

GLACIER COUNTY, MONTANA

# **CAPITAL IMPROVEMENTS PLAN**

**2024**  
**2029**









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## I. EXECUTIVE SUMMARY

Glacier County is in northwestern Montana and is culturally and geographically diverse. The County is home to the Blackfeet Indian Reservation, contains a rich ranching heritage, and its inhabitants share a strong pioneering spirit. Like most counties in rural Montana, it faces continuing challenges to maintaining infrastructure due to a limited tax base from which to fund the preservation of said infrastructure.

Beyond ordinary operation and maintenance, there is always the need to keep up with the responsibility of improving and replacing public facilities and systems to provide adequate service to the population of the county. This document presents the Comprehensive Capital Improvements Plan (CCIP) which is formulated as a plan of action to assist county leaders with long-term project planning and financing. Throughout the process, projects of highest importance were identified. While all projects submitted for inclusion in the CCIP are critical to the stewardship of the county's infrastructure, the top ten projects are summarized in Table 1.1.

Table 1.1: Top 10 Glacier County Ranked Projects

Project	Project Description
Browning Satellite Office	Site work, interior building improvements, MDT encroachment permit to lower grade of entrance or change entrance point.
Cut Bank – Mercantile Building Demolition	Demolition of Mercantile Building to eliminate blight and unsafe conditions in downtown Cut Bank.
Del Bonita Fire Hall	Construct fire hall in DelBonita to house 5 engines, training, equipment, kitchen, wash, bathroom.
Glacier County Care Center	Siding and additional roof repair and replacement.
Glacier County Courthouse Entrance	Improve main entrance to courthouse.
Cut Bank Voting Center	Upgrade walls, flooring, and roof, address water problem at foundation and front doors - possible addition of rain gutters at Cut Bank Voting Center.
Courthouse Plumbing	Plumbing upgrades to replace line breaks in the courthouse.
Glacier County Annex Preliminary Architectural Report (PAR)	Hire architect to provide PAR for remodel and addressing the drainage issue.
Demolition of tax delinquent, blighted buildings	Treasurer to compile list of building obtained by county for taxes; county to prioritize demolition; assume 5-10 buildings.
Merriwether Road Improvements	Pave 7-mile strip of unpaved section near Del Bonita - Hwy 444.





*Figure 1.1: Glacier National Park, Glacier County, Montana (Glacier Country, 2023)*

## II. INTRODUCTION

This Capital Improvements Plan (CIP) will help Glacier County identify public facility needs, assess the requirements for existing and future facilities, plan for infrastructure management, establish project priorities and create a long-range program for scheduling and funding projects located within the County. The CIP is designed to prioritize budgetary needs and verify that the County will have the funds available to pay for improvements as planned. It is critical to review and update the CIP regularly to keep the Plan current and practical, while maintaining the proper focus on local government needs.

### PURPOSE OF A CAPITAL IMPROVEMENTS PLAN

The overall purpose of a CIP is to identify the capital needs and priorities of a community, to provide estimated project costs that assist with budgeting for the identified needs and outline available funding options that may help defray the costs of the capital projects identified. The process allows for the identification, review,

planning, and budgeting of capital expenditures. It allows time to study identified projects, encourages public discussion of these projects, and seeks citizen input concerning potential projects and expenditures.

The planning process of a CIP initiates citizen participation to ensure a better understanding of the community's needs by the local citizens, in addition to demonstrating that the county is fulfilling its obligation to the taxpayers in a long-term, financially efficient manner. In addition, implementation of a CIP allows the county to maintain the safety and efficiency of existing capital facilities and infrastructure and encourages unity among county officials through a clearly defined scope of work, budget, and time frame. With project needs identified in a planning document, it is easier to anticipate financial needs to maximize available federal, state and private funding. Evidence of planning and managing debt for capital improvements illustrates the need for grant and loan funding and has the potential for minimizing interest rates and the cost of borrowing money.

## ESSENTIAL COMPONENTS

The development of this CIP involved several essential elements, as outlined below.

### 1. Needs Assessment

Needs assessment associated with the CIP included outreach to county commissioners, county department heads, and the public. Public participation is essential for the completion of a successful CIP and active participation from all levels was encouraged throughout the process.

Glacier County started their CIP process with an advertised public meeting where the CIP consultant provided basic education on why the county is undertaking a CIP and took initial comment on projects that the county might consider in the plan. An on-line survey was available and advertised for the purpose of gathering information from residents and county staff concerning community priorities, needs, and projects. In addition, press releases were submitted to the Pioneer Press describing the CIP process and encouraging input from county residents. Appendix A includes a copy of the press releases and the survey used in determining needs.

Upon completion of the needs assessment process, the Glacier County CIP team was able to prepare a list of possible capital improvements projects compiled from existing plans, County officials, and public input.

### 2. Project Identification and Prioritization

As the comprehensive list of needs is often greater than financial availability, potential projects are evaluated and prioritized to address the most critical public health and safety needs and avoid the potential for deferred maintenance costs. The CIP team developed ranking criteria to prioritize the potential projects, which provided the County with an objective means of establishing project priorities and determining which projects to evaluate further.

The following ranking criteria was used to evaluate the list of potential projects:

- » **Community Benefit:** Does the project provide a benefit to the entire community, or only to a particular segment of the population based on location or need? Does the project improve or enhance the lives of individuals residing in the County? Does the project contribute to additional/expanded business within the County? (Priority Factor = 0-10)
- » **Cost Savings:** Will the project provide long term cost savings for the County? Does it reduce energy costs or maintenance costs? (Priority Factor = 0-10)
- » **Safety:** Does the project improve public health and safety? (Priority Factor = 0-5)
- » **Readiness to Proceed:** Has the project already been programmed for replacement? Is it in design or under construction? (Priority Factor = 0-5)
- » **Implication of Deferral:** Are there serious consequences (health and safety, cost factors, public opinion) to delaying or not conducting the project? (Priority Factor = 0-3)
- » **Commission Goals:** Does the project align with previously set Commission Goals and long-term vision for the County? (Priority Factor = 0-3)



The initial list of projects was reduced by eliminating projects with a cost less than \$5,000.00 and projects that would not be completed within the next five years. Projects that were determined to be outside of the County's direct financial responsibility or did not have a reasonable chance of being funded were also eliminated. All recommended projects were given a score based on the above criteria, which enabled the CIP team to define a prioritized list of projects. This prioritized list was used to determine the number of projects for further investigation. Final ranking of the projects was completed after the CIP team considered cost estimates, project schedules, funding availability, and public input. The final project list has been adopted as the Glacier Comprehensive Capital Improvements Plan.

### **3. Evaluation of Funding Options**

While the proposed project list was being generated, potential funding sources for implementing projects were identified. All available sources of funding were evaluated to identify all possible options for financing the final project list.

During this process, a financial analysis was prepared to provide a clear picture of the County's current and future finances and capabilities. This process examined existing budget requirements and commitments of revenue to determine the future financial capability of the County. Researching this financial outlook makes it possible to estimate the funding available for projects in each budget year of the plan. There are options available to the County for the purpose of funding capital projects, such as general funds, grant funding, loans, bonds and government agencies. These options are evaluated in further detail in Chapter V of the CIP.

After researching all funding options, a funding scenario was created for each project included in the final CIP. Due to the scope and size of some projects, more than one funding source may be identified for a single project. This can be advantageous, as funding strategies that are not dependent on one source are less vulnerable to changes in funding availability and are more likely to be successful.

### **4. Adoption and Implementation of the CIP**

The final step in completing the Glacier County CIP was adoption and implementation of the plan. Prior to formal adoption, a draft CIP was provided to the Glacier County Commissioners, the Finance Director and the Human Resource Department Head for final review and comment. The availability of the draft CIP for review by the public was published in the Cut Bank Pioneer Press and Glacier Reporter. Appendix A contains copies of the published notice.

The CIP was adopted by resolution at a public meeting held on November 22, 2023. A copy of the resolution is in Appendix D. The formal adoption of the CIP enables Glacier County staff to begin implementation of the projects identified.

## **COUNTY COMMISSION ADOPTION**

It is Glacier County's intent that the adopted CIP help identify future public facility needs, assess the requirements for existing and future facilities, plan for infrastructure management, establish project priorities and create a long-term program for scheduling and funding construction or repair projects.

It is now binding on the Glacier County Commission to utilize information contained within this Plan in annual and long-range planning and budgeting efforts so that improvements can be achieved. It is also important to review and update the CIP regularly to keep the Plan current and responsive to the needs of the County.

### III. GLACIER COUNTY OVERVIEW

Glacier County is in northwestern Montana and encompasses approximately 3,037 square miles, ranking 13th of the 56 Montana counties based on size and population both. Information published by the Montana Department of Commerce reports the 2022 population of Glacier County at 13,681, which is a 0.5% decrease from the previous year (Montana Department of Commerce, 2023). Originally part of Teton County, Glacier County was created in February 1919.

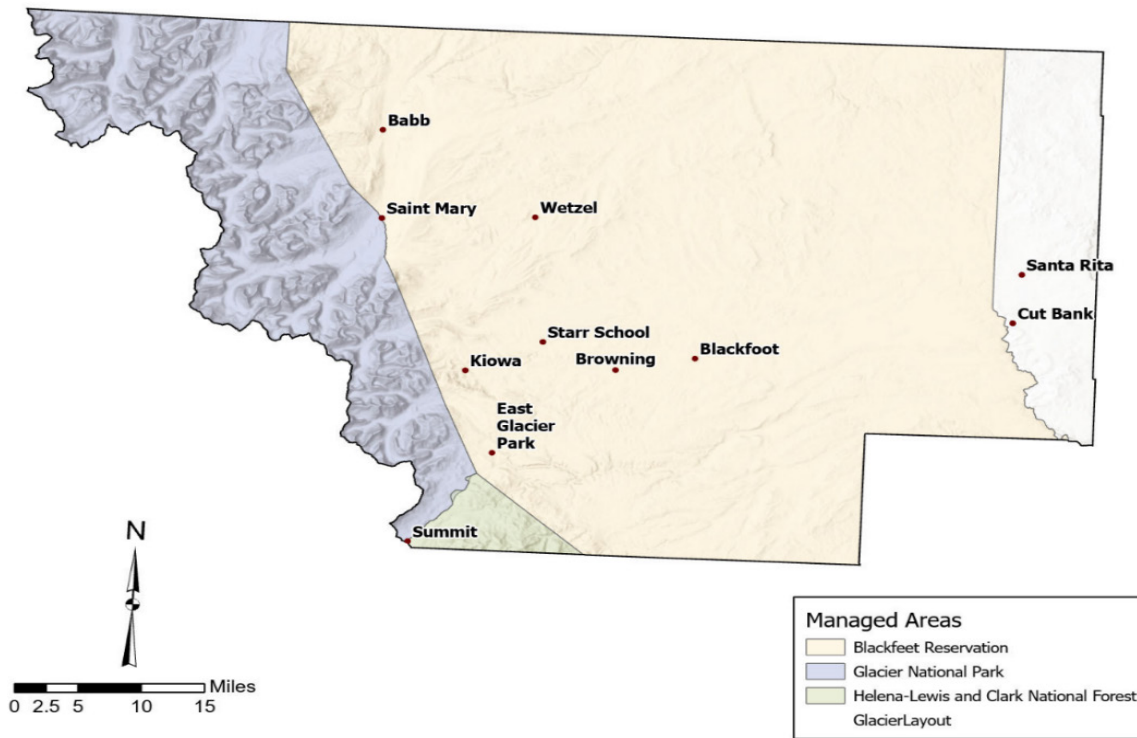
Figure 3.1: Glacier County Location Map



Situated between the Rocky Mountains and the Great Plains, the County is home to the Blackfeet Nation, Glacier National Park, and Lewis and Clark National Forest lands. The northern border of Glacier County is comprised of 75 miles of international border with Canada and contains three border crossings. Glacier County has one incorporated city, the City of Cut Bank, which is also the County seat. The Town of Browning is no longer incorporated but remains the government seat of the Blackfeet Tribe. Glacier County also is home to several unincorporated towns, such as Babb, East Glacier, and St. Mary.



Figure 3.2: Incorporated and Unincorporated Towns in Glacier County



In general, an awareness of planning area characteristics and population trends provides a valuable guide for planning, budgeting and financing decisions. Population, along with the socio-economic characteristics of a community, is a basic indicator of the services needed to serve the residents of a community.

