
Current machine has reached useful life.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		5,995						5,995
Total		5,995						5,995

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		5,995						5,995
Total		5,995						5,995

Budget Impact/Other
Reduce maintenance and upkeep costs

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0214.521000.828		5,995						5,995
4030.000.0214.383000.000		-5,995						-5,995
4030.000.0214.410600.940		5,995						5,995
Total		5,995						5,995

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Human Resources

Capital Improvement Plan Flathead County, Montana

FY 23 thru FY 27

Project #	HR0215-02001
Project Name	Electronic Employee Timeclocks
Type	Equipment (Purchase)
Useful Life	10
Category	General Government
Department	Human Resources (1000-0215)
Contact	HR Director

The screenshot shows a web-based timeclock interface. At the top, there are tabs for 'Timeclock', 'Attendance', 'Work Schedules', 'Reports', 'My Profile', and 'My Account'. Below the tabs, there's a section titled 'Timeclock for David Smith'. It includes a calendar view for the month of October 2023, with columns for days of the week and time slots. The interface is designed for tracking employee work hours and attendance.

Description	Total Project Cost: \$211,748
Electronic timeclock that consists of software and various hardware to capture data in real-time regarding employees' starting and ending times of their working shifts, breaks and meal periods, as well as time off. The system would be used by all County employees that are required to submit time for payroll purposes and therefore the hardware needs would be tailored to each specific department or division within a department.	

Justification
The electronic time clocks would eliminate human error when calculating total hours for the day and when trying to remember hours worked on previous days. It will provide an accurate report of starting and ending times in real-time and will give management real-time oversight and evidence regarding attendance and absences, as well as promote employee accountability. The integration with the payroll system will streamline payroll processing by eliminating the wait time from the mass amount of manual time entry that occurs at the end of each pay period.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	189,555	22,193						211,748
Total	189,555	22,193						211,748

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund	189,555	22,193						211,748
Total	189,555	22,193						211,748

Budget Impact/Other
This project will require ongoing maintenance costs estimated to be \$15,000/year.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0215.521000.828	191,748	20,000						211,748
4030.000.0215.383000.000	-191,748	-20,000						-211,748
4030.000.0215.410810.950	189,555	22,193						211,748
Total	189,555	22,193						211,748

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Human Resources (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project #	HR0215-02002
Project Name	Copier
Type	Equipment (Purchase)
Useful Life	7
Category	General Government
Department	Human Resources (1000-0215)
Contact	HR Director



Description	Total Project Cost: \$8,500
A high-speed multifunctional copier capable of copying, dual scanning, auto duplexing, collating, stapling, faxing, and network printing.	
Justification	This would replace a leased machine. The lease runs from January 2018 to December 2022 (5 years).

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		8,500						8,500
Total		8,500						8,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		8,500						8,500
Total		8,500						8,500

Budget Impact/Other	Reduce rental costs.
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0215.521000.828	7,480	1,020						8,500
4030.000.0215.383000.000	-7,480	-1,020						-8,500
4030.000.0215.410810.940		8,500						8,500
Total	0	8,500						8,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects GIS

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	GS0206-02002
Project Name	GIS Plotter
Type	Equipment (Purchase)
Useful Life	10
Category	General Government
Department	GIS (1000-0206)
Contact	Information Technology Director



Description	Total Project Cost: \$12,000
This is a scheduled replacement for a 42" plotter used for printing large maps. GIS currently keeps two such plotters. One was purchased in 2013, the other in 2016. 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	
The GIS department could make do with only one plotter most times of the year. In the past, when the GIS department was providing maps for forest fires, both plotters were being utilized simultaneously to keep up with the demands for numerous maps. The 911 Center is now responsible for forest fire mapping, but GIS still provides backup support. Also, there have been other scenarios when maps have been needed quickly by the Sheriff's Department, County Attorney, etc., at which time both plotters are utilized. As such, we feel it is still important to have the capability to meet high demands for numerous maps at one time, and therefore to have two plotters.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle			12,000					12,000
Total			12,000					12,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0244.521000.828	5,271	1,000	1,000					7,271
4030.000.0244.383000.000	-5,271	-1,000	-1,000					-7,271
4030.000.0244.411410.940			12,000					12,000
Total	0	0	12,000					12,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Information Technology

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	IT0244-02011
Project Name	Data Center Switch Replacements
Type	Equipment (Purchase)
Useful Life	7
Category	General Government
Department	IT (1000-0244)
Contact	Information Technology Director



Description	Total Project Cost: \$90,000
Hardware refresh for all switches located in our data center.	
Justification	These switches have a lifespan of about 7 - 10 years at which time it becomes more efficient and cost effective to upgrade to newer models.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		90,000						90,000
Total		90,000						90,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		90,000						90,000
Total		90,000						90,000

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0244.521000.828	76,000	14,000						90,000
4030.000.0244.383000.000	-76,000	-14,000						-90,000
4030.000.0244.410580.940		90,000						90,000
Total	0	90,000						90,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Information Technology (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project #	IT0244-02013
Project Name	Disaster Recovery Site Switch Replacements
Type	Equipment (Purchase)
Useful Life	7
Category	General Government
Department	IT (1000-0244)
Contact	Information Technology Director



Description	Total Project Cost: \$35,000
Hardware refresh for all switches located at our on-site and off-site backup/disaster recovery sites.	
Justification	These switches have a lifespan of about 7 - 10 years at which time it becomes more efficient and cost effective to upgrade to newer models.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		35,000						35,000
Total		35,000						35,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		35,000						35,000
Total		35,000						35,000

Budget Impact/Other	
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0244.521000.828	28,000	7,000						35,000
4030.000.0244.383000.000	-28,000	-7,000						-35,000
4030.000.0244.410580.940		35,000						35,000
Total	0	35,000						35,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Information Technology (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	IT0244-02052
Project Name	North Complex Electronic Door Access
Type	Equipment (Purchase)
Useful Life	15
Category	General Government
Department	IT (1000-0244)
Contact	Information Technology Director



Description	Total Project Cost: \$81,500
This project adds electronically controlled door access to 4 external and 14 internal doors at the North Complex. While manual doors with key locks are fine for some of the doors, electronically controlled doors would allow us to automate the security and programming of doors at this remote building. Rarely used doors would not need electronic door controls.	
Justification	Since the departments in this building house sensitive data, it's important to ensure the physical security of the building. Having electronically programmable doors also makes it so that we can unlock and lock doors as the need arises for special situations, like election foot traffic. Electronic doors also allow the employees that are located in that building to use a system they know, and not carry around extra keys to get into the building, as well as their office spaces.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	71,500	10,000						81,500
Total	71,500	10,000						81,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund	71,500	10,000						81,500
Total	71,500	10,000						81,500

Budget Impact/Other	For long term operations, another building to manage and control door access on isn't going to create a burden on my team, beyond the initial programming of access. Since everyone moving into that building is an existing employee, very few additional key fobs would be required to be purchased. There should be no impact to the operational budget since there are no recurring licensing or support costs with this door hardware once installed.
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0244.521000.828	81,500							81,500
4030.000.0244.383000.000	-81,500							-81,500
4030.000.0244.410580.940	71,500	10,000						81,500
Total	71,500	10,000						81,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Information Technology (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # IT0244-02064
Project Name Courthouse West Electronic Door Access

Type Equipment (Purchase) **Department** IT (1000-0244)
Useful Life 15 **Contact** Information Technology Director
Category General Government



Description	Total Project Cost: \$20,000
Add electronically controlled door access to 3 external and 4 internal doors at the Courthouse West building during its remodel. Electronically controlled doors would automate the security and programming of doors at this building. Rarely used doors would not need electronic door control.	
There is a cost for upgrading our licensed door count in this project, current license limit will be exceeded.	

Justification
Having electronically programmable doors makes it so that we can unlock and lock doors as the need arises for special situations, and automatically handle holidays and after-hours security changes. Electronic doors also allow the employees that are located in that building to use a system they know, and not carry around extra keys to get into the building, as well as their office spaces.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		20,000						20,000
Total		20,000						20,000

Budget Impact/Other
For long term operations, controlling door access isn't going to create an additional burden on team, beyond the initial programming of access.
There is minimal impact to the operational budget with approval of this project once the additional electronic door hardware and licensing is installed.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4030.000.0244.410580.940		20,000						20,000
Total		20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Information Technology (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project #	IT0244-02065
Project Name	Courthouse West Low Voltage Infrastructure
Type	Equipment (Purchase)
Useful Life	20
Category	General Government
Department	IT (1000-0244)
Contact	Information Technology Director



Description	Total Project Cost: \$25,000
Low voltage cabling, fiber relocation and installation costs required to modify our network infrastructure at the Courthouse West building. Low voltage cabling is used for voice communications (our phone system), as well as data transmissions supporting network connectivity, our wireless infrastructure and other network services in the building.	
The existing 1st floor data closet will not be moved, but the 2nd floor data closet will be relocated, requiring some fiber relocation expenses.	
Justification	
This low voltage cabling (and the required relocation) is a critical piece of infrastructure for the building, in order to provide modern I.T. services.	
The useful life of the low voltage cabling is about 20 years, barring any damage to the cabling due to future construction or remodeling work within the building.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		25,000						25,000
Total		25,000						25,000

Budget Impact/Other	
Once the low voltage cabling is installed, there's almost no maintenance or impact on operational budget, unless a cable drop needs to be moved or re-ran.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4030.000.0244.410580.950		25,000						25,000
Total		25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Information Technology (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # **IT0244-03003**
Project Name **North Complex Network Infrastructure**

Type Project (Build) Department IT (1000-0244)
Useful Life 8 Contact Information Technology Director
Category General Government



Description	Total Project Cost: \$121,000
This project supports all the low voltage cabling, equipment, and installation costs required to run our network infrastructure at the North complex. Low voltage cabling is used for voice communications (our phone system), as well as data transmissions supporting network connectivity, our wireless infrastructure and other network services in the building. This project also accounts for the network equipment required to make use of all the low voltage cabling, such as data racks, power distribution (to safely power our network hardware), and networking hardware (switches, routers, and wireless access points). Finally, this project includes the necessary costs to add an Internet connection to the building to support communication back to our main campus, as well as the phone/Internet services the building needs.	
Justification	
To provide modern I.T. services, we need low voltage cabling (and the required networking equipment) as it is a critical piece of infrastructure for the building.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building	106,000	15,000						121,000
Total	106,000	15,000						121,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	100,000							100,000
Transfer from General Fund	6,000	15,000						21,000
Total	106,000	15,000						121,000

Budget Impact/Other	
Once the low voltage cabling is installed, there's almost no maintenance or impact on operational budget, unless a cable drop needs to be moved or re-ran. There are minor ongoing operational costs for our wireless access points, roughly \$600 per year.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0244.521000.828	21,000							21,000
4030.000.0244.383000.000	-21,000							-21,000
4030.000.0244.410580.930	106,000	15,000						121,000
Total	106,000	15,000						121,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Information Technology (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	IT0244-04005
Project Name	Enterprise Door Entry Control Software
Type	Equipment (Purchase)
Useful Life	5
Category	General Government
Department	IT (1000-0244)
Contact	Information Technology Director



Description	Total Project Cost: \$17,000
Software controls access to doors in the Justice Center, Earl Bennett Building, South Campus, the Courthouse, and other locations, both on campus and off campus.	
Justification	Door entry control systems allow us to limit access to locations based on the day of the week and the time of the day. It also allows us to remove access for employees when they have been terminated without having to wait for employees to turn in keys.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		17,000						17,000
Total		17,000						17,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		17,000						17,000
Total		17,000						17,000

Budget Impact/Other	
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0244.521000.828	14,165	2,835						17,000
4030.000.0244.383000.000	-14,165	-2,835						-17,000
4030.000.0244.410580.948		17,000						17,000
Total	0	17,000						17,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Intrafund

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # IF1108-03001
Project Name Courthouse West Remodel

Type Project (Build) **Department** Intrafund (1000-0200)
Useful Life 50 **Contact** Administrative Officer
Category General Government