The table below presents a summary of historical Census population in Glacier County, Cut Bank and Browning from 1980 to 2020. Though the trend shows a steady, moderate growth for Glacier County, until the 2020 Census, Cut Bank and Browning have shown a steadily declining population.

**Table 3.1: Historic Population of Glacier County** (Montana Department of Commerce, 2023)

Population Center	Year				
	1980	1990	2000	2010	2020
Glacier County	10,628	12,121	13,247	13,339	13,778
Cut Bank	3,688	3,329	3,105	2,869	3,056
Browning	1,226	1,170	1,065	1,016	1,018

Since historical trends indicate population is dispersing and moving away from the population centers, the moderate growth experienced by Glacier County reflects the need for planning at the county level, and a continued effort to set tangible goals for the county to improve and replace public facilities.

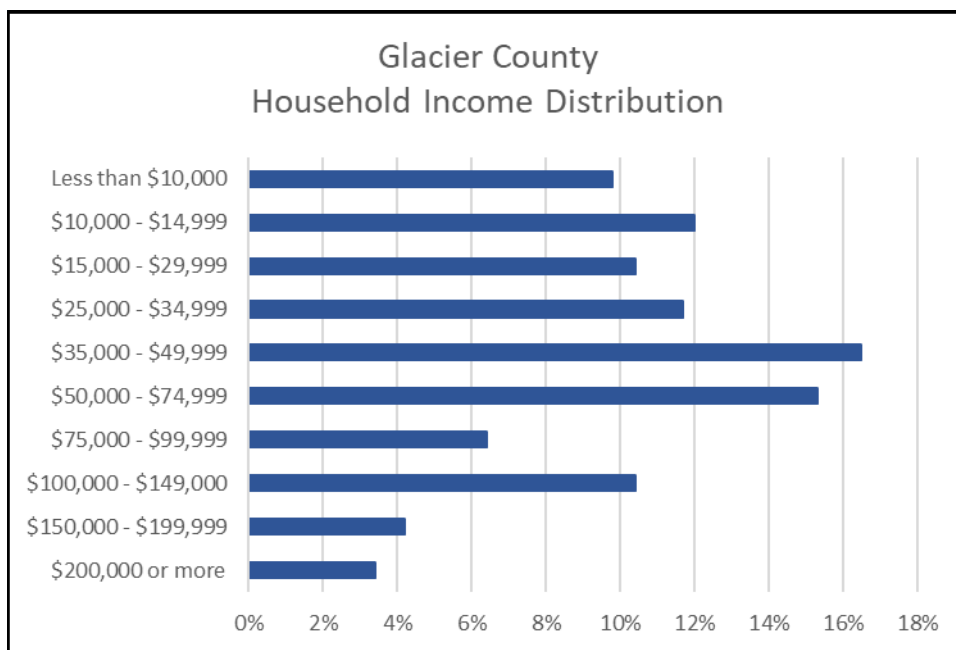
Future growth projections for Glacier County have been provided by the Census and Economic Information Center (CEIC) and are a product of Regional Economic Models, Inc. (REMI). REMI provides complete demographic forecast through 2060 for Montana and each individual county within the state.

**Table 3.2: Glacier County Population Projection** (Regional Economic Models, Inc., 2023)

Glacier County Population Projection Summary				
Year	2030	2040	2050	2060
Population	11,931	11,181	11,232	11,211

The Median Household Income (MHI) in Glacier County was estimated at \$39,441 in 2021, as compared to the Montana state MHI of \$60,560 (Headwaters Economics, 2023). The income distribution in Glacier County is shown in Figure 3.3.

**Figure 3.3: Glacier County Income Distribution** (Headwaters Economics, 2023)



Poverty levels in Glacier County, estimated at 28%, are above the average for Montana as a whole at 12.5%. Over 36% of residents are living on Social Security income.

The housing supply in Glacier County is relatively old and deficient in general, and with the senior population continuing to increase in the County, the need for affordable and senior housing will continue to grow. Approximately 29% of the housing stock in Glacier County was constructed prior to 1969, and nearly 25% of residences are sitting vacant (Headwaters Economics, 2023), likely due to their deteriorated condition. In addition, more than 40% of residents who own their homes in the county pay more than 30% of their household income on housing costs, which is an indication of unaffordable housing options (Headwaters Economics, 2023). Homes rented by residents appear to be less costly as only 30% of renters pay more than 30% of their income on housing.

The economy of Glacier County is dependent on education, health care and social assistance, as well as public administration and retail trade, as primary sources of income. Glacier County benefits from any growth in these industries and the resulting income and tax base that help fund local infrastructure. Projects that support tourism and natural resource development will lead to future economic development in the geographic area, including employment and growth income.



Sweetgrass Economic Development Corporation (SEDC) serves as a regional economic development district that includes Cascade, Glacier, Pondera, Teton and Toole counties, as well as the Blackfeet Nation, and Little Shell Tribe of Chippewa Indians of Montana. With a mission to “assist businesses and community entities with training, projects and support that advances the quality of life and economic well-being of the region”, Sweetgrass Development identifies the strength of the region as “a strong agricultural economic base, good quality schools, a sense of safety in communities, and continued opportunities for small businesses to develop” (Sweetgrass Development, 2023).

SEDC completed a Comprehensive Economic Development Strategy (CEDS) in 2023, which aims to guide the region into the future by analyzing existing conditions and establishing regional goals that will strengthen and diversify communities within the region. The 2023 CEDS identifies strengths in the region as “a strong agricultural economic base, good quality schools, a sense of safety in communities, and continued opportunities for small businesses to develop” (Sweetgrass Development, 2023). Challenges include “retaining and expanding businesses, filling empty storefronts/revitalizing downtown and Main Street areas, and addressing housing issues” (Sweetgrass Development, 2023). An examination of these strengths and weaknesses are used in strategically planning goals and objectives to improve regional community and economic development. Overall, the goals and objectives identified in the CEDS include those that “specifically address economic resilience and seek to balance continued growth and development that also reflects the unique culture and historic economy of the north central region” (Sweetgrass Development, 2023). Sweetgrass Development is a resource for Glacier County as they consider priorities for capital improvements within the County.

County growth will have an impact on all public services, such as fire protection, law enforcement response services and healthcare amenities. However, declining population also has a significant impact on public services as there is a smaller tax base from which to fund capital improvement projects. As population projections indicate a declining population trend, it is crucial that Glacier County keep up with deferred maintenance and rehabilitation projects, which tend to be more cost effective than infrastructure replacement projects.

## IV. DEPARTMENTS AND PROJECT PRIORITIES

Glacier County is comprised of multiple departments which are each operated by elected officials or directors/managers and supervised by the elected County Commissioners. A brief description of each department's services, as well as their assessment of needs during the CIP process is detailed in the following pages.

### PUBLIC FACILITIES AND SERVICES PRIORITIES

Glacier County owns a total of 26 public buildings and facilities, ranging from the Courthouse Building and Annex to the Glacier County Historical Museum and the Browning and Cut Bank Libraries. Other facilities, like the Cut Bank International Airport, receive financial support from the County but are governed by an outside authority. The Courthouse Building, which was built in 1938, is the most antiquated building owned by the County. The newest building is the Glacier County Emergency Medical Services facility. Most structures are in fair condition, and there are a number of buildings that have had recent renovations.

Figure 4.1: Glacier County Courthouse



Stahly Engineering provided surveys to the County Commissioners and county departments who conducted interviews with County employees and collected surveys from the community to better understand existing facility needs and new facilities that will improve the quality of life in Glacier County.



Public facility projects identified in Glacier County include:

	Project	Project Description	Estimated Cost to Glacier County
1	Browning Satellite Office	Site work, interior building improvements, MDT encroachment permit to lower grade of entrance or change entrance point	\$300,000 - \$350,000
5	Glacier County Courthouse Entrance	Repairs/improvements to the exterior at the main entrance to the Courthouse.	\$50,000 - \$65,000
6	Clerk & Recorder: Cut Bank Voting Center Improvements	Upgrade walls, flooring and roof Address water issues at foundation and front doors Possible addition of rain gutters	\$75,000 - \$150,000
7	Glacier County Courthouse Plumbing and Heating	Plumbing and heating upgrades to replace lines/pipes that have broken.	TBD
8	Glacier County Annex Building Preliminary Architectural Report (PAR)	Hire architect to provide PAR for building remodel and solution to address drainage issues.	\$65,000
11	District Court Repairs and Improvements	Courtroom door repair/replace with ability to lock Ceiling repair from water damage Heating and cooling system New Judge's bench, clerk's desk, witness stand and court reporter's desk New counsel tables New jury box, dividers, seating and fixtures New ceiling fans and light fixtures New copy machine Carpet and paint courtroom and 3 <sup>rd</sup> floor offices	\$100,000 - \$150,000
12	Browning Library Haz-Mat Mitigation and Reconstruction	Determine planning/funding needs, repair damage and renovate building	\$70,000 +/- remaining in insurance funds
14	Glacier County Courthouse Elevator	Replace existing elevator in the Courthouse.	\$170,000 - \$225,000

	Project	Project Description	Estimated Cost to Glacier County
16	Cut Bank Library Repairs and Improvements	French drain and basement repairs from roof leaks Roof repair/replacement Replace/repair sidewalks and retaining walls for ADA accessibility Replace lift Plumbing: water fountain, toilets, sinks, piping Sprinkler system Parking lot repairs/repaint lines Replace/repaint guardrail posts Update AC units Replace all fixtures with LED lighting Upgrade fiber optic Replace windows with UV protected windows and replace outside window trim Replace front doors Paint inside and outside New shelving units Additional/new carpet Replace lights on shelving with LED New computers (6 or 7) New software New front desk	\$325,000 - \$410,000
18	Browning Cemetery	Address drainage/groundwater issues and potentially expand cemetery to the west.	\$250,000 West expansion \$50,000 Drainage issues
20	MSU Extension Building Improvements	Annex building improvements	\$150,000 - \$800,000 (Dependent on results of PAR)
21	Browning Library Improvements	Plumbing: new toilet, sink and piping Replace sidewalks Address parking concerns Upgrade fiber optic Add benches within fenced area Replace windows with UV protected windows New shelving units New computers (6 or 7) New software Book drop	Dependent on PAR Results
22	Clerk & Recorder: Document Digitization	Digitize documents from 1920 to present	\$304,000

## TRANSPORTATION PRIORITIES

Glacier County transportation facilities consist of an extensive network of roads and bridges, as well as a local airport facility. Although Amtrak provides passenger rail services in Cut Bank, Browning and East Glacier, they are not the fiscal responsibility of Glacier County.

Glacier County is responsible for maintaining approximately 1,000 miles of road throughout the County, which includes both Montana Department of Transportation off-system roads and local county roads.

In addition to roads, Glacier County is responsible for the maintenance of nine off-system bridges, over 20-feet in length, that are inspected by MDT on a biennial basis. Of these bridges, one of them is load posted and two of them are over 50 years old. A list of these bridges is identified in Table 4.1. The County currently has no bridges less than 20-feet in length that are the sole responsibility of the County for inspection and maintenance. There are currently no bridge repair/replacement priorities for Glacier County.

Figure 4.2: Pardue Road Bridge, Glacier County. Constructed in 2019.



Table 4.1: List of MDT Inspected Bridges (20-ft and longer) in Glacier County

MDT Bridge Number	Location	Crossing	Sufficiency Rating
03046	14M SE Cut Bank	Marias River	79.2
03048	12M SW Cut Bank	Two Medicine Canal	65.6
03073	35M N Browning	St. Mary Canal	50.6
03077	7M N Babb	St. Mary River	94.6
03079	NE Babb	St. Mary Canal	86.0
03080	18M N Babb	St. Mary Canal	81.7
03086	20M N Cut Bank	Rocky Coulee	94.1
03087	15M N Cut Bank	Cut Bank Creek	97.5
*03088	10M W Cut Bank	Two Medicine Canal	61.1

*\*Load posted bridge*



Glacier County identified two bridge priority projects:

- **Bridge #03046:** 14 Miles SE of Cut Bank over Marias River: This bridge has been deemed scour critical by MDT and would benefit from mitigation for the existing scour issues.
- **Bridge #03088:** 10 Miles W of Cutbank over Two Medicine Canal: This bridge is load posted with a 25-ton load limit. Replacement of this bridge would improve the route and allow for use by heavy road and emergency services equipment.

The Cut Bank International Airport is located six miles west of Cut Bank and provides fueling services and a 24-hour customs service, and serves private, charter and freight carriers. The airport was originally built as a military base, and much of the original infrastructure remains in place.

Figure 4.3: Main Hangar of Glacier County Airport (2013)



Projects identified for the Road and Bridge Department include:

Project	Project	Project Description	Estimated Cost to Glacier County
10	Merriwether Road Improvements	Paving 7-miles of unpaved section near Del Bonita / Highway 444	\$3 million – \$4 million
17	Hugo Aronson Road Improvements	Explore paving or upgrading the road depending on feasibility. Determine ability to relinquish as County Road.	Option 1: \$4 - \$5 million (pavement) Option 2: \$800,000 - \$1.3 million (blade, shape, compact, mag chloride)
	Bridge #03046: Sullivan Bridge Road over Marias River	Repair of scour conditions located at both abutments and both in-channel piers.	\$400,000 - \$600,000
	Bridge #03088: Gunsight Road over Two Medicine Canal	Replacement of the bridge due to load posted conditions.	\$450,000 - \$500,000

## EMERGENCY SERVICES PRIORITIES

Glacier County provides disaster and emergency services coordination, law enforcement, fire protection, and ambulance services.

Cut Bank is home to the Cut Bank Police Department, the Glacier County Sheriff's Office, and the Department of Corrections. Although the Montana Highway Patrol does not have offices in Glacier County, they have officers that live within the county and are available to assist local law enforcement.

The Bureau of Indian Affairs (BIA) has little jurisdiction outside of the Blackfeet Nation; however, they are the primary agency providing law enforcement services to Browning. In turn, Browning provides fire protection to all of the outlying areas on the Blackfeet Reservation.

Fire response services consist of the Cut Bank Volunteer Fire Department (CBVFD) and the Browning Volunteer Fire Department (BVFD). The CBVFD also serves as the Glacier County Rural Fire Department (GCRFD), which provides fire suppression outside the city limits of Cut Bank and is funded separately by Glacier County. The GCRFD has a Mutual Aid Agreement with the BIA and the State of Montana Department of Natural Resources.

Glacier County Emergency Medical Services (EMS) currently has stations located in Cut Bank and Babb. The EMS is a non-profit, county operated department.

Figure 4.4: Glacier County EMS Facility, Cut Bank (Constructed 2015)



Glacier County Disaster and Emergency Services completed a Pre-Disaster Mitigation Plan in 2017, encompassing Glacier County and the City of Cut Bank. This document aims to “reduce loss of life and decrease property losses to Glacier County and its jurisdictions due to natural disasters; and provide the framework and coordination to encourage government, and both public and private organizations at all levels, to undertake mitigation in order to minimize potential disasters and to employ mitigation strategies in the recovery following disasters” (BOLDplanning, 2017).

Emergency Services projects identified in Glacier County include:

Project	Project	Project Description	Estimated Cost to Glacier County
3	Del Bonita Fire Hall	Construct Fire Hall in Del Bonita to house five engines, training facilities, equipment storage, kitchen, washroom, bathroom	\$750,000 - \$1,250,000  (Donations to date include the land for the facility and two grants totaling \$105,000)
13	Detention Center Centercom Dispatch System	Replace Centercom Dispatch System	\$750,000 - \$1 million
15	Detention Center Door Lock	Detention center magnetic door lock replacement	\$120,000 - \$150,000
19	Emergency Operations Center	Identify existing or construct new building away from the Courthouse  Purchase and install equipment and computers  Secure storage for equipment (possibly within courthouse)	\$350,000



## HEALTHCARE FACILITY PRIORITIES

The Northern Rockies Medical Center (NRMC), located in Cut Bank, is a full-service hospital and clinic, and is classified as a Critical Access Hospital. The hospital is licensed for 20 beds, including a 2 bed Intensive Care Unit. NRMC provides services for the community, including an Emergency Room, laboratory facilities, radiology, and specialty clinics.

Figure 4.5: Logan Health - Northern Rockies Medical Center



The Glacier County Health Department (GCHD) is also located in Cut Bank, and is staffed part-time by a registered nurse, sanitarian, and support staff. Services provided by the GCHD include immunizations, environmental health, tobacco use prevention, and the Women, Infant and Children program.

There are also two long term care facilities located in Glacier County. The Blackfeet Care Center is located in Browning and is currently licensed for 47 beds. The Glacier Care Center is located in Cut Bank and is currently licensed for 39 beds.

Healthcare Facility projects identified in Glacier County include:

Project	Project	Project Description	Estimated Cost to Glacier County
4	Glacier Care Center – Cut Bank	Siding and roof repair/replacement	\$150,000 - \$225,000 (Insurance to cover partial costs)

## GENERAL COUNTY PRIORITIES

Glacier County takes pride in their communities and benefits from projects that may lead to future economic development, industry growth and resulting income and taxes that help fund local infrastructure. As previously mentioned, the County is dependent on education, health care and social assistance, as well as public administration and retail trade, as primary sources of income. Maintaining communities free of blight and dilapidated buildings, which are often attractants for crime, provides areas attractive to new business, tourism and economic opportunities.

Due to delinquent taxes, Glacier County has taken ownership of multiple buildings in various states of disrepair. Removal of these buildings will provide new opportunities within the communities.

Project	Project	Project Description	Estimated Cost to Glacier County
2	Mercantile Building Demolition	Demolition of existing building	\$140,000 - \$250,000
9	Demolition of Existing Buildings	Treasurer to compile a list of buildings obtained by Glacier County for unpaid taxes. County to prioritize demolition order. Assume 5-10 buildings total.	\$50,000 - \$200,000 each (depending on size, location, and hazard mitigation that may be required)

Figure 4.6: Mercantile Building, Cut Bank, Montana



## V. FUNDING SOURCES

One essential objective of any CIP is to create a plan for improvements that will keep user rates and tax rates static while leveraging loan and grant programs for capital projects and expenditures. Large capital projects, by nature, are anticipated to require some debt; however, keeping that debt to a minimum is the goal of any local government.

Capital improvement plan projects can be funded from a variety of sources. The following information provides a brief description of common funding sources used by Counties throughout Montana and a more detailed discussion of how Glacier County may plan for funding opportunities for capital improvement projects. Beyond the means discussed below, additional options to generate funds for improvement projects include increased user rates, mill levies, and Special Improvement Districts.

### GENERAL FUNDS

The most used method of financing capital improvement projects is the use of general funds, which are gathered from property taxes, local option tax, and state entitlement share. The general fund is typically inadequate to fund larger project needs; however, it is a practical source for funding small capital improvement projects. Few County departments generate fees, but again, it is not adequate to fund larger project needs. Portions of the FY2024 budget is in Appendix C. The budget includes a history of taxable valuation for the County from year 2012-2022. With a few exceptions, history shows only a slight difference from year to year in the amount of revenue available for budgeting in Glacier County. From that historical analysis alone, there will likely be no dramatic changes to revenue in the next five years.

#### *Effect of Taxable Value and Debt Limits on Potential for Increased Revenue*

Montana laws govern County indebtedness and bonding capacity.

1. A county may not issue bonds or incur other indebtedness for any purpose in an amount, including existing indebtedness, that in the aggregate exceeds 2.5% of the total assessed value of taxable property within the county as ascertained by the last assessment for state and county taxes.
2. With some exception, a county may not incur indebtedness or liability for any single purpose to an amount exceeding \$1,000,000 without the approval of a majority of the electors of the county voting at an election as provided by law.

The Board of County Commissioners may not borrow money for any single purpose in an amount exceeding the limits set on indebtedness unless first submitting the question of a loan to a vote of the electors of the county; and obtaining the approval of a majority of the electors of the county. A county may borrow the following amounts without a vote of the electorate:

- » up to \$1 million if the county's taxable value is less than \$50 million;
- » up to \$1.5 million if the county's taxable value is between \$50 million and \$100 million; and
- » up to \$2 million if the county's taxable valuation is greater than \$100 million.

If a majority of the votes cast are in favor of the loan, then the board of county commissioners may enter into the loan, issuing bonds or otherwise as is in the best interests of the county.



Refer to Montana Code Annotated Title 7. Local Government, Chapter 7. Debt Management:  
[https://www.leg.mt.gov/bills/mca/title\\_0070/chapter\\_0070/parts\\_index.html](https://www.leg.mt.gov/bills/mca/title_0070/chapter_0070/parts_index.html).

### Other Revenue

In addition to revenues generated from tax collections, Glacier County also receives income from special revenue funds which are used to account for the proceeds of specific revenue sources that are restricted by law or administrative action to expenditure for specific purposes other than debt service or capital projects. These special revenue funds include:



Fund	Revenue
Road Fund	Property taxes, state entitlement share, PILT
Bridge Fund	Property taxes
Public Safety	Property taxes, state entitlement share, PILT, collected fees
Montana DES Emergency Management Performance	Property taxes, grant funds
Bridge and Road Safety and Accountability Act (BaRSAA)	Act was repealed as of June 30, 2023, via HB 76 during the 2023 Legislative Session. Unused balances remaining in the former 15-70-127 bridge and road safety and accountability restricted account will be distributed in accordance with MCA 15-70-101 subsections (2)(b) and (2)(c) in a lump sum payment on September 1, 2023. This final payment will be combined with regular gas tax funds. Other than that lump sum, what was "BARSAA" will be an ongoing fuel tax payment combined with "Old Gas Tax" and paid monthly.
Payment in Lieu of Taxes (PILT)	Federal land payments

Glacier County conducts a yearly budgeting process in which they review prior years' expenditures and plan for the coming year's revenue and expenses. In participating in this process, each major department head is asked to provide a budget that is then incorporated into the overall county budget. The County, in conjunction with the institution of this CIP, has added a capital account to several department budgets, in addition to the special revenue funds noted above. Identified departments utilize a special revenue fund for capital improvements that is tracked separately in County financial statements. Funds remaining at the end of the fiscal year can be rolled over into the capital fund, unless those funds are needed for general work. Capital Improvement funds have been created for the following departments:

- » General Capital Improvement Projects
- » Weed Department CIP
- » Road/Bridge Reserve
- » Cut Bank Cemetery CIP

Other general government departments not listed above can still request formation of a capital improvement account and the Commission can designate funds to be tracked in that account to save for future projects. Utilizing savings from department efficiencies and planned capital improvement budgets will provide leverage for potential additional funding sources, which may include grant funding.

The County has recently received revenue from the following sources:

- » **CARES Act:** Coronavirus Aid, Relief, and Economic Security Act
- » **ARPA:** American Rescue Plan Act
- » **LATCF:** Local Assistance and Tribal Consistency Fund

## GRANT FUNDS

Grants are one of the primary means to fund large capital improvement projects and there are several state and federal grant programs available for the critical capital improvement needs of communities. Typically, grant funds are allocated for projects that are protecting and preserving the health and welfare of the residents; however, grants may also be obtained for the purpose of stimulating economic development and protecting renewable resources. Grant applications are generally ranked and processed on a competitive basis, based on the severity of the project need and the financial need of the community.



Communities that have demonstrated adequate planning efforts, such as this CIP, will be more successful at securing grant funding. The most frequently used sources of grant funds in Montana include:

### Community Development Block Grant Program (CDBG)

CDBG is a federally funded grant program that provides funding assistance for projects that are designed to predominantly benefit low and moderate-income families. Funding categories for CDBG include planning grants, public facilities, housing and urban renewal, neighborhood stabilization programs and economic development.

- » Planning grants are available in amounts up to \$50,000, with a required match of \$1 for every \$3 of CDBG planning grant funds.
- » Public facility grants are available up to \$750,000 and require a 25% match.
- » Housing and Urban renewal grants are available up to \$750,000 with no match required.

### Rural Development (RD) Water and Environmental Program

This program provides funding for clean and reliable drinking water systems, sanitary sewage disposal, sanitary solid waste disposal and storm water drainage to households and businesses in eligible rural areas. RD grants may award up to 75% of the eligible project costs for public works infrastructure and public facilities in rural communities. Grant awards are based on available funding and applicant eligibility.

### Rural Development (RD) Community Facilities

This program provides affordable funding to develop essential community facilities in rural areas. Essential community facilities are those that provide an essential service to the local community, such as health care facilities, public safety services, public facilities, and community support services. Projects are ranked based on population and Median Household Income, and matching funds are determined by these same metrics.

### Montana Coal Endowment Program (MCEP)

MCEP is a state-funded program that is designed to help address the affordability of local infrastructure projects by providing grants to lower the cost of constructing public facilities. MCEP awards matching grants to local governments for the construction of infrastructure projects, such as drinking water systems, wastewater treatment facilities, sanitary or storm sewer systems, solid waste disposal and separation systems, and bridge projects. Planning grants are also available for preparation of a construction grant application.