Description	Total Project Cost: \$2,001,282
Remodel existing Courthouse West building to suit the changing needs of the County. With the purchase of the Centurylink Building, County offices will be moving, and County buildings will need to be remodeled to suit their new occupants. Included in the Courthouse West Remodel is the design and build of new Shenff Dept fencing.	
Justification	
Current County buildings are near capacity and with moving department, the County will need to ensure that its space is used in the safest and most efficient ways. Safety, technological, and various other costs will be incurred to operate.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Building	775,210	1,226,072						2,001,282
Total	775,210	1,226,072						2,001,282

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	1,250	360,032						361,282
Transfer from PILT	773,960	866,040						1,640,000
Total	775,210	1,226,072						2,001,282

Budget Impact/Other	
Ongoing utility costs will be incurred and built into future County operating budgets.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2901.000.0200.521000.828	1,090,000	550,000						1,640,000
4012.000.1108.383000.000	-1,090,000	-550,000						-1,640,000
4012.000.1108.411200.950	775,210	1,226,072						2,001,282
Total	775,210	1,226,072						2,001,282

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Intrafund (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # IF1109-03001
Project Name Justice Center Remodel

Type Project (Build) **Department** Intrafund (1000-0200)
Useful Life 50 **Contact** Administrative Officer
Category General Government



Description	Total Project Cost: \$1,214,845
Remodel existing Justice Center building to suit the changing needs of the County. With the purchase of the Centurylink Building, County offices will be moving, and County buildings will need to be remodeled to suit their new occupants.	
Justification	Current County buildings are near capacity and with moving departments, the County will need to ensure that its space is used in the safest and most efficient ways. Safety, technological, and various other costs will be incurred to operate.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Building	114,845	1,100,000						1,214,845
Total	114,845	1,100,000						1,214,845

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	114,845	550,000						664,845
Transfer from PILT		550,000						550,000
Total	114,845	1,100,000						1,214,845

Budget Impact/Other	Ongoing utility costs will be incurred and built into future County operating budgets.
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2901.000.0200.521000.828		550,000						550,000
4012.000.1109.383000.000		-550,000						-550,000
4012.000.1109.411200.920	114,845	1,100,000						1,214,845
Total	114,845	1,100,000						1,214,845

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Planning

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # PL0231-01005
Project Name FCPZ Fleet Vehicle

Type Equipment (Purchase) **Department** Planning (2251)
Useful Life 10 **Contact** Planning Office Director
Category General Government



Description	Total Project Cost: \$30,000
AWD vehicle	

Justification
AWD vehicle to be used to travel throughout Flathead County to do site inspections for subdivision, zoning, floodplain, and lakeshore files. Due to the nature of some properties, AWD is a necessity. Adding a third fleet vehicle due to an increase in applications and the addition of new staff having to do site inspections for all files submitted.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		30,000						30,000
Total		30,000						30,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		30,000						30,000
Total		30,000						30,000

Budget Impact/Other
Additional gas and maintenance for operating budget.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4014.000.0231.411010.940		30,000						30,000
Total		30,000						30,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Planning (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # **PL0231-02002**
Project Name **Color Printer/Copier**

Type Equipment (Purchase) Department Planning (2251)
Useful Life 8 Contact Planning Office Director
Category General Government



Description	Total Project Cost: \$15,337
Replace current copier.	
Justification	
A 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.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		15,337						15,337
Total		15,337						15,337

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		15,337						15,337
Total		15,337						15,337

Budget Impact/Other	
Reduce maintenance and upkeep costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2251.000.0231.521000.828	13,146	2,191						15,337
4014.000.0231.383000.000	-13,146	-2,191						-15,337
4014.000.0231.411010.940		15,337						15,337
Total	0	15,337						15,337

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Planning (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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: \$22,100

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		22,100						22,100
Total		22,100						22,100

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		22,100						22,100
Total		22,100						22,100

Budget Impact/Other

Lower maintenance costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2251.000.0231.521000.828	19,258	2,842						22,100
4014.000.0231.383000.000	-19,258	-2,842						-22,100
4014.000.0231.411010.940		22,100						22,100
Total	0	22,100						22,100

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Platroom

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # **PT0207-03001**
Project Name **Tract Books Scan Project**

Type Project (Build) Department Plat Room (1000-0207)
Useful Life 50 Contact Clerk and Recorder
Category General Government



Description **Total Project Cost: \$35,000**

Digitize and index all tract books from beginning of county land records to present. The tract book images were captured from inception through 2020 and are currently stored on the Archive Server. Records will need to be scanned and updated again prior to migration to digital tract book system.

Justification

Previously, a digitization project was completed that was intended to serve as a back-up copy in the event our original records were damaged or destroyed by fire, flood, or other natural disaster. The tract book images were captured from inception through 2009 and are currently stored on the Archive server. However, the technology at the time the project was completed did not support advanced indexing and search options. There is currently no digital back up for tract book updates from 2010 through present.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Software/Intangibles		35,000						35,000
Total		35,000						35,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		35,000						35,000
Total		35,000						35,000

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0207.521000.828	35,000							35,000
4030.000.0207.383000.000	-35,000							-35,000
4030.000.0207.411400.950		35,000						35,000
Total	0	35,000						35,000

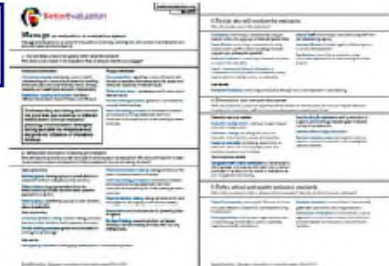
CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Platroom (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	PT0207-03004
Project Name	Tract Book Digitization Plan
Type	Project (Build)
Useful Life	25
Category	General Government
Department	Plat Room (1000-0207)
Contact	Clerk and Recorder



Description	Total Project Cost: \$12,500
<p>The primary objective is to develop a Statement of Work (SOW). The SOW will explore the feasibility of digitizing legacy documents, identify required components for system upgrades and include a cost benefit analysis associated with the development of a digital tract book management program.</p> <p>The digitization operation objective is to create an integrated, sharable database for staff to track upgrades to land records, as well as offering a means for the public to electronically access the consolidated data.</p>	
Justification	<p>The current digitized version of the tract books is complete through 2020. To complete digital records, the entire series would need to be rescanned from inception through current. The goal is to evaluate whether there is a viable option to update tract books electronically in the future that can be attached to the scanned historic records. This would: 1) eliminate the need to rescan the books every few years to create an updated digital backup, 2) greatly reduce physical handling of the historic tract books, 3) provide a more efficient means for staff to research and track land records, and 4) make the data more accessible and usable for the public.</p>

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Software/intangibles		12,500						12,500
Total		12,500						12,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		12,500						12,500
Total		12,500						12,500

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0207.521000.828	12,500							12,500
4030.000.0207.383000.000	-12,500							-12,500
4030.000.0207.411400.950		12,500						12,500
Total	0	12,500						12,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Platroom (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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: \$50,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Software/Intangibles		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		3,750						3,750
Transfer from General Fund		46,250						46,250
Total		50,000						50,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0207.521000.828	36,250	10,000						46,250
4030.000.0207.383000.000	-36,250	-10,000						-46,250
4030.000.0207.411400.946		50,000						50,000
Total	0	50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Records Preservation

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

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
HVAC system

Total Project Cost: \$24,000

Justification
Upgrade to a new, more efficient system.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		24,000						24,000
Total		24,000						24,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 FY23 Projects Records Preservation (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		18,000						18,000
Total		18,000						18,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		18,000						18,000
Total		18,000						18,000

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2395.000.0202.521000.828	14,000	4,000						18,000
4024.000.0202.383000.000	-14,000	-4,000						-18,000
4024.000.0202.410911.940		18,000						18,000
Total	0	18,000						18,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Records Preservation (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RP0202-02004
Project Name Microfilm Scanner

Type Equipment (Purchase)
Useful Life 10
Category General Government

Department Records Preservation (2395)
Contact Clerk and Recorder



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.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		14,800						14,800
Total		14,800						14,800

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		14,800						14,800
Total		14,800						14,800

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 FY23 Projects Records Preservation (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # **RP0202-02012**
Project Name **Fire Alarm & Smoke Detection System**

Type Equipment (Purchase) Department Records Preservation (2395)
Useful Life 10 Contact Clerk and Recorder
Category General Government



Description	Total Project Cost: \$15,000
Extend installation of an automatic fire alarm system and smoke and fire detection through the main building.	
Justification	
The initial system was installed in the Records Preservation warehouse in approximately 2017. Space requirements for storing records continues to increase. In order to store archived records in the adjoining offices/rooms, the fire alarm and smoke fire detection system will need to be expanded.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		15,000						15,000
Total		15,000						15,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		15,000						15,000
Total		15,000						15,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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		15,000						15,000
Total		15,000						15,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Treasurer

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	TR0203-02004
Project Name	Accounting Copier

Type Equipment (Purchase) **Department** Treasurer (1000-0203)
Useful Life 8 **Contact** Treasurer
Category General Government



Description	Total Project Cost: \$6,000
A high speed multi-function copier capable of: color copies/printing, duplexing, stacking & collating, up to 11"X17" copy & scan, network printing and network scanning to desktop, email, and FTP.	
Justification	
Due to high-volume usage of copiers, they are generally worn out after 5-8 years.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		6,000						6,000
Total		6,000						6,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		2,000						2,000
Transfer from General Fund		4,000						4,000
Total		6,000						6,000

Budget Impact/Other	
Reduce maintenance and upkeep costs	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0203.521000.828	4,000							4,000
4030.000.0203.383000.000	-4,000							-4,000
4030.000.0203.410540.940		6,000						6,000
Total	0	6,000						6,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Treasurer (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	TR0203-02006
Project Name	Microfilm Scanner
Type	Equipment (Purchase)
Useful Life	10
Category	General Government
Department	Treasurer (1000-0203)
Contact	Treasurer



Description	Total Project Cost: \$12,565
Scan Pro 3000 Microfilm scanner	
Justification	We currently have a machine to scan our microfiche and film. It has been in our office over 35 years. One of these days it will not work. We must view tax bills 30 years back.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		12,565						12,565
Total		12,565						12,565

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		1,965						1,965
Transfer from General Fund		10,600						10,600
Total		12,565						12,565

Budget Impact/Other	Reduce maintenance and upkeep costs
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0203.521000.828	8,200	2,400						10,600
4030.000.0203.383000.000	-8,200	-2,400						-10,600
4030.000.0203.410540.940		12,565						12,565
Total	0	12,565						12,565

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

General Government FY23 Projects Treasurer (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project #	TR0203-04001
Project Name	Tax Software
Type	Equipment (Purchase)
Useful Life	10
Category	General Government
Department	Treasurer (1000-0203)
Contact	Treasurer



Description	Total Project Cost: \$245,520
Software that performs all tax functions.	
Justification	This would replace the Land system. We currently use an in-house software for tax functions. With the expert personnel planning to retire soon, we need to transition to a "canned" software.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		245,520						245,520
Total		245,520						245,520

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from General Fund		245,520						245,520
Total		245,520						245,520

Budget Impact/Other	
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0203.521000.828	245,520							245,520
4030.000.0203.383000.000	-245,520							-245,520
4030.000.0203.410540.946		245,520						245,520
Total	0	245,520						245,520

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Emergency Medical Services (EMS)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	ES0221-02004		
Project Name	LifePak Monitor		
Type	Equipment (Purchase)	Department	EMS (2272_2273_4019)
Useful Life	7	Contact	Sheriff
Category	Public Safety		



Description	Total Project Cost: \$40,000
Purchase LifePak 15, a 12 lead monitor.	