- » Planning grants are available temporarily (following the 2023 Legislature) in amounts up to \$40,000 and require a match from the applicant in the amount of 20% of the total project cost. Planning grants may be used for a Preliminary Engineering Report or a Capital Improvements Plan.
- » Bridge project grants are limited to a maximum of \$500,000 and require a 50% match from the applicant. In the instance of one bridge with an estimated project cost greater than \$1 million, the applicant may request up to \$750,000.
- » All other infrastructure grants are limited to a maximum of \$750,000 and require a 50% match from the applicant.
- » Emergency grants are available up to \$30,000 per project with no match required.



### [Renewable Resource Grant and Loan Program \(RRGL\)](#)

RRGL provides grants for projects protecting, preserving or enhancing natural and renewable resources, and is administered by the Department of Natural Resources and Conservation (DNRC). Projects eligible for RRGL grants include drinking water, wastewater, and solid waste development and improvement, in addition to irrigation rehabilitation, dam repair, soil and water conservation, and forest enhancement.

- » Planning grants are available temporarily (following the 2023 Legislature) in amounts up to \$40,000 and do not require a match. Planning grants may be used for a Preliminary Engineering Report for water/wastewater infrastructure, new irrigation infrastructure, or to update an existing PER or Technical Narrative for applications to the Renewable Resource Grant program for renewable resource projects.
- » Construction grants are limited to \$125,000 per project with no match required.
- » Emergency grants are available up to \$30,000 per project with no match required.

### [Montana Office of Tourism and Business Development Tourism Grants](#)

This program provides funds for projects that strengthen Montana's economy through the development and enhancement of the tourism and recreation industry. Grants are funded from the Montana Lodging Facility Use Tax. Eligible entities for this grant are non-profit 501 (c) organizations, City or County governments, or tribal governments. Project categories for the grant include digital product development (i.e. Online assets for branding), heritage preservation, infrastructure upgrades or enhancements, wayfinding and signage, and niche product development. Match for this grant is \$1 from the applicant for every \$2 of grant funding. Applications are accepted annually.

### [Montana Historic Preservation Grants \(MHPG\)](#)

The MHPG Program is designed to support public or private entities with the preservation of historic sites, historical societies, or history museums through grant funding. The MHPG Program provides the opportunity to stimulate economic development, community revitalization, and statewide tourism through increased investment, job creation or retention, business expansion, and local tax base growth.

### [Economic Development Administration \(EDA\) Public Works Program](#)

Grants from this program help communities revitalize, expand, and upgrade their infrastructure in an effort to attract new businesses, encourage business expansion, and generate or retain long-term jobs. The amount of the grant is dependent on the number of jobs created as a result of the project.

### [National Endowment for the Arts \(NEA\)](#)

The NEA awards cost/share matching grants to nonprofit organizations for a wide variety of art projects, which may be implemented into community revitalization projects such as parks, pathways, green spaces, wayfinding, and cultural tourism. The program requires a dollar-for-dollar match.

## LOANS

Many of the programs listed for grant funding also have loan funding available. Some of the more common loan sources include:

### [Rural Development \(RD\)](#)

RD provides loans for projects with an emphasis on assisting small, rural communities with loan interest rates based on median household income and user rates. There is no maximum amount of loan funding, but it is limited by the applicant's ability to repay the loan. The typical loan repayment length is 40 years, or the maximum life of the facility being funded.

### [Montana State Revolving Fund \(SRF\)](#)

SRF provides low interest loans for two types of projects: drinking water projects and water pollution control projects (wastewater and non-point source). There is no maximum amount of loan funding, but it is limited by the applicant's ability to repay the loan. The typical repayment cycle is 20 years, or the design life of the facility, whichever is the least. The current interest rate for SRF loans is 2.5%, and there is no local match required.

### [Renewable Resource Grant and Loan Program \(RRGL\)](#)

RRGL, working with DNRC, provides loans to protect, preserve or properly utilize natural and renewable resources. The projects eligible for loan funding are similar to the projects eligible for grant funding through RRGL. There is no maximum amount of loan funding, but it is limited by the applicant's debt capacity and ability to repay the loan. There is no local match required.

### [Intermediate Term Capital Program \(INTERCAP\)](#)

INTERCAP loans may be used for a number of projects, including infrastructure projects, new or used vehicle and equipment purchases, preliminary engineering costs, and grant writing. Projects may receive 100% financing, with no local match required; however, for loans over \$200,000, the full board of directors must review the loan application. INTERCAP loans typically have a 10-year repayment cycle.

Although most loan programs have a low interest rate, some may require a matching share or have very strict administration or project requirements.

## BONDING

Nearly all loan programs require authorization of the community to pay back the loans, and issuing bonds is the most common method of authorization. Bonds are generally issued as either a revenue or general obligation (GO) bond.

### [Revenue Bonds](#)

Revenue bonds are a means to generate capital by incurring debt to be paid predominantly from revenue resulting from utility funds. User rates are tied to the amount of bonding necessary. There is generally a high demand for municipal bonds due to the low risk of the investment, and the bonds offer a tax-deductible investment opportunity for investors.

### General Obligation (GO) Bonds

General obligation bonds are secured by raising property taxes with an amortization of the financing over several years, which allows taxpayers to pay a smaller amount of the project's cost at a time. GO bonds may limit the county's flexibility on how yearly revenues can be utilized.

### Rural Improvement Districts (RIDs)

Rural Improvements Districts are a special form of general obligation utilized by counties most often for street and road improvements, sidewalk installation, lighting, and other specific needs of a particular area within the county. Property owners within the special district are obligated to repay the project costs or a portion thereof. Taxpayers outside the district are not obligated to pay.

### Tax Increment Financing Districts (TIFDs)

A TIFD is a public financing method that can be used to fund redevelopment, infrastructure, and other community improvement projects. In Montana TIFDs were authorized in 1974 and are assessed through property tax. Financing options include private activity revenue bonds, pay as you go, loans, special assessments, and tax increment bonds (State of Montana, 2022). The funds generated can be used to finance such projects as street and parking improvements, trash containers, benches, and other streetscape beautification projects within the designated area.

## GOVERNMENT AGENCIES

There are a number of government agencies that have their own resources available to help counties with capital projects. Most are very specific as to the type of project eligible for funding, and are typically based on need, proper planning, and documentation that the project is meant to serve the citizens as a whole. Examples of such agencies include:

### Montana Transportation Alternatives Program (TA)

TA provides funding for programs and projects defined as transportation alternatives. Eligible projects include pedestrian and bicycle facilities, community improvement activities, recreational trail program projects, safe routes to school projects, and infrastructure projects for improving access to public transportation and enhanced mobility. Entities qualified to receive funds from the TA program include local governments, tribal governments, transit agencies, public land agencies, school districts, and regional government entities. Guidance for submitting an application for TA funding can be found on the Montana Department of Transportation web site. Projects located within reservation land will not require a match from the local entity, while projects outside of reservation lands will be required to provide a local match of 13.42%. The match can only be provided as cash.

### Water Resources Development Act (WRDA)

WRDA is a federal grant program, funded through the U.S. Army Corps of Engineers. Eligible projects include wastewater treatment, water supply and storage, treatment and distribution facilities, stream bank stabilization, and storm water runoff abatement. WRDA grants require a 25% match from local entities, and there is no maximum grant award amount.



### [Big Sky Economic Development Trust Fund \(BSTF\)](#)

The BSTF is a Montana funded program designed to aid in the development of good paying jobs for Montana residents and promote long-term stable economic growth in Montana. The BSTF program provides financial assistance in two categories: Economic development job creation projects and planning projects.

### [Pre-Disaster Mitigation \(PDM\)](#)

The PDM program, funded by the Federal Emergency Management Agency (FEMA), provides funds for hazard mitigation planning and the implementation of mitigation projects prior to a disaster event. Funding these projects reduces overall risks to the population and structures, while reducing the reliance on funding from actual disaster declarations. Types of projects include structural retrofitting of existing buildings, soil stabilization, minor localized flood reduction projects, and infrastructure retrofit.



# FEMA

### [Federal Lands Access Program \(FLAP\)](#)

This program is intended to improve transportation facilities that provide access to, are adjacent to, or are located within Federal lands. The grants are intended to supplement state and local resources for public roads, transit systems, and other transportation facilities, with an emphasis on high-use recreation sites and economic generators. Federal lands surround the community of Gardiner, making the area an excellent candidate for FLAP funding. Required match for the program is typically 13.42%.

### [National Park Service – Rivers, Trails and Conservation Assistance Program \(NPS-RTCA\)](#)

The National Park Service implemented this program to support locally led conservation and outdoor recreation projects that either develop or restore parks, conservation areas, rivers, and wildlife habitats. In addition, the program will assist with creating outdoor recreation opportunities and programs that engage the community in the outdoors. This program does not provide monetary grants; however, it does provide professional services to help the community achieve their project vision.



**VI. CAPITAL IMPROVEMENTS PLAN SUMMARY**

The capital improvement projects defined in this document were selected in accordance with the process outlined in Section I and represent the most pressing projects to be executed in order to maintain and improve community services and facilities in Glacier County. Table 6.1 presents the Comprehensive Capital Improvements Plan for Glacier County for the years 2023-2028. The projects are listed in priority order, and each project line item includes the following: estimated project cost, possible annual recurring costs, the target date for completion, and possible funding sources. It also details the estimated amount of the cost of the project that Glacier County will be responsible for and a plan for which budgetary fund that amount will be drawn from.

It is now the responsibility of the Glacier County Commission to utilize this document in their annual budgeting and planning period to ensure that the projects are completed as planned. It is also important that the commission continue to update and renew this plan to maintain proper planning efforts and keep their goals on track.



Glacier County, Montana  
Table 6.1 Ranking Worksheet October 24, 2023

Project Ranking	Project Identifier	Project Name	Project Description	Estimated Project Cost	Scoring Matrix						Total points	Notes
					Community Benefit (0-10 points)	Cost Savings (0-10 points)	Safety (0-5 points)	Readiness to Proceed (0-5 points)	Implication of Deferment (0-3 points)	Commission Goals (0-3 points)		
1	Satellite Office	Satellite Office, Browning	Site work, inside improvements, permits for MDT Approach or change entrance point	\$300,000 - \$350,000	8.67	7.33	4.67	4.33	1.33	2.33	28.67	
2	General Community	Mercantile Building Demo	Demolition	\$140,000 - \$250,000	7.33	6.67	4.67	3.67	1.67	2.33	26.33	
3	Fire	Del Bonita Fire Hall	Construct fire hall in DelBonita to house 5 engines, training, equipment, kitchen, wash, bathroom.	\$750,000 - \$1,250,000 (Ground donated, \$5,000 grant also another \$100,000 grant)	8.00	7.00	4.00	4.00	2.00	1.33	26.33	Walter is working with Colonies and local farmers to do a build this year. May not need additional \$\$
4	Care Center	Glacier County Care Center	Siding and roof repair and replacement (Flat portion of roof is completed)	\$150,000 - \$225,000 (Insurance to cover partial costs)	7.67	6.67	4.00	3.67	2.00	2.00	26.00	
5	Courthouse	Courthouse Entrance	Improve main entrance to courthouse	\$50,000 - \$65,000	6.50	6.00	5.00	3.00	1.00	3.00	24.50	
6	Clerk & Recorder/Elections	Cutbank Voting Center Improvements	Upgrade walls, flooring, and roof, address water problem at foundation and front doors - possible addition of rain gutters	\$75,000 - \$150,000	7.33	6.67	3.67	2.67	1.67	2.00	24.00	
7	Courthouse	Courthouse plumbing/heating	Plumbing upgrades to replace line breaks in the courthouse		7.67	5.33	4.33	2.33	2.00	2.00	23.67	heating not needed - new boilers already installed. Possible MHPG?
8	Annex	Annex Building Prelim Architectural Report	Hire architect to provide PAR for remodel and addressing the drainage issue	\$65,000	6.33	6.33	3.67	2.67	1.67	2.00	22.67	
9	General Community	Demo Buildings	Treasurer to compile list of building obtained by county for taxes; county to prioritize demolition; assume 5-10 buildings	\$50,000 - \$200,000 each (depending on size, location, and hazard mitigation that may be required)	6.33	6.00	5.00	2.00	1.00	2.00	22.33	
10	Road Dept	Merriwether Road Improvements	Paving 7-mile strip of unpaved section near Del Bonita - Hwy 444.	\$3 - \$4 million	5.33	5.33	4.00	3.00	1.67	2.67	22.00	May request funding from MDT to do this.
11	District Court	District Court Improvements (may want to separate these out and phase in improvements or determine logical grouping of projects).	Upgrade courtroom-judge's bench; clerk's desk; witness stand; court reporter's desk; counsel tables; jury box; dividers, seating and fixtures; Courtroom door repair/replace with ability to lock; ceiling fans & light fixtures; update heating/cooling system; copy machine; carpet/paint 3rd floor offices and courtroom	\$100,000 - \$150,000	6.00	5.00	4.00	2.00	2.00	2.33	21.33	
12	Library	Browning Library Haz Mat Mitigation and Reconstruct	Determine planning/funding needs; repair damage/renovate building	\$70,000 +/- remaining in insurance funds (Sweetgrass Development to assist with haz mat testing and mitigation)	5.67	5.67	3.00	3.33	1.67	1.00	20.33	
13	Sheriff	Detention Center Centercom Dispatch System	Replace Centercom Dispatch System	\$750,000 - \$1 million	6.00	5.33	4.33	2.00	1.00	1.67	20.33	
14	Courthouse	Courthouse Elevator	Replace elevator	\$170,000 - \$225,000	6.50	5.50	3.00	2.50	1.50	0.50	19.50	
15	Sheriff	Detention Center Door Lock	Detention Center magnetic door lock replacement	\$120,000 - \$150,000	5.33	4.67	4.00	1.67	1.67	1.67	19.00	See updated cost.
16	Library	Cutbank Library Improvements (may want to separate these out and phase in improvements or determine logical grouping of projects).	French drain & basement repairs from leaking ceiling; roof repair/replacment; update A/C units; replace all fixtures with LED lighting; upgrade fiber optic; replace/repair sidewalks and retaining walls-ADA accessibility; replace windows w/UV protected windows and replace outside window trim; Replace front doors; Paint inside & outside; replace lift; new shelving units, add carpet where needed; water fountain, toilets, sinks, pipes, sprinkler system; repair parking lot/repaint lines; replace/repaint guardrail posts; replace lights attached to shelves with LED; new software and 6 or 7 new computers (both libraries); new front desk	\$325,000 - \$410,000	5.67	5.00	4.00	1.67	1.00	1.33	18.67	Board would need to ask for capital budget for these items. Library board is responsible for these.



Project Ranking	Project Identifier	Project Name	Project Description	Estimated Project Cost	Scoring Matrix						Total points	Notes
					Community Benefit (0-10 points)	Cost Savings (0-10 points)	Safety (0-5 points)	Readiness to Proceed (0-5 points)	Implication of Deferment (0-3 points)	Commission Goals (0-3 points)		
17	Road Dept	Hugo Aronson Road Improvements	Explore paving or upgrading the road depending on feasibility (determine ability to relinquish as County road) to do that.	Option 1: \$4 - \$5 million (pavement) Option 2: \$800,000 - \$1.3 million (blade, shape, compact, mag chloride)	4.33	4.67	3.67	1.67	1.67	2.00	18.00	Mag Chloride is being done. Still needs upgrades but might want to just leave it gravel.
18	Cemetery	Browning Cemetery	Address drainage/groundwater issues; possibly expand to west	\$250,000 West expansion \$50,000 Drainage issues	4.67	4.67	3.33	1.33	1.33	2.00	17.33	
19	DES	Emergency Operations Center	Identify/construct building away from courthouse; purchase and install equipment and computers; also need secure storage for equipment (possibly within the courthouse)	\$350,000	5.67	4.00	2.00	1.33	1.00	1.67	15.67	May find a larger designated area within the courthouse. New construction not the intent - possible mobile command center.
20	MSU Extension	MSU Extension Building Improvements	Annex building improvements	\$150,000 - \$800,000 (Dependent on results of PAR)	4.67	4.00	3.00	1.00	1.00	1.33	15.00	
21	Library	Browning Library Improvements (may be dependent on outcome of PAR)	Book drop; upgrade fiber optic; replace sidewalks, add benches within fence, address parking concerns; replace windows with UV protected windows; new shelving units; toilet, sink, and pipes	Dependent on PAR results	4.33	4.00	3.00	1.00	0.67	1.33	14.33	
22	Clerk & Recorder/Elections	Document Digitization	Digitize documents from 1920 forward	\$304,000	4.00	3.00	2.00	1.00	1.00	1.67	12.67	
	Road Dept	Sullivan Bridge Road over Marias River	Scour repair	\$400,000 - \$600,000								This project was added post-scoring
	Road Dept	Gunsight Road over Two Medicine Canal	Bridge replacement	\$\$450,000 - \$500,000								This project was added post-scoring
	Project Identifier	Project Name	Project Description									Notes
	Projects Outside Fiscal Responsibility of County											
	Community	Resources for mental health	Improve prevention activities - addiction issues, public health, activities for young people; possibl feasibility study to determine mental health needs of the county									Many Rivers Whole Health may be a resource.
	General Community	Affordable Housing	Work with community groups to identify opportunities for housing development and funding availability									Working group - lead by Opportunity out of Great Falls
	General Community	East Glacier-Tourism & Hospitality Assistance	Work with East Glacier to improve tourism and hospitality as economic development drivers.									



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## **Appendix A: Press Release**



An Employee-Owned Company

851 BRIDGER DRIVE, STE. 1  
BOZEMAN, MT 59715  
(406) 522-8594

**Press Release/Legal Advertisement**

**To: Cut Bank Pioneer Press and Glacier Reporter**

**Subject: Glacier County Public Meeting to Assess Community Needs**

Glacier County will hold a community needs assessment hearing in Cut Bank for the purpose of gathering information to create a county-wide Comprehensive Capital Improvements Plan (CCIP). The County wants to know our biggest community challenges and issues, and ideas that will make our community a better place to live, especially as it relates to capital improvements to county and other public facilities. The meeting will provide an opportunity to learn about potential grant funding sources for community projects. Sources that will be discussed include those that assist low- and moderate-income families (i.e. Montana Coal Endowment Program, Community Development Block Grant Program, HOME program, MDT's Alternative Transportation grant program, Renewable Resource Grant and Loan program, American Rescue Plan Act or ARPA).

We invite you to join us on Thursday, April 13, 2023 from 11:00 a.m. – 12:00 noon in Cutbank at the Glacier County Courthouse in the Commission Chambers or via zoom. An online web page and survey can also be used to be for comment at [www.glacier.stahlyprojects.com](http://www.glacier.stahlyprojects.com). For further information, please contact Mandi Bird-Kennerly, County Clerk and Recorder at (406) 873-3609 or Robie Culver, CCIP Consultant, Stahly Engineering & Associates at (406) 442-8594.

**Publish:**

**Cut Bank Pioneer Press and Glacier Reporter weeks of March 27 and April 3, 2023**

**Press Release/Legal Ad****To: Pioneer Press****Subject: Notice of Availability of Draft Glacier County Comprehensive Capital Improvements Plan****Contact: Mandi Kennerly, Clerk & Recorder (406) 873-3609**

Glacier County is in the process of adopting a 5-year Comprehensive Capital Improvements Plan (CCIP) and has made the Plan available for public comment. A CCIP is a budgeting and financial tool used by government entities to establish long term goals for maintaining, improving, or building new public facilities. The general planning process used to develop a CCIP identifies specific projects, costs, priorities, timetables, and funding sources, and includes all public facilities owned or maintained by the local government.

The draft document is available for viewing in the Glacier County Courthouse, 512 East Main Street, Cut Bank, MT at the Office of the Clerk & Recorder. It can also be accessed on the web site:

[www.glacier.stahlyprojects.com](http://www.glacier.stahlyprojects.com).

Public hearings on the draft document will be held in Browning on November 14, 2023 and in Cut Bank on November 20, 2023 during the regular County Commission meeting. Adoption of the document is planned for November 20, 2023 following the public comment period. Written comments on the draft plan will be accepted by the County Commissioners until November 19, 2023. Please send comments to Glacier County Commissioners, 512 East Main Street, Cut Bank, MT 59427 or use the comment box on the web site: [www.glacier.stahlyprojects.com](http://www.glacier.stahlyprojects.com). Commission meetings may be attended via a Go To Meeting link.

For further information or to receive a Go To Meeting link, please contact Mandi Bird-Kennerly, County Clerk and Recorder at (406) 873-3609.

**Publish:****Cut Bank Pioneer Press, November 1, 2023 and November 8, 2023**





## Appendix B: Survey



An Employee-Owned Company

851 BRIDGER DRIVE, STE. 1  
BOZEMAN, MT 59715  
(406) 522-8594

**GLACIER COUNTY CAPITAL IMPROVEMENT PLAN**  
**Project Request Form (ONLY CAPITAL PROJECTS EXCEEDING \$5,000)**

Department/Organization: \_\_\_\_\_

Contact: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

Type of Project:

- |  |   |
|--|---|
| <input type="checkbox"/> Equipment Purchase                  | <input type="checkbox"/> Transportation Infrastructure – Roads, Bridges, etc. |
| <input type="checkbox"/> Facilities – Maintenance or Upgrade | <input type="checkbox"/> Other  |
| <input type="checkbox"/> Facilities – New Construction       |   |
| <input type="checkbox"/> Property – Parks, Trails, Etc.      |   |

Description and justification of project (include a description of the existing system to be replaced, if any):

---

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Estimated cost of project (if available) \_\_\_\_\_

By what date would you like to complete this project? \_\_\_\_\_

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.) Describe any recent attempts to fund the project.

---

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Will this project require additional yearly maintenance, fixed costs, personnel, or require additional supplies on a yearly basis? If so, please explain and provide an opinion of increased yearly costs.

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What are the consequences associated with not completing this project?

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*This form is also available as an online survey at: [glacier.stahlyprojects.com](http://glacier.stahlyprojects.com)*



## Appendix B2: Photo Log



An Employee-Owned Company

851 BRIDGER DR., STE 1  
BOZEMAN, MT 59715  
(406) 522-8594



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Courtroom in Glacier County Courthouse

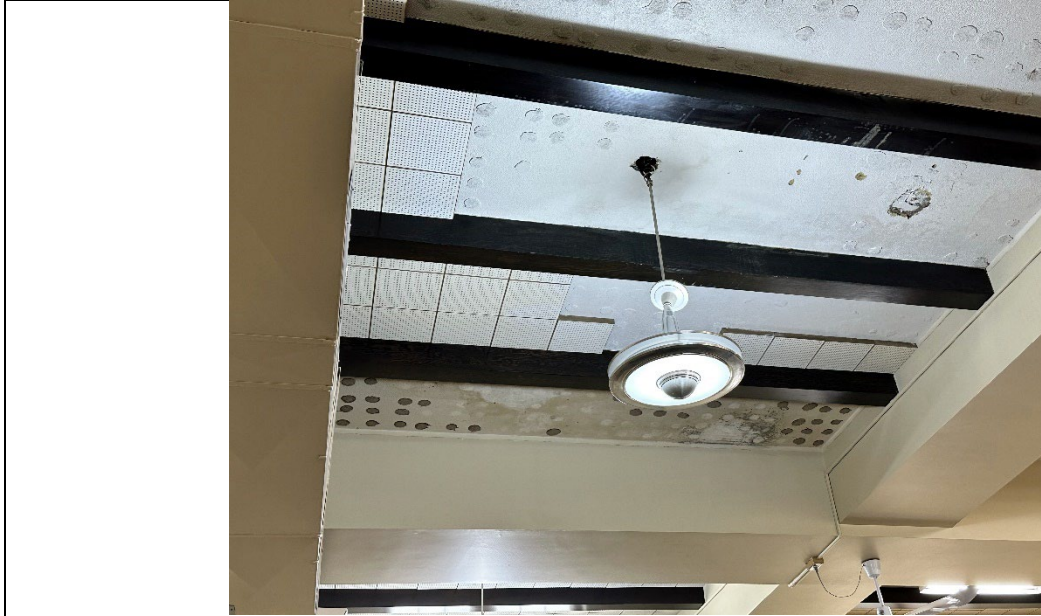


Courtroom in Glacier County Courthouse



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Water damage on ceiling of courtroom



Recently painted wall in courtroom – paint bubbling and cracking

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Existing jury box in courtroom



Existing Courtroom



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Existing Courtroom (material from ceiling damage on floor)