Justification	
Replace LifePak 12. Monitor used for continuing education and training of EMS responders for Pre-Hospital care, allowing students to train on equipment that is used in the field and follow AHA guidelines when testing for ACLS and PALS. Newest model, current software and equipment leads a longer life expectancy of the machine. Monitor available to local EMS response agencies to check out.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		40,000						40,000
Total		40,000						40,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		40,000						40,000
Total		40,000						40,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4019.000.0221.440110.940		40,000						40,000
Total		40,000						40,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects EMS (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # ES0221-02006
Project Name CPR Lucas Device

Type Equipment (Purchase)
Useful Life 7
Category Public Safety

Department EMS (2272_2273_4019)
Contact Sheriff



Description	Total Project Cost: \$22,000
EMS equipment for cardiac arrest. This equipment is identical to ones used in the prehospital setting. The Lucas is a CPR device that compresses the patient at a rate greater than 100 which provides high quality compressions.	
Justification	
EMS providers in the county (360+ personnel) are required to be certified in CPR every two years. Device is used by all prehospital agencies. Device used simultaneously during training in ACLS/CPR to give the students real life experience. Using this device with AHA guidelines is a gold standard in resuscitation care. With using this device in training, we will build muscle memory which will provide improved cardiovascular save rates in our county.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		22,000						22,000
Total		22,000						22,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		22,000						22,000
Total		22,000						22,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4019.000.0221.440110.940		22,000						22,000
Total		22,000						22,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Flathead Emergency Communications Center (FECC)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	EM0221-01002		
Project Name	4WD Pickup with Topper-Communications		
Type	Equipment (Purchase)	Department	FECC (2850_4025)
Useful Life	10	Contact	911 Center Director
Category	Public Safety		



Description	Total Project Cost: \$50,000
4WD Pickup with Topper-Communications	
Replace: 2013 Ford F150; 94,707 miles as of Feb 2021	

Justification	Truck with topper to access all mountain communication sites as well as travel to and from meetings concerning Interoperability Communications throughout the state, neighboring states, and Canada. Provides high level of access to sites and gives the ability to transport alternate equipment such as snowmobiles and critical infrastructure for communications repairs.
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Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	37,800	12,200						50,000
Total	37,800	12,200						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds	37,800	12,200						50,000
Total	37,800	12,200						50,000

Budget Impact/Other	Reduce maintenance costs.
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	50,000							50,000
4025.000.0221.383000.000	-50,000							-50,000
4025.000.0221.420161.940	37,800	12,200						50,000
Total	37,800	12,200						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	EM0221-02002		
Project Name	Power Supply Battery Replacement Unit A		
Type	Equipment (Purchase)	Department	FECC (2850_4025)
Useful Life	5	Contact	911 Center Director
Category	Public Safety		



Description	Total Project Cost: \$12,500
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		12,500						12,500
Total		12,500						12,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		12,500						12,500
Total		12,500						12,500

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828		12,500						12,500
4025.000.0221.383000.000		-12,500						-12,500
4025.000.0221.420115.940		12,500						12,500
Total		12,500						12,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-02013
Project Name Dispatch Radio Consoles

Type Equipment (Purchase)
Useful Life 10
Category Public Safety

Department FECC (2850_4025)
Contact 911 Center Director



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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		180,000						180,000
Total		180,000						180,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	36,103							36,103
4025.000.0221.383000.000	-36,103							-36,103
4025.000.0221.420750.940		180,000						180,000
Total	0	180,000						180,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-02027
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:** \$36,000

The equipment which receives and processes 9-1-1 telephone calls 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 is projected to be obsolete at this point and in need of an upgrade.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		36,000						36,000
Total		36,000						36,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		369						369
Transfer from Operating Funds		35,631						35,631
Total		36,000						36,000

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	35,631							35,631
4025.000.0221.383000.000	-35,631							-35,631
4025.000.0221.420115.940		36,000						36,000
Total	0	36,000						36,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-02059
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		75,000						75,000
Total		75,000						75,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		75,000						75,000
Total		75,000						75,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828		75,000						75,000
4025.000.0221.383000.000		-75,000						-75,000
4025.000.0221.420161.940		75,000						75,000
Total		75,000						75,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-02061
Project Name Kal. Water Tower Trunked Base Station (800 MHz)

Type Equipment (Purchase) **Department** FECC (2850_4025)
Useful Life 10 **Contact** 911 Center Director
Category Public Safety



Description	Total Project Cost: \$400,000
Complete 800 MHz trunked based station including repeaters, controller, site license, power supply, switch, router, and antennas.	
Justification	
Upgrade of existing site to the 800 MHz to negate VHF high-level interference and to provide radio coverage into buildings where the current system cannot broadcast signal.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		400,000						400,000
Total		400,000						400,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		112,745						112,745
Transfer from Operating Funds		287,255						287,255
Total		400,000						400,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	87,255	200,000						287,255
4025.000.0221.383000.000	-87,255	-200,000						-287,255
4025.000.0221.420181.940		400,000						400,000
Total	0	400,000						400,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-02066
Project Name NUMA Repeater Site Codan Solar Repeater
Type Equipment (Purchase) **Department** FECC (2850_4025)
Useful Life 10 **Contact** 911 Center Director
Category Public Safety



Description	Total Project Cost: \$13,500
Site telecommunications repeater that can transmit and receive radio communications and is compatible with a solar power charging system.	
Justification	
Replacement of existing repeater due to end of useful life. This repeater is utilized by all agencies to relay communications between the public safety responders, and dispatch in the North Fork and Middle Fork regions of the County.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		13,500						13,500
Total		13,500						13,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		13,500						13,500
Total		13,500						13,500

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828		13,500						13,500
4025.000.0221.383000.000		-13,500						-13,500
4025.000.0221.420161.940		13,500						13,500
Total		13,500						13,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-02069
Project Name Cyclone Repeater Site Codan Solar Repeater
Type Equipment (Purchase) **Department** FECC (2850_4025)
Useful Life 10 **Contact** 911 Center Director
Category Public Safety



Description	Total Project Cost: \$16,000
Site telecommunications repeater that can transmit and receive radio communications and is compatible with a solar power charging system.	
Justification	
Replacement of existing repeater due to end of useful life. This repeater is utilized by all agencies to relay communications between the public safety responders, and dispatch in the North Fork and Middle Fork regions of the County.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		16,000						16,000
Total		16,000						16,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		16,000						16,000
Total		16,000						16,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828		16,000						16,000
4025.000.0221.383000.000		-16,000						-16,000
4025.000.0221.420181.940		16,000						16,000
Total		16,000						16,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # **EM0221-02099**
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: \$50,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		50,000						50,000
Total		50,000						50,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	50,000							50,000
4025.000.0221.383000.000	-50,000							-50,000
4025.000.0221.420115.940		50,000						50,000
Total	0	50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-02100
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
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		75,000						75,000
Total		75,000						75,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		75,000						75,000
Total		75,000						75,000

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	37,500	37,500						75,000
4025.000.0221.383000.000	-37,500	-37,500						-75,000
4025.000.0221.420115.940		75,000						75,000
Total	0	75,000						75,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

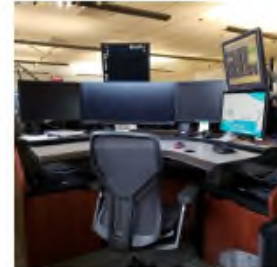
Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-02106
Project Name Backup PSAP

Type Project (Build)
Useful Life 10
Category Public Safety
Department FECC (2850_4025)
Contact 911 Center Director



Description	Total Project Cost: \$809,000
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.	

Justification
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.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		339,000						339,000
Building	470,000							470,000
Total	470,000	339,000						809,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	136,339	339,000						475,339
Grants/Aids	333,661							333,661
Total	470,000	339,000						809,000

Budget Impact/Other
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.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4025.000.0221.334021.000	-333,661							-333,661
4025.000.0221.420610.950	470,000	339,000						809,000
Total	136,339	339,000						475,339

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-03006
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: \$107,512
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building	72,512	35,000						107,512
Total	72,512	35,000						107,512

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	20,000	35,000						55,000
Grants/Aids	52,512							52,512
Total	72,512	35,000						107,512

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4025.000.0221.331031.000	-47,812							-47,812
4025.000.0221.420161.950	72,512	35,000						107,512
4030.000.0221.331031.000	-4,700							-4,700
Total	20,000	35,000						55,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-03011
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.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	15,000	10,000						25,000
4025.000.0221.383000.000	-15,000	-10,000						-25,000
4025.000.0221.420181.920		25,000						25,000
Total	0	25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # **EM0221-03012**
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

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		120,000						120,000
Total		120,000						120,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		105,352						105,352
Transfer from Operating Funds		14,648						14,648
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	14,648							14,648
4025.000.0221.383000.000	-14,648							-14,648
4025.000.0221.420161.930		120,000						120,000
Total	0	120,000						120,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects FECC (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # EM0221-04009
Project Name CAD Database Upgrade

Type Equipment (Purchase)
Useful Life 6
Category Public Safety

Department FECC (2850_4025)
Contact 911 Center Director



Description Total Project Cost: \$36,000

The database software for the Computer Aided Dispatch and Records Management systems will be obsolete and in need of an upgrade.

Justification

The upgrade will provide database software sufficient for the needs of 9-1-1, Law Enforcement, Fire, EMS, and Corrections Management.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		36,000						36,000
Total		36,000						36,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		352						352
Transfer from Operating Funds		35,648						35,648
Total		36,000						36,000

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2850.000.0221.521000.828	35,648							35,648
4025.000.0221.383000.000	-35,648							-35,648
4025.000.0221.420115.946		36,000						36,000
Total	0	36,000						36,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Office of Emergency Services (OES)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		565,000						565,000
Total		565,000						565,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4030.000.0221.331031.000		-465,000						-465,000
4030.000.0221.382010.000		-100,000						-100,000
4030.000.0221.420800.940		565,000						565,000
Total		0						0

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Search & Rescue

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SR0208-02001
Project Name Trailer

Type Equipment (Purchase) Department Search & Rescue (2382)
Useful Life 10 Contact Sheriff
Category Public Safety



Description	Total Project Cost: \$22,000
Purchase trailer for hauling ATVs etc.	
Justification	
Decrease response time in arriving at incident for life safety.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		22,000						22,000
Total		22,000						22,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2382.000.0208.521000.828	18,500	2,000						20,500
4006.000.0208.383000.000	-18,500	-2,000						-20,500
4006.000.0208.420741.940		22,000						22,000
Total	0	22,000						22,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Search & Rescue (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SR0209-01002
Project Name SAR Coordinator Vehicle

Type Equipment (Purchase)
Useful Life 5
Category Public Safety

Department Search & Rescue (2382)
Contact Sheriff



Description **Total Project Cost:** \$74,500

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		74,500						74,500
Total		74,500						74,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		18,500						18,500
Transfer from Operating Funds		56,000						56,000
Total		74,500						74,500

Budget Impact/Other

More reliable, safer and lower maintenance costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2382.000.0209.521000.828	44,000	12,000						56,000
4006.000.0209.383000.000	-44,000	-12,000						-56,000
4006.000.0209.420740.940		74,500						74,500
Total	0	74,500						74,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Search & Rescue (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	SR0209-01003
Project Name	Snowmobile
Type	Equipment (Purchase)
Useful Life	5
Category	Public Safety
Department	Search & Rescue (2382)
Contact	Sheriff



Description	Total Project Cost: \$20,000
Purchase one snowmobile.	
Justification	Decrease response time and increase access to incidents on narrow roads or trails.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		10,000						10,000
Transfer from Operating Funds		10,000						10,000
Total		20,000						20,000

Budget Impact/Other	Newer vehicles are more reliable, safer and lower maintenance costs.
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2382.000.0209.521000.828	8,000	2,000						10,000
4006.000.0209.383000.000	-8,000	-2,000						-10,000
4006.000.0209.420740.940		20,000						20,000
Total	0	20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Search & Rescue (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	SR0209-01004
Project Name	Snowmobiles

Type Equipment (Purchase) Department Search & Rescue (2382)
Useful Life 6 Contact Sheriff
Category Public Safety



Description	Total Project Cost: \$34,000
Replace FCSO SAR Snowmobiles.	
Justification	
Lower maintenance costs, increased reliability, and current safety standards.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		34,000						34,000
Total		34,000						34,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 FY23 Projects Search & Rescue (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SR0209-02002
Project Name Enclosed Trailer

Type Equipment (Purchase)
Useful Life 6
Category Public Safety

Department Search & Rescue (2382)
Contact Sheriff



Description Total Project Cost: \$24,000

Replace FCSO SAR enclosed trailer for hauling snowmobiles and ATVs, etc.