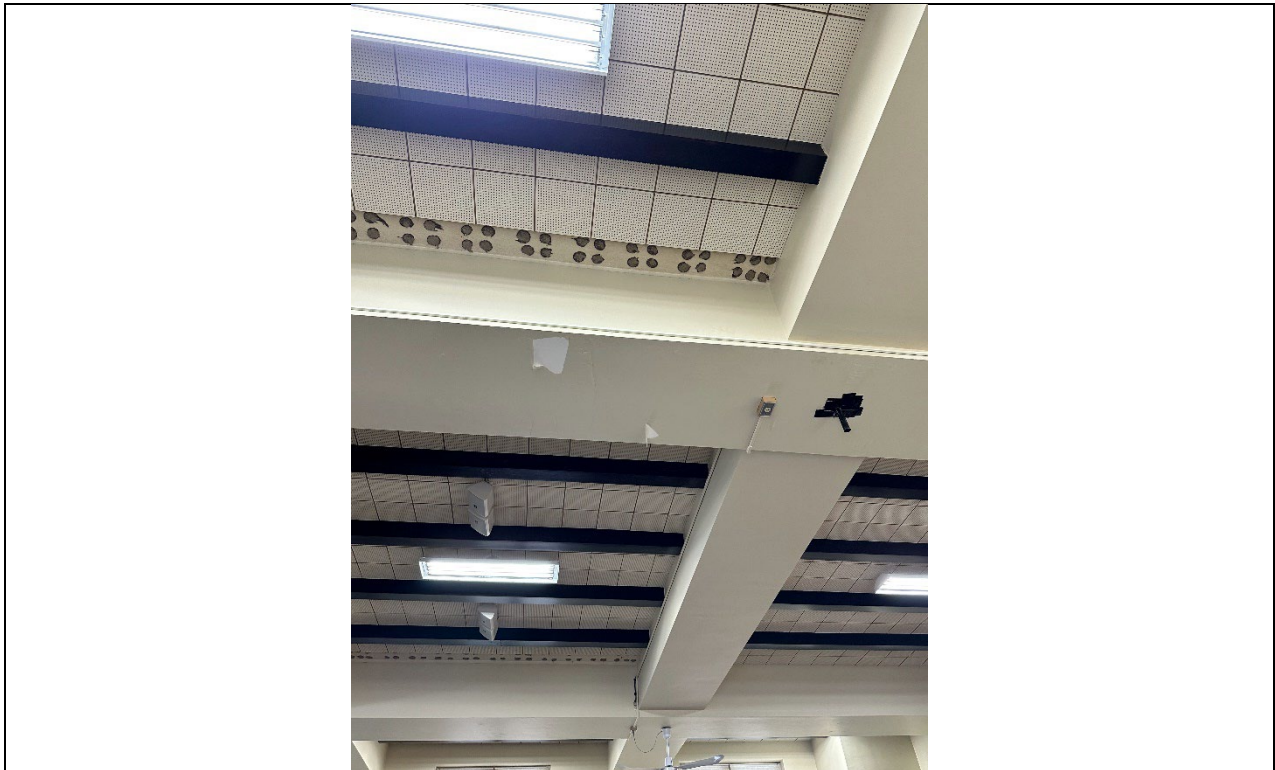
Existing courtroom

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Existing courtroom doors



Additional ceiling damage in courtroom

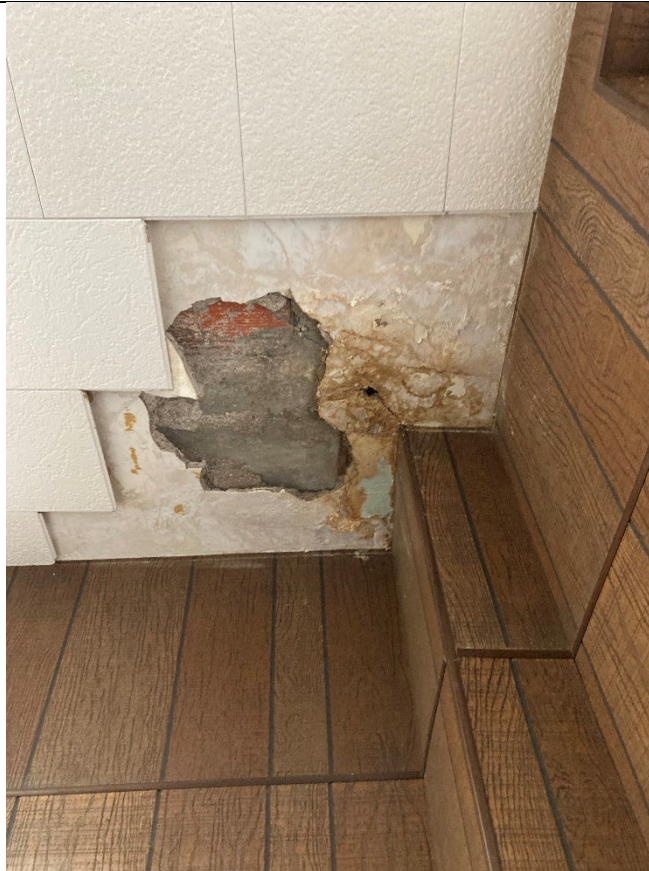


## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Water damage in courthouse due to line breaks



Water damage in courthouse due to line breaks

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



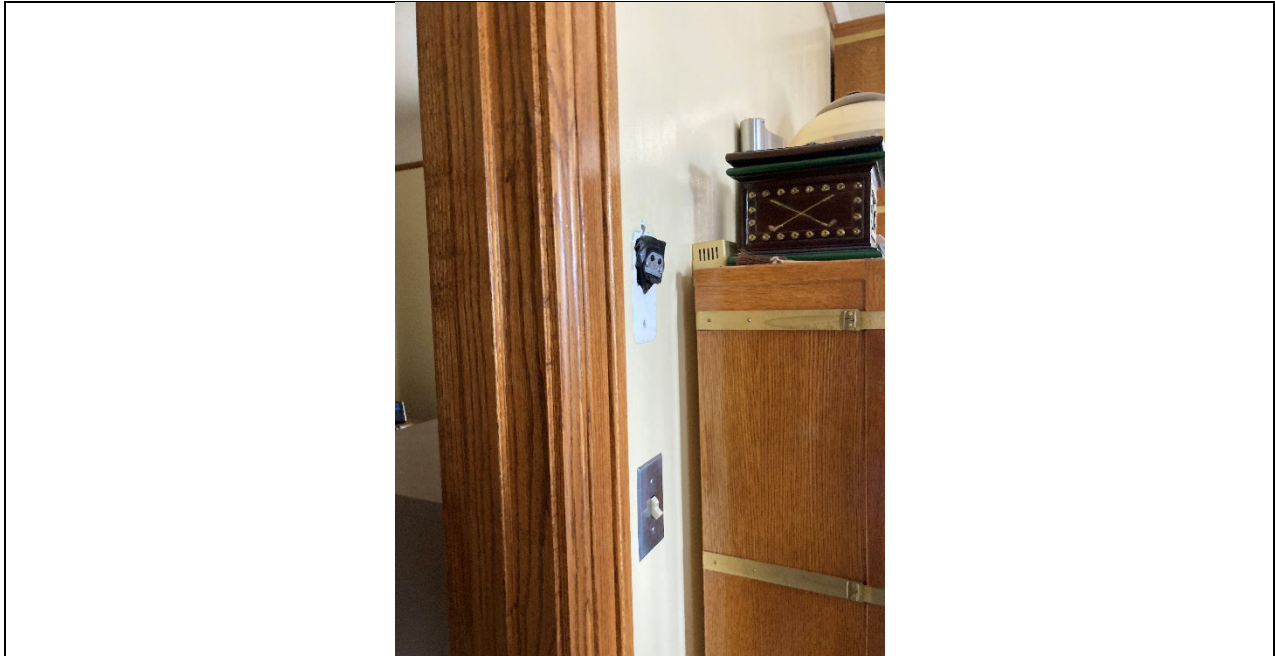
Water damage in courthouse due to line breaks



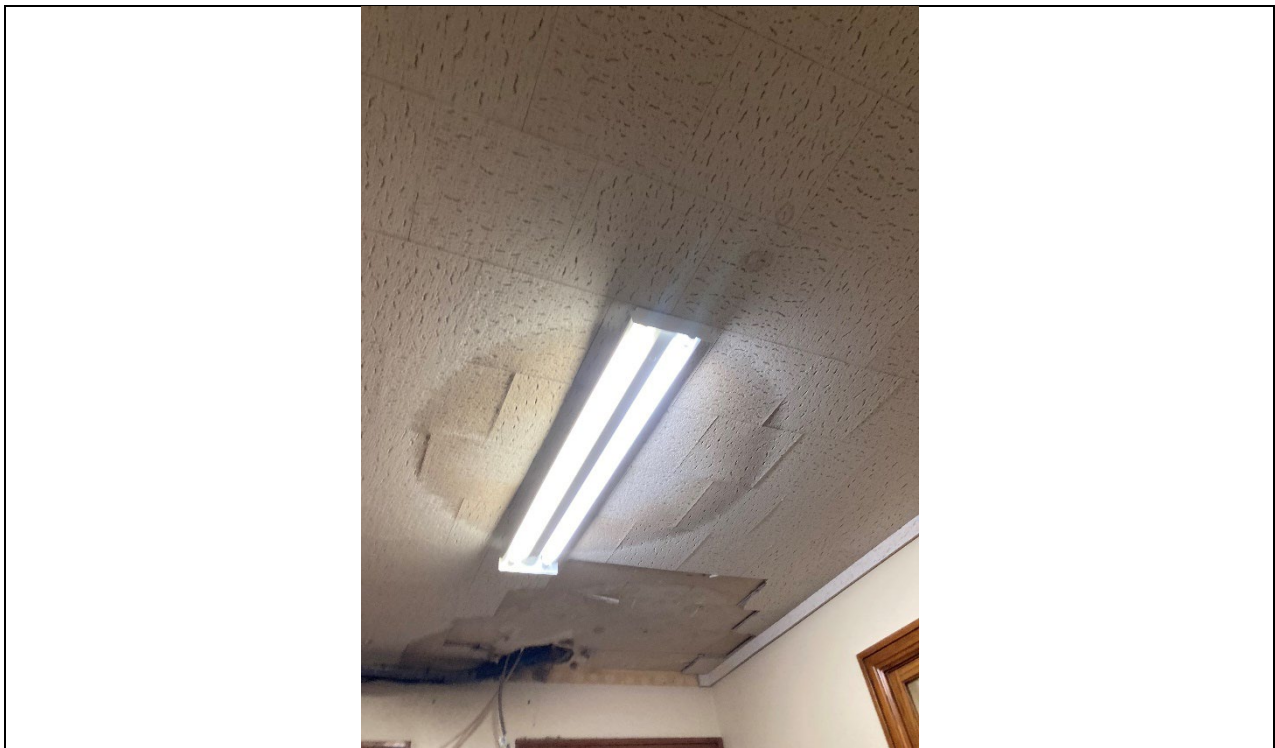
Water damage in courthouse due to line breaks

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Electrical issues in courthouse due to water line breaks (County Atty/Judge Office)