Justification

Lower maintenance costs, increased reliability, current safety standards.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		24,000						24,000
Total		24,000						24,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		10,000						10,000
Transfer from Operating Funds		14,000						14,000
Total		24,000						24,000

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2382.000.0209.521000.828	12,000	2,000						14,000
4006.000.0209.383000.000	-12,000	-2,000						-14,000
4006.000.0209.420740.940		24,000						24,000
Total	0	24,000						24,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # AC0209-01005
Project Name Animal Control Vehicle

Type Equipment (Purchase)
Useful Life 5
Category Public Safety

Department Sheriff/Detention (2300)
Contact Sheriff



Description	Total Project Cost: \$52,300
Replace Animal Control vehicle (#2) purchased in FY18.	
Justification	
Lower maintenance costs, increased reliability, and update to current safety standards.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		52,300						52,300
Total		52,300						52,300

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		52,300						52,300
Total		52,300						52,300

Budget Impact/Other	
Newer vehicles are more reliable, safer, and have lower maintenance costs	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.521000.828	29,650	22,650						52,300
4005.000.0209.383000.000	-29,650	-22,650						-52,300
4005.000.0209.440800.940		52,300						52,300
Total	0	52,300						52,300

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # AD0209-02007
Project Name Griddle

Type Equipment (Purchase)
Useful Life 6
Category Public Safety

Department Sheriff/Detention (2300)
Contact Sheriff



Description **Total Project Cost:** \$12,000

Commercial grade griddle for jail kitchen.

Justification

Replace current griddle that is used daily.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		12,000						12,000
Total		12,000						12,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.521001.828	8,250	3,750						12,000
4010.000.0209.383002.000	-8,250	-3,750						-12,000
4010.000.0209.420230.940		12,000						12,000
Total	0	12,000						12,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SH0209-01001
Project Name 2 ATV or UTV

Type Equipment (Purchase)
Useful Life 5
Category Public Safety

Department Sheriff/Detention (2300)
Contact Sheriff



Description	Total Project Cost: \$20,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		20,000						20,000
Total		20,000						20,000

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4009.000.0209.420110.940		20,000						20,000
Total		20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SH0209-01007
Project Name Admin Vehicle

Type Equipment (Purchase) Department Sheriff/Detention (2300)
Useful Life 8 Contact Sheriff
Category Public Safety



Description Total Project Cost: \$65,000

4WD SUV for use by patrol commander.

Justification

Replace Admin vehicles on an alternating seven-year cycle.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		65,000						65,000
Total		65,000						65,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.621000.828	32,000	33,000						65,000
4009.000.0209.383000.000	-32,000	-33,000						-65,000
4009.000.0209.420110.940		65,000						65,000
Total	0	65,000						65,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project #	SH0209-01020
Project Name	Detective Vehicle

Type Equipment (Purchase) Department Sheriff/Detention (2300)
Useful Life 5 Contact Sheriff
Category Public Safety



Description	Total Project Cost: \$49,875
Replace 1 Detective Vehicle.	
Justification	
Lower maintenance costs, increased reliability, and update to current safety standards.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		49,875						49,875
Total		49,875						49,875

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		49,875						49,875
Total		49,875						49,875

Budget Impact/Other	
Newer vehicles are more reliable, safer, and have lower maintenance costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.420110.940		49,875						49,875
Total		49,875						49,875

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SH0209-01031
Project Name Snowmobile

Type Equipment (Purchase) Department Sheriff/Detention (2300)
Useful Life 5 Contact Sheriff
Category Public Safety



Description	Total Project Cost: \$18,000
Snowmobile	
Justification	
Lower maintenance costs, increased reliability, and update to current safety standards.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		18,000						18,000
Total		18,000						18,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		18,000						18,000
Total		18,000						18,000

Budget Impact/Other	
Newer vehicles are more reliable, safer, and have lower maintenance costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.521000.828	15,000	3,000						18,000
4009.000.0209.383000.000	-15,000	-3,000						-18,000
4009.000.0209.420110.940		18,000						18,000
Total	0	18,000						18,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SH0209-01032
Project Name Equipment Hauling Truck

Type Equipment (Purchase) **Department** Sheriff/Detention (2300)
Useful Life 10 **Contact** Sheriff
Category Public Safety



Description **Total Project Cost:** \$40,000

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		40,000						40,000
Total		40,000						40,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		40,000						40,000
Total		40,000						40,000

Budget Impact/Other

Newer vehicles are more reliable, safer, and have lower maintenance costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.521000.828	36,000	4,000						40,000
4009.000.0209.383000.000	-36,000	-4,000						-40,000
4009.000.0209.420110.940		40,000						40,000
Total	0	40,000						40,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SH0209-01033
Project Name Patrol Vehicles

Type Equipment (Purchase)
Useful Life 5
Category Public Safety

Department Sheriff/Detention (2300)
Contact Sheriff



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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		665,797						665,797
Total		665,797						665,797

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		665,797						665,797
Total		665,797						665,797

Budget Impact/Other	
Newer vehicles are more reliable, safer, and have lower maintenance costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.420110.940		665,797						665,797
Total		665,797						665,797

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SH0209-02004
Project Name Storage Area Network (SAN)

Type Equipment (Purchase) **Department** Sheriff/Detention (2300)
Useful Life 5 **Contact** Sheriff
Category Public Safety



Description	Total Project Cost: \$40,000
Storage Area Network	
Justification	
Due to rapid growth, retention, and video requirements for FCSO, the current SAN will need to be replaced.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		40,000						40,000
Total		40,000						40,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		40,000						40,000
Total		40,000						40,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.521000.828	31,250	8,750						40,000
4009.000.0209.383000.000	-31,250	-8,750						-40,000
4009.000.0209.420110.940		40,000						40,000
Total	0	40,000						40,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	SH0209-02005
Project Name	Pole camera System

Type Equipment (Purchase) **Department** Sheriff/Detention (2300)
Useful Life 5 **Contact** Sheriff
Category Public Safety



Description	Total Project Cost: \$7,500
1 Deployable Pole Camera System.	
Justification	Surveillance camera for Detectives, DTF and Street Crimes.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		7,500						7,500
Total		7,500						7,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		7,500						7,500
Total		7,500						7,500

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2924.000.0209.420110.940		7,500						7,500
Total		7,500						7,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SH0209-02007

Project Name Portable Radios

Type Equipment (Purchase)

Department Sheriff/Detention (2300)

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	50,000	50,000	50,000	50,000	50,000	50,000	650,000	950,000
Total	50,000	50,000	50,000	50,000	50,000	50,000	650,000	950,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds	50,000	50,000	50,000	50,000	50,000	50,000	650,000	950,000
Total	50,000	50,000	50,000	50,000	50,000	50,000	650,000	950,000

Budget Impact/Other

Reduce maintenance and repair costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.521000.828	50,000	50,000	50,000	50,000	50,000	50,000	650,000	950,000
4009.000.0209.383000.000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-650,000	-950,000
4009.000.0209.420110.940	50,000	50,000	50,000	50,000	50,000	50,000	650,000	950,000
Total	50,000	50,000	50,000	50,000	50,000	50,000	650,000	950,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Safety FY23 Projects Sheriff (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SH0209-04001
Project Name Digital Citation Program

Type Equipment (Purchase)
Useful Life 5
Category Public Safety

Department Sheriff/Detention (2300)
Contact Sheriff



Description **Total Project Cost:** \$71,000

Electronic citation software program

Justification

Instead of hand writing citations and re-entering data into court or public safety records management systems, patrol officers can easily enter citation information electronically.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Software/intangibles		71,000						71,000
Total		71,000						71,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		71,000						71,000
Total		71,000						71,000

Budget Impact/Other

Initial training fee of \$19,660 followed by annual maintenance fee of \$11,025.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2300.000.0209.521000.828		71,000						71,000
4009.000.0209.383000.000		-71,000						-71,000
4009.000.0209.420110.946		71,000						71,000
Total		71,000						71,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Bridge

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0219-01005

Project Name Shop Truck

Type Equipment (Purchase)

Useful Life 15

Category Public Works

Department Bridge (2130)

Contact Public Works Director



Description

Total Project Cost: \$94,000

Replace shop truck that exceeds useful life.

Justification

Shop truck used for making repairs out in the field. Replacement will improve, daily road operations, improve safety of roads, customer service, and cost less for repairs and downtime.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		94,000						94,000
Total		94,000						94,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		94,000						94,000
Total		94,000						94,000

Budget Impact/Other

Newer vehicles are more reliable, safer, and lower maintenance costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2130.000.0219.521000.828	94,000							94,000
4028.000.0219.383000.000	-94,000							-94,000
4028.000.0219.430244.940		94,000						94,000
Total	0	94,000						94,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Bridge (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0219-01009
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: \$110,000

Replace single axle plow truck for Bridge operations. This truck is used for plowing and removing snow on the county road network. It is easier to maneuver in higher density residential areas than a larger tandem axle plow truck.

Justification

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 downtime.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	88,629	21,371						110,000
Total	88,629	21,371						110,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds	88,629	21,371						110,000
Total	88,629	21,371						110,000

Budget Impact/Other

A new Single Axle Plow Truck will lower maintenance and operational costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2130.000.0219.521000.828	110,000							110,000
4028.000.0219.383000.000	-110,000							-110,000
4028.000.0219.430244.940	88,629	21,371						110,000
Total	88,629	21,371						110,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Bridge (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0219-01014
Project Name Pickup Truck

Type Equipment (Purchase) **Department** Bridge (2130)
Useful Life 15 **Contact** Public Works Director
Category Public Works



Description	Total Project Cost: \$50,000
Scheduled replacement pickup that consists of toolbox and fuel tank.	
Current pickup will either be disposed of or passed down to the crew to use at the Bridge Department.	
Justification	
Used for support in fueling all county equipment, carrying cutting edges for graders, light hauling, and other light duty maintenance. Replacement will improve efficiency, safety of roads, and improve customer service. More efficient and productive. Repairs cost less and reduced downtime.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		50,000						50,000
Total		50,000						50,000

Budget Impact/Other	
Lower maintenance and operational costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2130.000.0219.521000.828	32,500	17,500						50,000
4028.000.0219.383000.000	-32,500	-17,500						-50,000
4028.000.0219.430244.940		50,000						50,000
Total	0	50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Bridge (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0219-02012
Project Name Plow & Sander

Type Equipment (Purchase)
Useful Life 15
Category Public Works

Department Bridge (2130)
Contact Public Works Director



Description	Total Project Cost: \$25,000
Scheduled replacement.	
Current plow & sander exceeds useful life in miles/hours.	
Justification	
Used during the winter months to plow and maintain safe driving conditions, clearing and placing material on the roadways, improving the health and safety of all those who travel upon them. Replacement will improve efficiency, safety of roads, and improve customer service. More efficient and productive. Repairs cost less and reduced downtime.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		25,000						25,000
Total		25,000						25,000

Budget Impact/Other	
Lower maintenance and operational costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2130.000.0219.521000.828		25,000						25,000
4028.000.0219.383000.000		-25,000						-25,000
4028.000.0219.430244.940		25,000						25,000
Total		25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Bridge (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # **RB0219-02017**
Project Name **Shop Truck Utility Box**

Type **Equipment (Purchase)** Department **Bridge (2130)**
Useful Life **20** Contact **Public Works Director**
Category **Public Works**



Description	Total Project Cost: \$25,000
Purchase Shop Truck Utility Box.	
Justification	
Used for holding equipment and tools for making repairs to all county bridges and culverts. More efficient and productive.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		25,000						25,000
Total		25,000						25,000

Budget Impact/Other	
Lower maintenance and operational costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4028.000.0219.430244.940		25,000						25,000
Total		25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Noxious Weed District

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # WE0246-01007
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: \$50,000
4WD pickup with gas engine and auto transmission.	
Replace Unit #351 2004 Chevy 3500; 82,988 miles as of Feb 2021	
Justification	
Engines must run for hours on end, often at high rpm with heavy loads which expedites wear. Updated equipment ensures higher quality work and safer operators.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		27,200						27,200
Transfer from Operating Funds		22,800						22,800
Total		50,000						50,000

Budget Impact/Other	
Newer vehicles reduce maintenance costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2140.000.0246.521000.828	22,800							22,800
4032.000.0246.383000.000	-22,800							-22,800
4032.000.0246.431100.940		50,000						50,000
Total	0	50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Noxious Weed District (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # WE0246-01011
Project Name ATV

Type Equipment (Purchase)
Useful Life 10
Category Public Works

Department Noxious Weeds (2140)
Contact Weed, Parks & Rec Supervisor



Description	Total Project Cost: \$10,000
Single seat all-terrain four-wheeler capable of mounting reservoir and battery-operated wand applicator. Replace ATV with the highest number of hours.	
Justification	
This equipment is used to treat areas that are not accessible by spray truck. Maneuvering through rough terrain is taxing on the suspension, especially with the added weight of the herbicide. Breakdowns can happen a very long way from help, so it is necessary to properly maintain and update this equipment to increase safety.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		10,000						10,000
Total		10,000						10,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		800						800
Transfer from Operating Funds		9,200						9,200
Total		10,000						10,000

Budget Impact/Other	
Newer vehicles reduce maintenance costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2140.000.0246.521000.828	7,600	1,600						9,200
4032.000.0246.383000.000	-7,600	-1,600						-9,200
4032.000.0246.431100.940		10,000						10,000
Total	0	10,000						10,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Noxious Weed District (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		125,000						125,000
Total		125,000						125,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	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 FY23 Projects Noxious Weed District (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		8,000						8,000
Total		8,000						8,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		8,000						8,000
Total		8,000						8,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 FY23 Projects Noxious Weed District (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # WE0246-02008
Project Name Rental Sprayer

Type Equipment (Purchase)
Useful Life 5
Category Public Works

Department Noxious Weeds (2140)
Contact Weed, Parks & Rec Supervisor



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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	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 FY23 Projects Noxious Weed District (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # WE0246-02012
Project Name Deck/Pump Replacement

Type Equipment (Purchase)
Useful Life 10
Category Public Works

Department Noxious Weeds (2140)
Contact Weed, Parks & Rec Supervisor



Description **Total Project Cost:** \$15,000

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		15,000						15,000
Total		15,000						15,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		1,800						1,800
Transfer from Operating Funds		13,200						13,200
Total		15,000						15,000

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2140.000.0246.521000.828	13,200							13,200
4032.000.0246.383000.000	-13,200							-13,200
4032.000.0246.431100.940		15,000						15,000
Total	0	15,000						15,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-01009
Project Name Dump Truck

Type Equipment (Purchase) Department Roads (2110)
Useful Life 15 Contact Public Works Director
Category Public Works



Description Total Project Cost: \$165,000

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	103,100	61,900						165,000
Total	103,100	61,900						165,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	103,100	61,900						165,000
Total	103,100	61,900						165,000

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4027.000.0218.430240.940	103,100	61,900						165,000
Total	103,100	61,900						165,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	RB0218-01010
Project Name	Dump Truck
Type	Equipment (Purchase)
Useful Life	15
Category	Public Works
Department	Roads (2110)
Contact	Public Works Director



Description	Total Project Cost: \$165,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	103,100	61,900						165,000
Total	103,100	61,900						165,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	103,100	61,900						165,000
Total	103,100	61,900						165,000

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4027.000.0218.430240.940	103,100	61,900						165,000
Total	103,100	61,900						165,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-01029
Project Name Dump Truck

Type Equipment (Purchase)
Useful Life 15
Category Public Works

Department Roads (2110)
Contact Public Works Director



Description **Total Project Cost:** \$160,000

Replace dump truck for Road operations. The dump truck is used for hauling gravel and other construction material to road and bridge projects within Flathead County. The dump truck is also used for hauling gravel for emergency road repairs within the county. The dump truck is also used for plowing and sanding during the winter conditions, keeping the roads safe for the motoring public.

Justification

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	99,497	60,503						160,000
Total	99,497	60,503						160,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	99,497	60,503						160,000
Total	99,497	60,503						160,000

Budget Impact/Other

A new dump truck will lower maintenance and operational costs. As the current piece of equipment continues to age, maintenance costs escalate rapidly.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4027.000.0218.430240.940	99,497	60,503						160,000
Total	99,497	60,503						160,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	RB0218-01030
Project Name	Dump Truck

Type Equipment (Purchase) **Department** Roads (2110)
Useful Life 15 **Contact** Public Works Director
Category Public Works



Description	Total Project Cost: \$165,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle	103,100	61,900						165,000
Total	103,100	61,900						165,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	103,100	61,900						165,000
Total	103,100	61,900						165,000

Budget Impact/Other
A new dump truck will lower maintenance and operational costs. As the current piece of equipment continues to age, maintenance costs escalate rapidly.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4027.000.0218.430240.940	103,100	61,900						165,000
Total	103,100	61,900						165,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		48,000						48,000
Total		48,000						48,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2110.000.0218.521000.828	24,000	24,000						48,000
4027.000.0218.383000.000	-24,000	-24,000						-48,000
4027.000.0218.430240.940		48,000						48,000
Total	0	48,000						48,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-01051

Project Name Work Truck

Type Equipment (Purchase)

Department Roads (2110)

Useful Life 15

Contact Public Works Director

Category Public Works



Description	Total Project Cost: \$70,000
Scheduled replacement of a work truck for Road operations.	

Justification
The work truck is used by the road department employees to oversee operations over vast areas within the county road system, improving the health and safety of all those who travel upon our roads. The current work truck with either be disposed of or passed down to the crew to use at the Road Department. 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 and will cost less for repairs and down time.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		70,000						70,000
Total		70,000						70,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		70,000						70,000
Total		70,000						70,000

Budget Impact/Other
Lower maintenance and operational costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2110.000.0218.521000.828		70,000						70,000
4027.000.0218.383000.000		-70,000						-70,000
4027.000.0218.430240.940		70,000						70,000
Total		70,000						70,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-02019
Project Name Plow & Sander Replacement FY 2023

Type Equipment (Purchase) **Department** Roads (2110)
Useful Life 15 **Contact** Public Works Director
Category Public Works



Description	Total Project Cost: \$125,000
Scheduled replacement of a plow & sander for road operations.	
Justification	
The plow & sander is used during the winter months to plow and maintain safe driving conditions by clearing and placing material on the roadways within the county road system, improving the health and safety of all those who travel upon our roads. The current plow & sander has 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, and have less costly repairs and down time.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		125,000						125,000
Total		125,000						125,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		125,000						125,000
Total		125,000						125,000

Budget Impact/Other	
Lower maintenance and operational costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2110.000.0218.521000.828	40,000	85,000						125,000
4027.000.0218.383000.000	-40,000	-85,000						-125,000
4027.000.0218.430240.940		125,000						125,000
Total	0	125,000						125,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-02032
Project Name MACI Air Quality Equipment

Type Equipment (Purchase) Department Roads (2110)
Useful Life 15 Contact Public Works Director
Category Public Works



Description	Total Project Cost: \$186,000
New equipment purchased in conjunction with the State for Road operations.	
Justification	
The new equipment is used for the maintenance of paved and gravel roads for improving air quality within the county road system, improving the health and safety of all those who travel upon our roads. The current equipment has exceeded 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, and improve customer service, and is more efficient and productive as it relates to daily road operations.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		186,000						186,000
Total		186,000						186,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Grants/Aids		161,000						161,000
Transfer from Operating Funds		25,000						25,000
Total		186,000						186,000

Budget Impact/Other	
Lower maintenance and operational costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2110.000.0218.521000.828	25,000							25,000
4027.000.0218.383000.000	-25,000							-25,000
4027.000.3000.385000.000		-161,000						-161,000
4027.000.3000.430240.940		186,000						186,000
Total	0	25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		80,000						80,000
Total		80,000						80,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	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		80,000						80,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		85,000						85,000
Total		85,000						85,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2110.000.0218.521000.828	5,000	80,000						85,000
4027.000.0218.383000.000	-5,000	-80,000						-85,000
4027.000.0218.430240.940		85,000						85,000
Total	0	85,000						85,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-02059
Project Name Smooth Drum Roller

Type Equipment (Purchase) **Department** Roads (2110)
Useful Life 15 **Contact** Public Works Director
Category Public Works



Description **Total Project Cost:** \$52,000

This is a scheduled replacement of a Smooth Drum Roller for the Road Department. The Smooth Drum Roller is used for compacting materials for the maintenance of the county road system. The current Smooth Drum Roller has exceeded what is generally considered the useful life in terms of the number of miles/hours on the equipment.

Justification

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		52,000						52,000
Total		52,000						52,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Trade in		15,000						15,000
Transfer from Operating Funds		37,000						37,000
Total		52,000						52,000

Budget Impact/Other

A new Lowboy will lower maintenance and operational costs. As the current piece of equipment continues to age, maintenance costs begin to escalate quite rapidly.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2110.000.0218.521000.828	37,000							37,000
4027.000.0218.382030.000		15,000						15,000
4027.000.0218.383000.000	-37,000							-37,000
4027.000.0218.430240.940		52,000						52,000
Total	0	87,000						87,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-02064
Project Name Mini Excavator

Type Equipment (Purchase) Department Roads (2110)
Useful Life 15 Contact Public Works Director
Category Public Works



Description	Total Project Cost: \$80,000
Repalce excavator	
Justification	
The excavator is used in the county road network, removing debris, trees and brush along roadways, and installing culverts. Replacement will improve efficiency of daily road operations, improve safety of roads, and improve customer service.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		80,000						80,000
Total		80,000						80,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		52,700						52,700
Transfer from Operating Funds		27,300						27,300
Total		80,000						80,000

Budget Impact/Other
Lower maintenance and operational costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2110.000.0218.521000.828		27,300						27,300
4027.000.0218.383000.000		-27,300						-27,300
4027.000.0218.430240.940		80,000						80,000
Total		80,000						80,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-02066
Project Name Fuel Pumps Main Shop

Type Equipment (Purchase)
Useful Life 25
Category Public Works

Department Roads (2110)
Contact Public Works Director



Description	Total Project Cost: \$30,000
Purchase new fuel pumps	

Justification
New fuel pumps will be used for fueling Road Department and several other county departments that fuel at the Road Department. The current fuel pumps have exceeded the useful life in terms of the number of gallons pumped. New Fuel pumps are more efficient to operate and productive.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		30,000						30,000
Total		30,000						30,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		30,000						30,000
Total		30,000						30,000

Budget Impact/Other
Lower maintenance and operational costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
1000.000.0213.521000.828		2,500						2,500
2110.000.0218.521000.828		17,500						17,500
2140.000.0246.521000.828		2,500						2,500
2210.000.0259.521000.828		2,500						2,500
2990.000.0726.521000.828		5,000						5,000
4027.000.0218.383000.000		-30,000						-30,000
4027.000.0218.430240.920		30,000						30,000
Total		30,000						30,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	RB0218-03019
Project Name	Salt/Sand Building Columbia Falls Pit
Type	Project (Build)
Useful Life	50
Category	Public Works
Department	Roads (2110)
Contact	Public Works Director



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.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Building	30,000	405,000						435,000
Total	30,000	405,000						435,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	30,000	405,000						435,000
Total	30,000	405,000						435,000

Budget Impact/Other	Lower maintenance and operational costs.							
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4027.000.0218.430240.920	30,000	405,000						435,000
Total	30,000	405,000						435,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # RB0218-03023
Project Name Office Remodel

Type Project (Build) Department Roads (2110)
Useful Life 30 Contact Public Works Director
Category Public Works



Description	Total Project Cost: \$80,000
Interior and/or exterior upgrades and create a new office space for the Road & Bridge Operations Manager.	
Justification	
Need of minor remodeling, interior and exterior paint, flooring, siding, and windows and to create a new office space for the Road & Bridge Operations Manager.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Building	30,000	50,000						80,000
Total	30,000	50,000						80,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP	30,000							30,000
Transfer from Operating Funds		50,000						50,000
Total	30,000	50,000						80,000

Budget Impact/Other
Reduce maintenance and repair costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2110.000.0218.521000.828		50,000						50,000
4027.000.0218.383000.000		-50,000						-50,000
4027.000.0218.430240.950	30,000	50,000						80,000
Total	30,000	50,000						80,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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: \$50,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Other-Infrastructure		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		50,000						50,000
Total		50,000						50,000

Budget Impact/Other	
Lower maintenance and operational cost	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4027.000.0218.430240.920		50,000						50,000
Total		50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Works FY23 Projects Road (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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: \$50,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Other-Infrastructure		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		50,000						50,000
Total		50,000						50,000

Budget Impact/Other	
Lower maintenance and operational cost	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4027.000.0218.430240.920		50,000						50,000
Total		50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Health FY23 Projects Animal Shelter

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # AS4460-03002
Project Name HVAC System Upgrade

Type Project (Build)
Useful Life 25
Category Public Health

Department Animal Shelter (1000-4460)
Contact Public Health Officer



Description Total Project Cost: \$20,000

Replace HVAC system.