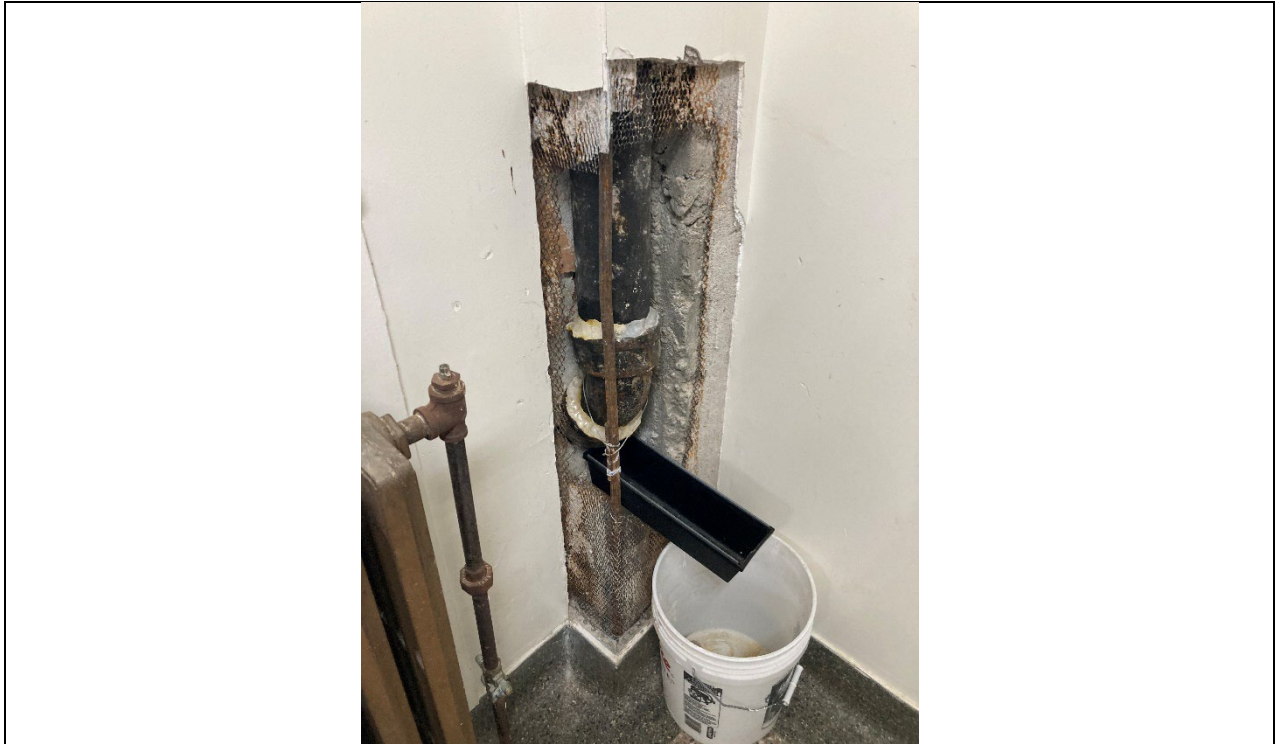


Damage in courthouse due to water line breaks (County Atty/Judge Office)



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Water damage in courthouse due to water line breaks (basement)



Water damage in courthouse due to water line breaks (basement)

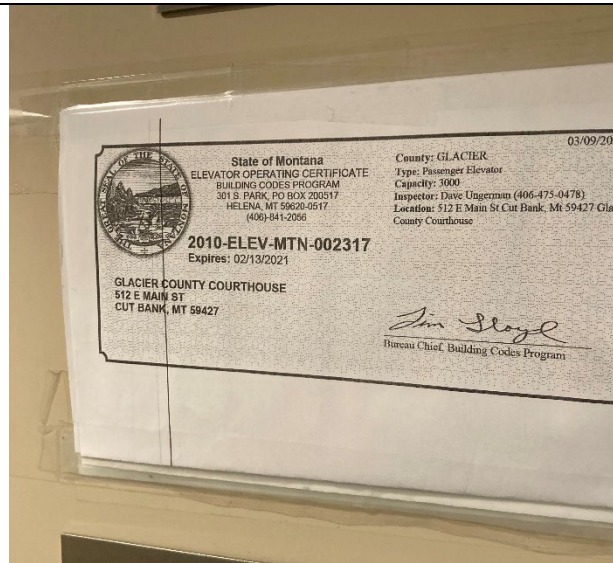


## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
 Location: Glacier County, Montana



Water damage in courthouse due to water line breaks (basement)



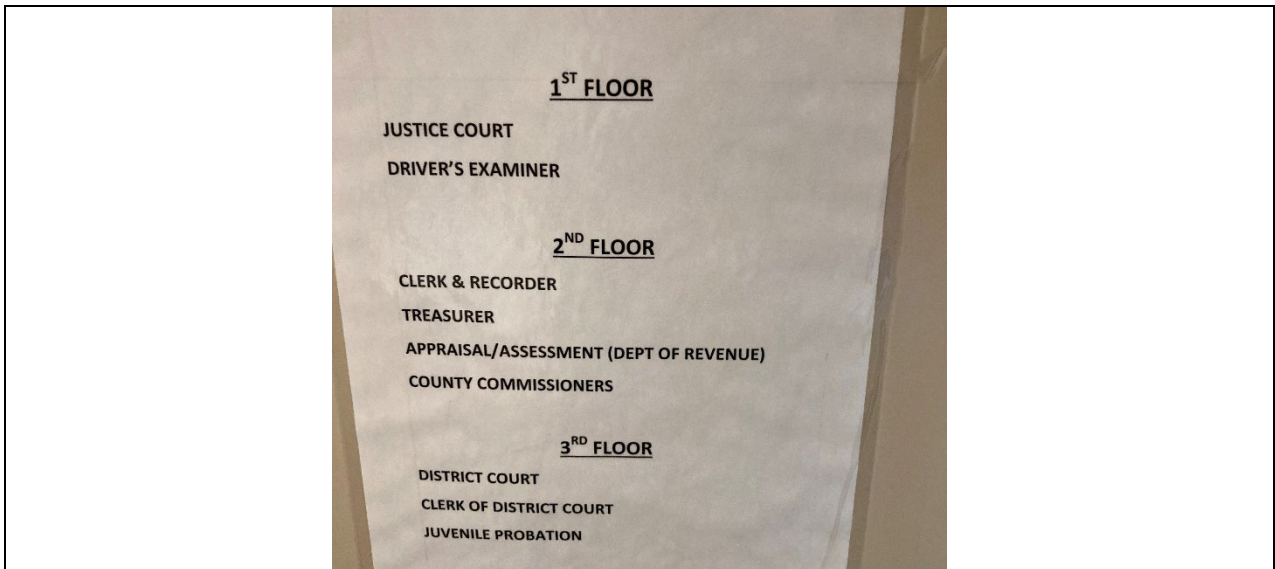
Courthouse elevator certificate

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
 Location: Glacier County, Montana



Courthouse elevator



Courthouse elevator



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Courthouse entrance



Courthouse entrance concrete condition



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Courthouse entrance concrete cracking



Courthouse entrance handicapped access in rear of building



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Courthouse entrance concrete condition and stairs



Courthouse entrance – sidewalk around to accessible entrance



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Courthouse entrance stairs - settlement



Courthouse entrance – sidewalk around to accessible entrance



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
 Location: Glacier County, Montana



Sidewalk around to accessible entrance – drainage across sidewalk



Courthouse entrance – ramp to accessible entrance

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Courthouse accessible entrance



Sidewalk cracking and settlement



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Entrance to Satellite Office



Entrance to Satellite Office

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Satellite Office – sidewalk and potential accessible entrance (looking North)



Satellite Office – sidewalk looking South



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Building to rear of Satellite office



Satellite Office parking area

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Front of Satellite Office



Satellite Office – condition of current driving surface



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Satellite Office – West side of building



Satellite Office – West side of building and out building

## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Satellite Office – out building



Satellite Office – storage building and out building



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Satellite Office – drainage path along west side of building



Satellite Office – north side of building



## PHOTOGRAPHIC INSPECTION INFO

Project Name: Glacier County 2023-2027 CCIP  
Location: Glacier County, Montana



Satellite Office – AC units



Satellite Office – storage building and out building



## Appendix C: Glacier County Budget



An Employee-Owned Company

851 BRIDGER DR., STE 1  
BOZEMAN, MT 59715  
(406) 522-8594





# **Glacier County Montana**

512 East Main Street  
Cut Bank, Montana 59427-3016

## **Approved Budget**

Fiscal Year 2023-2024  
July 1, 2023 through June 30, 2024



**GLACIER COUNTY, MONTANA**  
**FY 2023-2024 APPROVED BUDGET DOCUMENT**  
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## GENERAL STATISTICAL INFORMATION

### Glacier County

COUNTY SEAT	CUT BANK
YEAR ORGANIZED	1919
REGISTERED VOTERS	7580
AREA (SQ. MILES)	2962.87
COURTHOUSE ELEVATION	3800 FT
INCORPORATED CITIES	1
INCORPORATED TOWNS	0
POPULATION OF COUNTY	13,681
FORM OF GOVERNMENT	COMMISSION
NUMBER OF EMPLOYEES (ELECTED)	8
NUMBER OF EMPLOYEES (NON-ELECTED)	VARIES

## GLACIER COUNTY

OFFICE	NAME OF COUNTY OFFICIAL/OFFICERS	DATE TERM EXPIRES
Commissioner (Chair)	Mary Jo Bremner	12/31/2026
Commissioner	Vernon "Napi" Billedeaux	12/31/2028
Commissioner	John B. Overcast	12/31/2024
Attorney	Terryl Matt	12/31/2026
Clerk and Recorder	Mandi Bird Kennerly	12/31/2023
Clerk of District Court	Twila Pyette	12/31/2023
Coroner	Maurice Redhorn II	12/31/2026
Justice of Peace	Carolyn Berkram	12/31/2026
Public Administrator	VACANT	12/31/2026
School Superintendent	Mandi Bird Kennerly	12/31/2026
Sheriff	Maurice Redhorn II	12/31/2026
Treasurer	Don Wilson	12/31/2026



**COUNTY OF GLACIER**

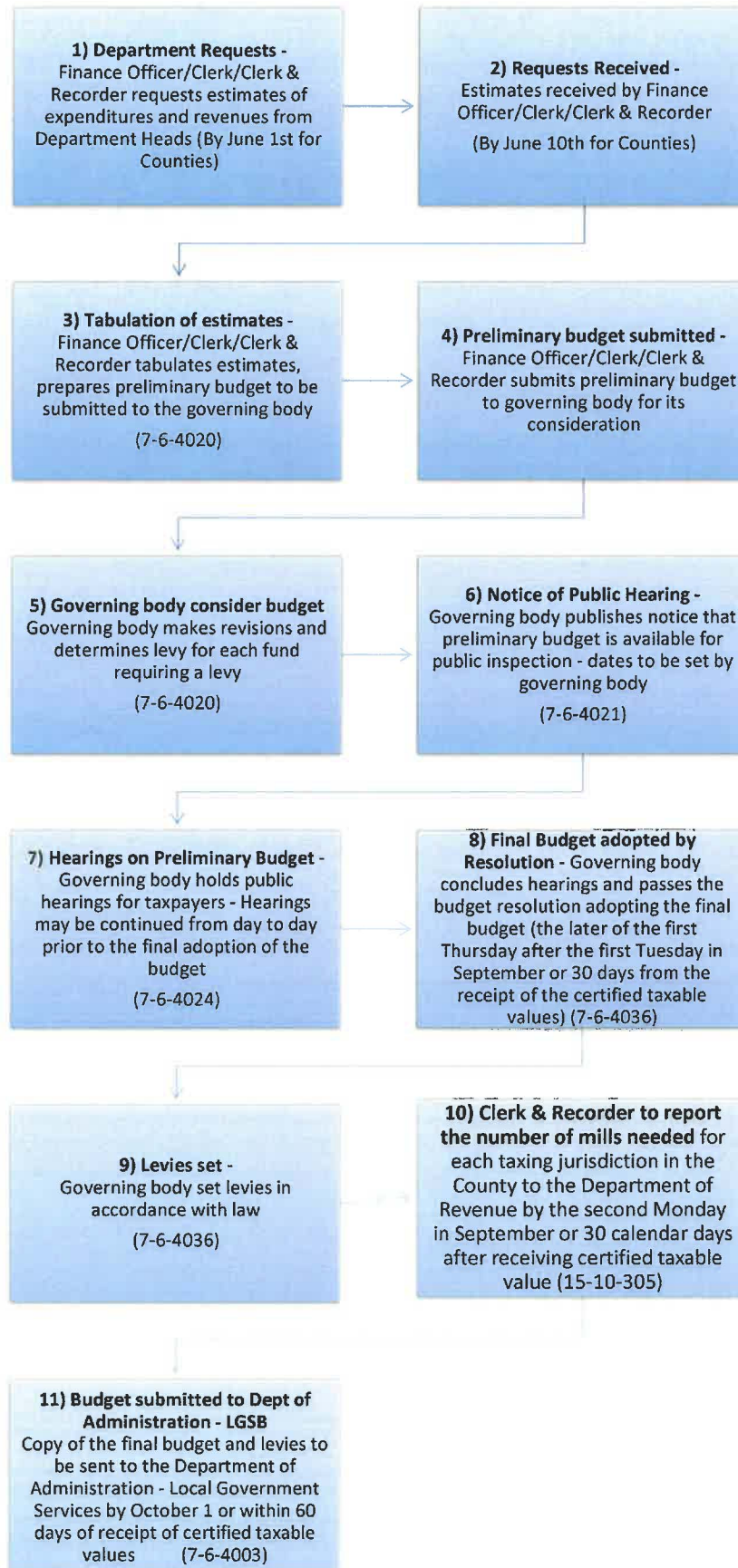
**SCHEDULE OF PERSONNEL LEVELS**  
**OPERATING FUNDS**  
**ELECTIVE AND NON-ELECTIVE EMPLOYEES**