Justification

HVAC should be replaced before it loses functionality and efficiency.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		20,000						20,000
Total		20,000						20,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2292.000.4460.521000.828	15,000	5,000						20,000
4030.000.4460.383000.000	-15,000	-5,000						-20,000
4030.000.4460.440600.940		20,000						20,000
Total	0	20,000						20,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Health FY23 Projects Health

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # HE4010-01006
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: \$80,000
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. 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	

Justification
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.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		80,000						80,000
Total		80,000						80,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		63,600						63,600
Transfer from Operating Funds		16,400						16,400
Total		80,000						80,000

Budget Impact/Other
Newer vehicles are more reliable, safer and have lower maintenance costs

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2270.000.4010.521000.828		16,400						16,400
4002.000.4070.383000.000		-16,400						-16,400
4002.000.4070.440110.940		80,000						80,000
Total		80,000						80,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Public Health FY23 Projects Health (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project #	HE4010-02020
Project Name	A/C Chiller - EBB

Type Equipment (Purchase) **Department** Health (2270)
Useful Life 15 **Contact** Public Health Officer
Category Public Health



Description	Total Project Cost: \$118,236
Remove and dispose of existing McQuay Chiller. Supply and install York YLAA chiller, re-insulate and re-pipe.	
Justification	McQuay chiller is past its useful life and is not functioning properly.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		118,236						118,236
Total		118,236						118,236

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		118,236						118,236
Total		118,236						118,236

Budget Impact/Other	
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Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4002.000.4070.440110.940		118,236						118,236
Total		118,236						118,236

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Social & Economic Services FY23 Projects Agency on Aging

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # AA0726-01002
Project Name Replace Chevy Malibu

Type Equipment (Purchase) Department AOA/Seniors (2280)
Useful Life 10 Contact Area on Aging Director
Category Social & Economic Services



Description	Total Project Cost: \$32,000
Pool vehicle for Area on Aging programs.	
Replace vehicle purchased in 2007; 97,480 miles as of Feb 2021	
Justification	
All wheel drive vehicle for home visits, errands, and out-of-town travel.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		32,000						32,000
Total		32,000						32,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		27,000						27,000
Transfer from Operating Funds		5,000						5,000
Total		32,000						32,000

Budget Impact/Other	
Reliable, safer and lower maintenance costs	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2280.000.0726.521000.828	5,000							5,000
4003.000.0726.383000.000	-5,000							-5,000
4003.000.0726.450320.940		32,000						32,000
Total	0	32,000						32,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Social & Economic Services FY23 Projects Agency on Aging

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # AA0726-01006
Project Name Replace Pontiac Aztec

Type Equipment (Purchase) **Department** AOA/Seniors (2280)
Useful Life 10 **Contact** Area on Aging Director
Category Social & Economic Services



Description	Total Project Cost: \$30,000
Pool vehicle for Nutrition.	
Replace vehicle purchased in 2001; 99,536 miles as of Feb 2021	
Justification	
All wheel drive vehicle for home visits, errands, and out-of-town travel.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		30,000						30,000
Total		30,000						30,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance - CIP		9,000						9,000
Transfer from Operating Funds		21,000						21,000
Total		30,000						30,000

Budget Impact/Other	
Reliable, safer and lower maintenance costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2280.000.0726.521000.828	6,000	15,000						21,000
4003.000.0726.383000.000	-6,000	-15,000						-21,000
4003.000.0726.450320.940		30,000						30,000
Total	0	30,000						30,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Social & Economic Services FY23 Projects Transportation

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # **TR0726-01004**
Project Name **2-19 Passenger Bus Replacements**

Type Equipment (Purchase) Department Transportation (2990)
Useful Life 7 Contact Area on Aging Director
Category Social & Economic Services



Description	Total Project Cost: \$170,000
2 new 19 passenger cutaway buses to replace existing buses.	
Justification	
Maintenance cost reduction due to new vehicle condition and warranty of new vehicles leads to better financial management.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		170,000						170,000
Total		170,000						170,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		22,814						22,814
Grants/Aids		147,186						147,186
Total		170,000						170,000

Budget Impact/Other	
Partially funded by DOT grant.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2990.000.0726.385011.000		-147,186						-147,186
2990.000.0726.450334.940		170,000						170,000
Total		22,814						22,814

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Social & Economic Services FY23 Projects Transportation (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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: \$239,528
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		239,528						239,528
Total		239,528						239,528

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		35,928						35,928
Grants/Aids		203,600						203,600
Total		239,528						239,528

Budget Impact/Other	
Newer vehicles require less maintenance and upkeep costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2990.000.0726.385011.000		-203,600						-203,600
2990.000.0726.450334.940		239,528						239,528
Total		35,928						35,928

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Social & Economic Services FY23 Projects Transportation (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # TR0726-01006
Project Name 2-17 Passenger Bus Replacements FY 2023

Type Equipment (Purchase) **Department** Transportation (2990)
Useful Life 7 **Contact** Public Transit Director
Category Social & Economic Services



Description	Total Project Cost: \$195,634
2 new 17 passenger cutaway buses to replace existing buses when they have outlived their useful service lives.	
Justification	Maintenance cost reduction due to new vehicle condition and warranty of new vehicles leads to better financial management.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		195,634						195,634
Total		195,634						195,634

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		47,448						47,448
Grants/Aids		148,186						148,186
Total		195,634						195,634

Budget Impact/Other
Budget Impact: Partially funded by DOT grant

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2990.000.0726.385011.000		-148,186						-148,186
2990.000.0726.450334.940		195,634						195,634
Total		47,448						47,448

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY23 Projects Fair

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # FA0238-02005
Project Name Expo Building Boiler Replacement

Type Equipment (Purchase) **Department** Fairgrounds (2160)
Useful Life 20 **Contact** Fair Manager
Category Culture & Recreation



Description **Total Project Cost:** \$40,000

Purchase and installation of boiler with variable control settings.

Justification

Boiler with variable control settings will provide long-term use of the space and energy savings annually. The Expo Building uses a gas-fired boiler to provide radiant floor heat and restroom/kitchen hot water. Current boiler of 19 years is not a condensing boiler. Replacement boiler with variable control allows for greater efficiency and cost savings.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		40,000						40,000
Total		40,000						40,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		40,000						40,000
Total		40,000						40,000

Budget Impact/Other

Reduce maintenance & repair costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2160.000.0238.521000.828	14,954	25,046						40,000
4008.000.0238.383000.000	-14,954	-25,046						-40,000
4008.000.0238.460230.940		40,000						40,000
Total	0	40,000						40,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY23 Projects Fair (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # FA0238-03003
Project Name Grandstand Decking Replacement

Type Project (Build) **Department** Fairgrounds (2160)
Useful Life 20 **Contact** Fair Manager
Category Culture & Recreation



Description	Total Project Cost: \$90,000
Replace grandstand decking in 3 stages. Use alternative to wood for long-term low-cost maintenance.	
Justification	Grandstands, built in 1935 are in serious need of replacement. Liability of trips, falls, or even more serious injury is a key driver, with more than 20,000 spectators annually, bringing almost 30% of the annual revenue generation for the Fairgrounds. This project is essential to the safety and longevity of the important and iconic structure. With the overall project containing an extensive amount of material, its replacement is proposed into 3 stages beginning with the worst deterioration at the lower seating levels. Alternatives to wood are being explored to reduce long-term maintenance cost and durability. Seating configurations will keep costs low.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		45,000	45,000					90,000
Total		45,000	45,000					90,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Transfer from Operating Funds		45,000	45,000					90,000
Total		45,000	45,000					90,000

Budget Impact/Other
Reduce liability, maintenance & repair costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2160.000.0238.521000.828	45,000		45,000					90,000
4008.000.0238.383000.000	-45,000		-45,000					-90,000
4008.000.0238.480230.930		45,000	45,000					90,000
Total	0	45,000	45,000					90,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY23 Projects Parks & Recreation

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # PA0259-02018
Project Name Playground Equipment

Type Equipment (Purchase) **Department** Parks (2210_2211)
Useful Life 40 **Contact** Weed, Parks & Rec Supervisor
Category Culture & Recreation



Description	Total Project Cost: \$50,000
Playground equipment set replacement or installation in the most needed park facility.	
Justification	
Many playgrounds set in area parks are extremely outdated and unsafe. Replacing dilapidated equipment will improve appearance and reduce the risk of injury.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash - Parks/Cash in Lieu		25,000						25,000
Cash Balance - CIP		5,000						5,000
Transfer from Operating Funds		20,000						20,000
Total		50,000						50,000

Budget Impact/Other	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2210.000.0259.621000.828	20,000							20,000
2211.000.0259.480430.940		25,000						25,000
4031.000.0259.383000.000	-20,000							-20,000
4031.000.0259.480430.940		25,000						25,000
Total	0	50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY23 Projects Parks & Recreation (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		25,000						25,000
Total		25,000						25,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
2210.000.0259.521000.828	10,000	15,000						25,000
4031.000.0259.383000.000	-10,000	-15,000						-25,000
4031.000.0259.480430.940		25,000						25,000
Total	0	25,000						25,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Culture & Recreation FY23 Projects Parks & Recreation (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # PA0259-03011
Project Name Picnic Pavilion

Type Project (Build) **Department** Parks (2210_2211)
Useful Life 50 **Contact** Weed, Parks & Rec Supervisor
Category Culture & Recreation



Description	Total Project Cost: \$9,500
18x30x10 Wood pavilion with 10' post spacing, 16" overhangs, metal roof, truss gables covered with metal.	

Justification
Donations have been secured in FY22 to fund this structure. This park is a maintained, open, grassy area at the end of the Rails to Trails trail. The park sits across the street from Kila Scholl with a scenic view of a protected waterfowl area. The addition of the pavilion will add public enjoyment to the park without adding undue workload or expense to the County.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Building		9,500						9,500
Total		9,500						9,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Contributions/donations		9,500						9,500
Total		9,500						9,500

Budget Impact/Other
None anticipated

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
4031.000.0259.365000.000	-9,500							-9,500
4031.000.0259.460430.920		9,500						9,500
Total	-9,500	9,500						0

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		410,000						410,000
Total		410,000						410,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430860.940		410,000						410,000
Total		410,000						410,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

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: \$55,000
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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		55,000						55,000
Total		55,000						55,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		55,000						55,000
Total		55,000						55,000

Budget Impact/Other	
Reduce maintenance and repair costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		55,000						55,000
Total		55,000						55,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-01028
Project Name Two-Ton Service Truck #64

Type Equipment (Purchase) **Department** Solid Waste (5410)
Useful Life 10 **Contact** Public Works Director
Category Enterprise



Description	Total Project Cost: \$120,000
Scheduled replacement of two-ton F550 with crane used for landfill operations.	
Justification	
To reduce repair costs & the potential for breakdown.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		120,000						120,000
Total		120,000						120,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		120,000						120,000
Total		120,000						120,000

Budget Impact/Other	
Reduce maintenance and repair costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		120,000						120,000
Total		120,000						120,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 thru FY 27

Project # SW0220-01030

Project Name Fuel Truck

Type Equipment (Purchase)

Useful Life 20

Category Enterprise

Department Solid Waste (5410)

Contact Public Works Director



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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		150,000						150,000
Total		150,000						150,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		150,000						150,000
Total		150,000						150,000

Budget Impact/Other

Reduced repair costs and downtime.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		150,000						150,000
Total		150,000						150,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project #	SW0220-01035
Project Name	Half Ton Pickup

Type Equipment (Purchase)	Department Solid Waste (5410)
Useful Life 10	Contact Public Works Director
Category Enterprise	



Description	Total Project Cost: \$50,000
Replacement of pickup truck with high mileage from small vehicle fleet.	
Replace #65	
Justification	
To reduce repair costs and the potential for breakdown.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		50,000						50,000
Total		50,000						50,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		50,000						50,000
Total		50,000						50,000

Budget Impact/Other	
Reduce maintenance and repair costs.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		50,000						50,000
Total		50,000						50,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-01037
Project Name Midsize Sander Truck

Type Equipment (Purchase) **Department** Solid Waste (5410)
Useful Life 15 **Contact** Public Works Director
Category Enterprise



Description **Total Project Cost:** \$60,000

Used single axle medium duty Class B short wheel base truck for sanding.

Justification

Adding an additional sander truck to be more efficient. Current truck can't cover all container sites in one day so need to increase to second truck so sites are sanded and safe during ice events for customers & staff.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		60,000						60,000
Total		60,000						60,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		60,000						60,000
Total		60,000						60,000

Budget Impact/Other

Routine maintenance and fuel.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430860.940		60,000						60,000
Total		60,000						60,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-02011
Project Name 826 Compactor

Type Equipment (Purchase) Department Solid Waste (5410)
Useful Life 7 Contact Public Works Director
Category Enterprise



Description	Total Project Cost: \$1,200,000
Scheduled replacement of 826G compactor. New 826G will have upgraded wheels & Ublade.	
Replace #32	
Justification	
Used as backup for landfill operations. The current primary compactor (826H) will become the backup compactor. To improve efficiency, improve customer service, and result in less costly repairs and downtime.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		1,200,000						1,200,000
Total		1,200,000						1,200,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		1,200,000						1,200,000
Total		1,200,000						1,200,000

Budget Impact/Other	
Reduce maintenance and repair costs. Depreciation of current equipment funds this expense.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		1,200,000						1,200,000
Total		1,200,000						1,200,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-02021
Project Name Pressure Washer

Type Equipment (Purchase) Department Solid Waste (5410)
Useful Life 7 Contact Public Works Director
Category Enterprise



Description Total Project Cost: \$15,500

Scheduled replacement of Hotsy Pressure Washer.

Justification

To improve efficiency and result in less costly repairs and downtime.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		15,500						15,500
Total		15,500						15,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		15,500						15,500
Total		15,500						15,500

Budget Impact/Other

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430820.940		15,500						15,500
Total		15,500						15,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-02022

Project Name Sander

Type Equipment (Purchase)

Useful Life 7

Category Enterprise

Department Solid Waste (5410)

Contact Public Works Director



Description **Total Project Cost:** \$37,500

Scheduled replacement of sander.

Justification

To improve efficiency and improve customer service. This will also result in less costly repairs and downtime.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		37,500						37,500
Total		37,500						37,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		37,500						37,500
Total		37,500						37,500

Budget Impact/Other

Reduce maintenance and repair costs.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430860.940		37,500						37,500
Total		37,500						37,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-02054
Project Name 15' Snow Push Box for #103

Type Equipment (Purchase)
Useful Life 20
Category Enterprise

Department Solid Waste (5410)
Contact Public Works Director



Description	Total Project Cost: \$22,000
15' Snow Push Box for 966 loader.	
Justification	
Make snow removal more efficient.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		22,000						22,000
Total		22,000						22,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		22,000						22,000
Total		22,000						22,000

Budget Impact/Other	
Saving in labor costs	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		22,000						22,000
Total		22,000						22,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-02058
Project Name 163H Grader #90 Rebuild

Type Equipment (Purchase) **Department** Solid Waste (5410)
Useful Life 10 **Contact** Public Works Director
Category Enterprise



Description **Total Project Cost:** \$45,000

Rebuild engine on 163H Grader #90.

Justification

Prolong life of equipment as the maximum hours have been reached and is due for a rebuild.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		45,000						45,000
Total		45,000						45,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		45,000						45,000
Total		45,000						45,000

Budget Impact/Other

Will reduce repair costs associated with older equipment. Depreciation of current equipment funds this expense.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		45,000						45,000
Total		45,000						45,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan
Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-02059
Project Name Fuel System Replacement

Type Equipment (Purchase)
Useful Life 20
Category Enterprise

Department Solid Waste (5410)
Contact Public Works Director



Description	Total Project Cost: \$18,000
Replacing antiquated fuel system.	
Justification	
Current pump doesn't collect proper data for audit purposes.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		18,000						18,000
Total		18,000						18,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve		18,000						18,000
Total		18,000						18,000

Budget Impact/Other	
No impact.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		18,000						18,000
Total		18,000						18,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-02060
Project Name Welding Mobile Fume Extractor

Type Equipment (Purchase) Department Solid Waste (5410)
Useful Life 20 Contact Public Works Director
Category Enterprise



Description	Total Project Cost: \$7,000
Mobile welding exhaust fan.	
Justification	
Cleans the air when welding, no longer have to leave the doors open during the winter months. Keep contaminants in a filter instead of air.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Equipment/Machinery/Vehicle		7,000						7,000
Total		7,000						7,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		7,000						7,000
Total		7,000						7,000

Budget Impact/Other	
No impact.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.940		7,000						7,000
Total		7,000						7,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-03026
Project Name Phase V Landfill Expansion

Type Project (Build) **Department** Solid Waste (5410)
Useful Life 20 **Contact** Public Works Director
Category Enterprise



Description	Total Project Cost: \$4,457,000
Phase V landfill engineering, design, and construction.	
Justification	
Continue with the least costly option for handling Flathead County's solid waste.	

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building	3,757,000	700,000						4,457,000
Total	3,757,000	700,000						4,457,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Reserve	3,757,000	700,000						4,457,000
Total	3,757,000	700,000						4,457,000

Budget Impact/Other	
Money set aside in trust account to pay cost of project.	

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.383000.000	-3,150,000	-700,000						-3,850,000
5410.000.0220.430870.910	50,000							50,000
5410.000.0220.430870.950	3,707,000	700,000						4,407,000
5430.000.0220.521000.828	3,150,000	700,000						3,850,000
Total	3,757,000	700,000						4,457,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-03044

Project Name Truck Barn

Type Project (Build)

Useful Life 30

Category Enterprise

Department Solid Waste (5410)

Contact Public Works Director



Description

Total Project Cost: \$999,500

FY23 engineering costs & FY24 project build. 5 bay truck barn. 50x100 building - 4 bays for garbage trucks (430860) and 1 bay for hydroseeder (430830) next to the salt/sand building.

Justification

Keep trucks out of the weather to prolong life of trucks & function better during the winter months.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Building		129,500	870,000					999,500
Total		129,500	870,000					999,500

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		129,500	870,000					999,500
Total		129,500	870,000					999,500

Budget Impact/Other

Engineering needed to find budgetary cost for building in FY24.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430830.950		25,900	174,000					199,900
5410.000.0220.430860.950		103,600	696,000					799,600
Total		129,500	870,000					999,500

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-03045

Project Name Paving Columbia Falls Container Site

Type Project (Build)

Department Solid Waste (5410)

Useful Life 20

Contact Public Works Director

Category Enterprise



Description **Total Project Cost:** \$69,000

Paving 50% of the south side area of the Columbia Falls container site.

Justification

Eliminate on-going maintenance to the gravel surfaces due to increase use of site by customer base.

Expenditures	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		69,000						69,000
Total		69,000						69,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		69,000						69,000
Total		69,000						69,000

Budget Impact/Other

Decrease ongoing gravel maintenance

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430860.930		69,000						69,000
Total		69,000						69,000

CAPITAL IMPROVEMENT PLAN & CAPITAL BUDGET

Enterprise FY23 Projects Solid Waste (continued)

Capital Improvement Plan Flathead County, Montana

FY 23 *thru* FY 27

Project # SW0220-03046
Project Name Pad for Landfill Blue Box Recycle

Type Project (Build) **Department** Solid Waste (5410)
Useful Life 20 **Contact** Public Works Director
Category Enterprise



Description **Total Project Cost:** \$9,000

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 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Improvements other than Building		9,000						9,000
Total		9,000						9,000

Funding Sources	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
Cash Balance-Operations		9,000						9,000
Total		9,000						9,000

Budget Impact/Other

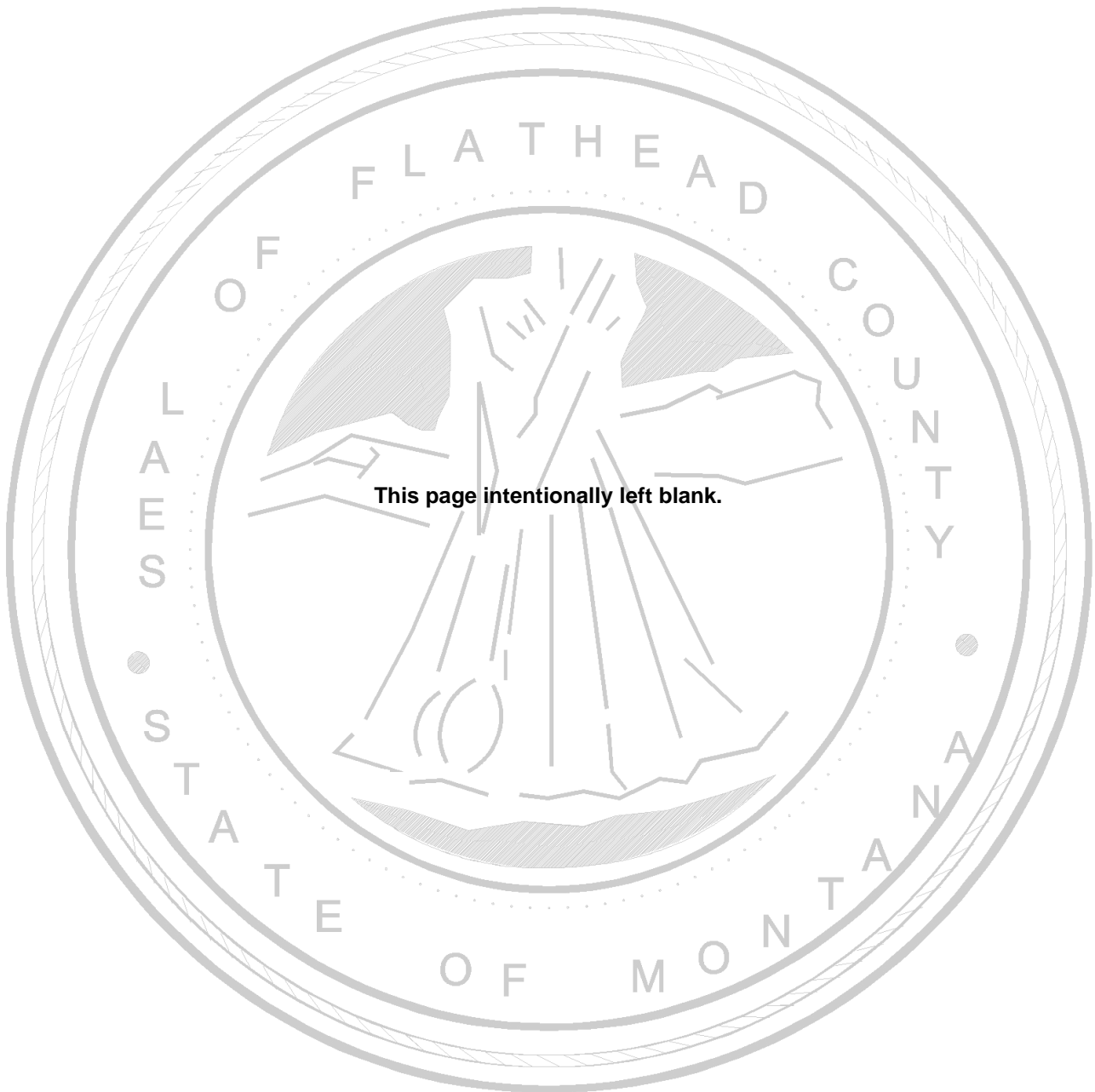
Minimal impact.

Budget Items	Prior	FY 23	FY 24	FY 25	FY 26	FY 27	Future	Total
5410.000.0220.430880.930		9,000						9,000
Total		9,000						9,000



DEBT INFORMATION





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DEBT MANAGEMENT

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.

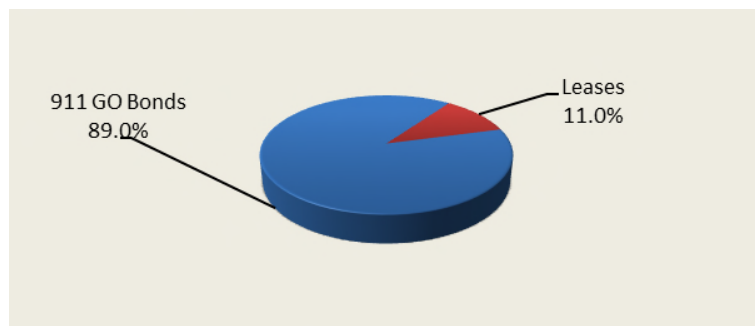
Debt management is a critical component of Flathead County's financial operations. The County takes an active role in managing its debt. This is done through a variety of means including: debt management policies, bond ratings, comprehensive planning for future bond issues, management of existing and 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. Three graders were leased in FY19 for \$183,368 with an interest rate of 2.99%. 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%. The leases are for 5 years and the equipment will be returned at the end of the lease.

The following shows a graphic overview of total County debt by obligation.



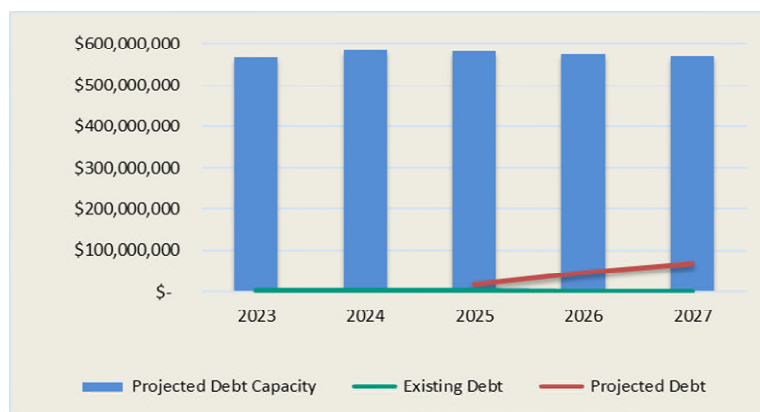
DEBT MANAGEMENT

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 \$18,815,000, 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.



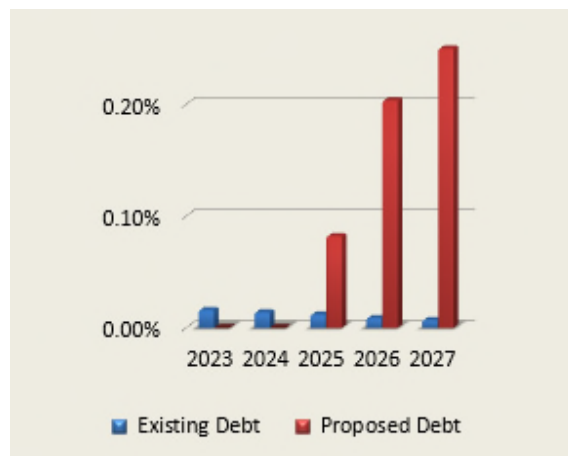
The table following shows the calculation of the County's maximum allowable debt based on the assessed value of Flathead County.

Maximum Allowable Debt		
Assessed Valuation: FY 23 Certified Market Value	\$	22,928,775,743
Factor Allowed for Indebtedness		2.5%
Total Indebtedness Allowed	\$	573,219,394
Less Current Indebtedness:		
911 GO Bonds	\$	3,275,000
Leases (Sheriff & Road)		402,716
Total Current Indebtedness	\$	3,677,716
Maximum Indebtedness Available	\$	569,541,678

DEBT MANAGEMENT

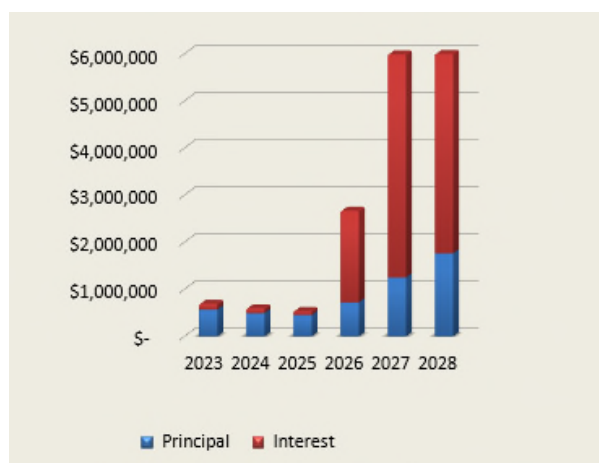
Debt as a Percentage of Assessed Value

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 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 on the next page shows the anticipated principal and interest payments over the next 10 years.

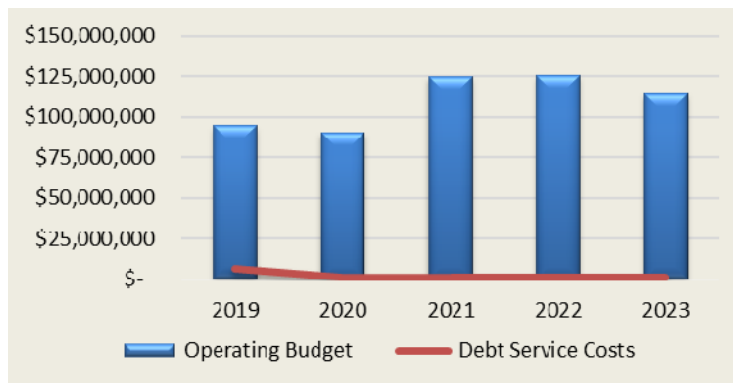


DEBT MANAGEMENT

For Fiscal Year Ended	Principal	Interest
2023	569,709	121,795
2024	492,390	101,414
2025	450,358	86,226
2026	720,693	1,946,251
2027	1,249,704	4,740,389
2028	1,762,458	7,080,865
2029	1,924,547	6,926,276
2030	2,100,689	6,756,634
2031	1,792,322	6,580,501
2032	1,976,035	6,396,788
Total	\$ 13,038,905	\$ 40,737,139

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. 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.

DEBT MANAGEMENT

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 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.

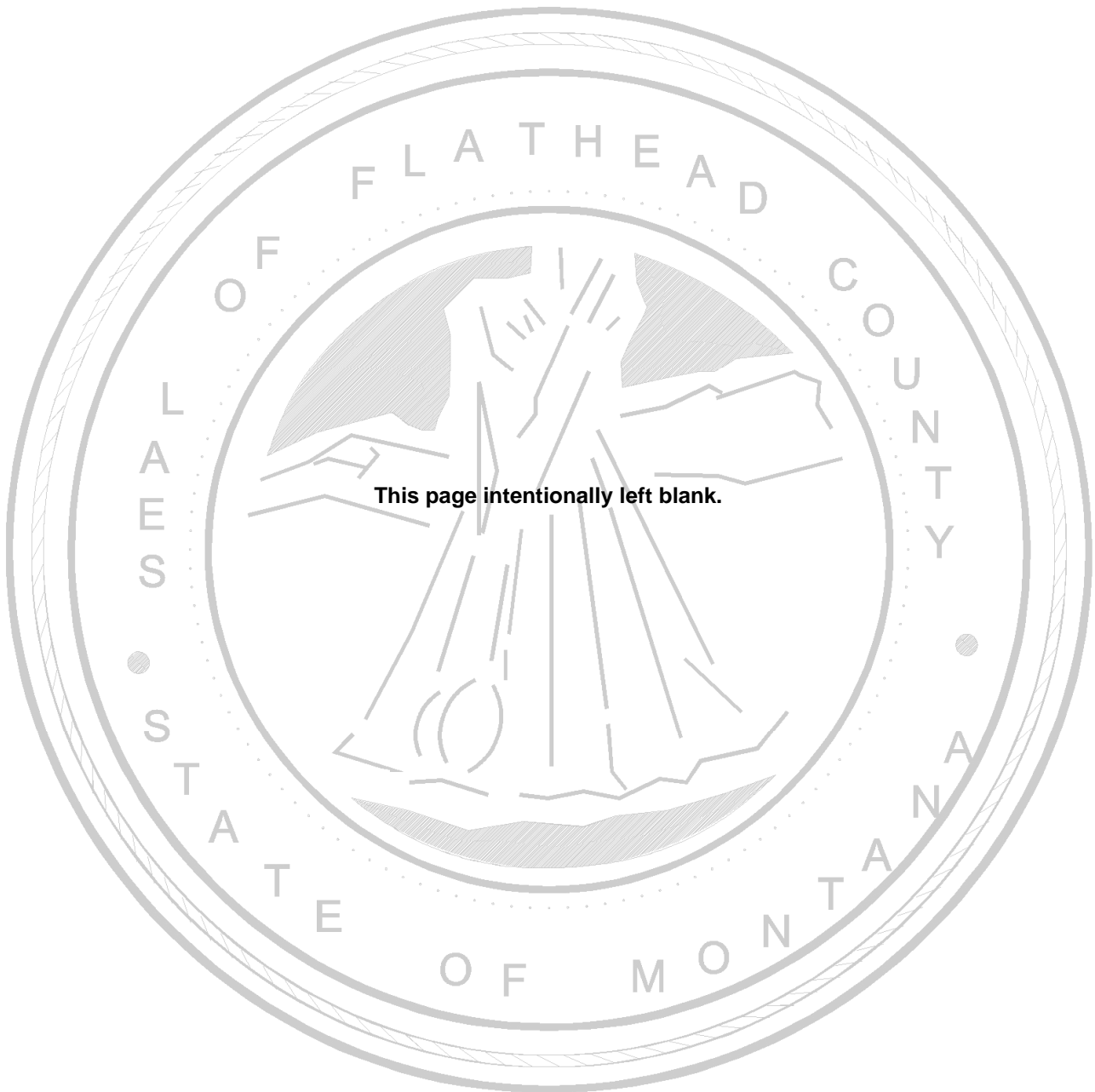
DEBT MANAGEMENT

- 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

CERF – Computer Equipment Replacement Fund

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

FCEDA – Flathead County Economic Development Authority

FCSW – Flathead County Solid Waste

FEC – Flathead Electric Cooperative

FECC – Flathead Emergency Communications Center (911)

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

HOA – Homeowners' Association

I&R – Information & Referral

ICAC – Internet Crimes Against Children

MACo – Montana Association of Counties

MBCC – Montana Board of Crime Control

MCA – Montana Code Annotated

MCH – Maternal and Child Health

MLEA – Montana Law Enforcement Academy

MSU – Montana State University

NACSLB – National Advisory Commission on State and Local Budgeting

NG911 – Next Generation 911

ACRONYMS

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

SRS – Secure Rural Schools and Community
Self-Determination Act

STEAM – Science, Technology, Engineering,
Arts, and Mathematics

TIF – Tax Increment Financing

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.

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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

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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

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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.

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).