<b>FUND</b>	<b>FY2021 PERMANENT FULL-TIME EMPLOYEES</b>	<b>FY2022 PERMANENT FULL-TIME EMPLOYEES</b>	<b>FY2023 PERMANENT FULL-TIME EMPLOYEES</b>	<b>CURRENT FY PERMANENT FULL-TIME EMPLOYEES</b>
General	31	21	18	23
Road	12	10	11	11
Weed	1	1	0	1
District Court	3	1	2	2
Library	1	1	1	2
City/County Health	2	3	3	2
Extension	1	0	0	0
Ambulance	11	1	0	0
Museum	2	1	1	1
Public Safety	25	23	23	20
WIC	0.5	1	0	1
<b>Total County Employees</b>	89.5	63	59	63

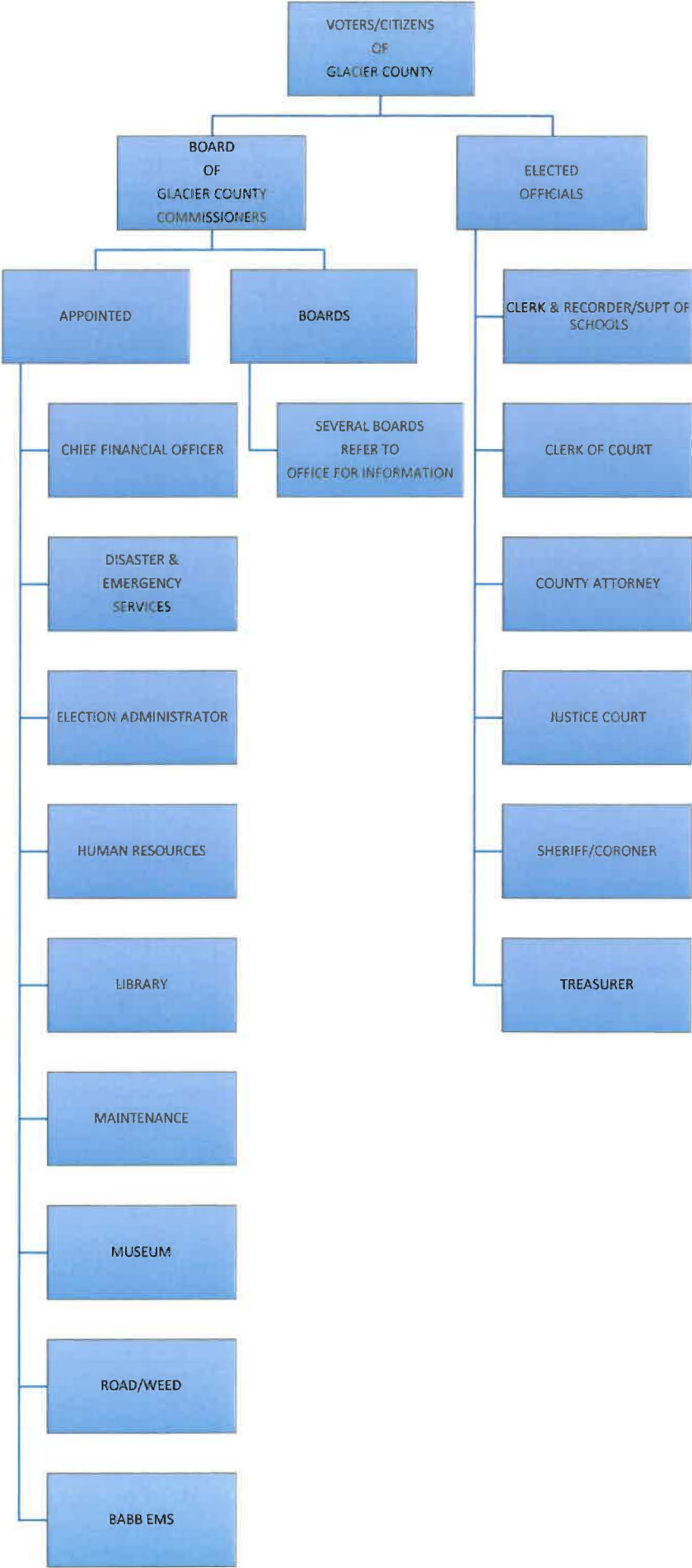
Note: Do not include any employee who is not employed directly by the entity.

# Local Government Budget Calendar

Local Budget Act: Title 7, Chapter 6, Part 40 MCA



# Glacier County Organizational Chart FY2023-2024





## BUDGET CERTIFICATION

**THIS IS TO CERTIFY** that the Annual Budget for Fiscal 2024, was prepared according to law and adopted by the Board of County Commissioners, on September 5, 2023; and that all financial data and other information set forth herein are complete and correct to the best of my knowledge and belief.

Signed Mary Jo Bremner Date 9-5-2023  
Board Chair

**County of Glacier, Montana**

**GLACIER COUNTY RESOLUTION  
FY2023-2024 APPROVE AND ADOPT BUDGET  
RESOLUTION NO. 2023-15**

WHEREAS. Montana Code Annotated (MCA), 7-6-4024, requires that the Board of County Commissioners, Glacier County, Montana, approve and adopt by resolution the final budget by the later of the first Thursday after the first Tuesday in September or within 30 days of receiving certified taxable valuations from the Department of Revenue, and,

WHEREAS, the notice of public hearing on the preliminary budget was published in accordance with 7-1-2121, MCA and said budget was made available for public inspection, and,

WHEREAS, pursuant to 7-6-4024, MCA, the Board of County Commissioners, held a public hearing to answer questions and provide for public comment on said budget, and,

WHEREAS, all statements presented for or against said budget have been heard and duly considered before the presentation of this Resolution and its final adoption.

WHEREAS, pursuant to 7-6-4012, MCA, the Board of County Commissioners, may authorize adjustments to appropriations funded by fees throughout the budget period, and,

WHEREAS, pursuant to 7-6-4031, MCA, only officials specifically designated by the Board of County Commissioners may transfer appropriations between items within the same fund, and,

NOW, THEREFORE BE IT RESOLVED, that the Glacier County Board of Commissioners approve and adopt the final budget for the fiscal year beginning the 1<sup>st</sup> day of July, 2023 and ending the 30<sup>th</sup> day of June, 2024.

ADOPTED this 5th day of September, 2023.

ATTEST:

BOARD OF GLACIER COUNTY  
COMMISSIONERS:

  
Mandi Bird Kennerly, Clerk & Recorder

"absent"  
Mary Jo Brémner, Chair

  
Vernon "Napi" Billedeaux, Vice-Chair

  
John B. Overcast, Member

**GLACIER COUNTY RESOLUTION**  
**FY2023-2024 PUBLIC SAFETY - SHERIFF'S RETIREMENT SYSTEM**  
**CONTRIBUTION PERMISSIVE LEVY**  
**RESOLUTION NO. 2023-14**

WHEREAS, the Board of County Commissioners, Glacier County, Montana, met in a public hearing on Tuesday, September 5, 2023 to explain the proposed permissive levy allowed under MCA 19-7-404 to pay for the 3% increase in employer contributions to the Sheriff's Retirement System (SRS), and to take public comment on such proposed levy;

NOW THEREFORE, BE IT RESOLVED, that the Glacier County Board of Commissioners approve the permissive levy of .87 mills to be levied in fiscal year 2023-2024 in order to provide Glacier County with the necessary means to pay for such increase.

ADOPTED this 5th day of September, 2023.

ATTEST:

  
Mandi Bird Kennerly, Clerk & Recorder

BOARD OF GLACIER COUNTY  
COMMISSIONERS:

"absent"  
Mary Jo Bremner, Chair

  
Vernon "Napi" Billedeaux, Vice-Chair

  
John B. Overcast, Member



**GLACIER COUNTY RESOLUTION  
FY2023-2024 PERMISSIVE GROUP BENEFITS LEVY  
RESOLUTION NO. 2023-13**

WHEREAS, the Board of County Commissioners, Glacier County, Montana, met in a public hearing on Tuesday, September 5, 2023 at 9:00 a.m. to explain the proposed permissive levy allowed under MCA 2-9-212 to pay for the increase in employer contributions for group benefits, and to take public comment on such proposed levy;

NOW THEREFORE, BE IT RESOLVED, that the Glacier County Board of Commissioners approve the permissive group benefits levy of 2.20 mills to be levied in fiscal year 2023-2024 in order to provide Glacier County with the necessary means to offer group benefits.

ADOPTED this 5th day of September, 2023.

ATTEST:

  
Mandi Bird Kennerly, Clerk & Recorder

**BOARD OF GLACIER COUNTY  
COMMISSIONERS:**

"absent"  
Mary Jo Bremner, Chair

Vernon Billedeaux  
Vernon "Napi" Billedeaux, Vice-Chair

John B. Overcast  
John B. Overcast, Member



## 2023 Certified Taxable Valuation Information

(15-10-202, MCA)

Glacier County

COUNTY LEVIES

Certified values are now available online at [property.mt.gov/cov](https://property.mt.gov/cov)

1. 2023 Total Market Value <sup>1</sup> .....	\$	1,068,197,518
2. 2023 Total Taxable Value <sup>2</sup> .....	\$	32,780,560
3. 2023 Taxable Value of Newly Taxable Property.....	\$	1,342,889
4. 2023 Taxable Value less Incremental Taxable Value <sup>3</sup> .....	\$	32,780,560
5. 2023 Taxable Value of Net and Gross Proceeds <sup>4</sup> (Class 1 and Class 2).....	\$	-

6. TIF Districts

Tax Increment District Name	Current Taxable Value <sup>2</sup>	Base Taxable Value	Incremental Value

Total Incremental Value \$ -

Preparer Carol Neal

Date 8/7/2023

<sup>1</sup>Market value does not include class 1 and class 2 value

<sup>2</sup>Taxable value is calculated after abatements have been applied

<sup>3</sup>This value is the taxable value less total incremental value of all tax increment financing districts

<sup>4</sup>The taxable value of class 1 and class 2 is included in the taxable value totals

### For Information Purposes Only

2023 taxable value of centrally assessed property having a market value of \$1 million or more, which has transferred to a different ownership in compliance with 15-10-202(2), MCA.

I. Value Included in "newly taxable" property	\$	-
II. Total value exclusive of "newly taxable" property	\$	634,098

### Note

Special district resolutions must be delivered to the department by the first Thursday after the first Tuesday in September, 09/07/2023, or within 30 calendar days after the date on this form 7-11-1025(8), MCA.

The county clerk and recorder must provide mill levies for each taxing jurisdiction to the department by the second Monday in September, 09/11/2023, or within 30 calendar days after the date on this form 15-10-305(1)(a), MCA.



## 2023 Certified Taxable Valuation Information

(15-10-202, MCA)

Glacier County

ROAD FUND (COUNTY)

Certified values are now available online at [property.mt.gov/cov](https://property.mt.gov/cov)

1. 2023 Total Market Value <sup>1</sup> .....	\$	807,974,360
2. 2023 Total Taxable Value <sup>2</sup> .....	\$	28,653,788
3. 2023 Taxable Value of Newly Taxable Property.....	\$	1,318,167
4. 2023 Taxable Value less Incremental Taxable Value <sup>3</sup> .....	\$	28,653,788
5. 2023 Taxable Value of Net and Gross Proceeds <sup>4</sup> (Class 1 and Class 2).....	\$	-

### 6. TIF Districts

Tax Increment District Name	Current Taxable Value <sup>2</sup>	Base Taxable Value	Incremental Value

Total Incremental Value \$ -

Preparer Carol Neal

Date 8/7/2023

<sup>1</sup>Market value does not include class 1 and class 2 value

<sup>2</sup>Taxable value is calculated after abatements have been applied

<sup>3</sup>This value is the taxable value less total incremental value of all tax increment financing districts

<sup>4</sup>The taxable value of class 1 and class 2 is included in the taxable value totals

### For Information Purposes Only

2023 taxable value of centrally assessed property having a market value of \$1 million or more, which has transferred to a different ownership in compliance with 15-10-202(2), MCA.

I. Value Included in "newly taxable" property	\$	-
II. Total value exclusive of "newly taxable" property	\$	634,098

### Note

Special district resolutions must be delivered to the department by the first Thursday after the first Tuesday in September, 09/07/2023, or within 30 calendar days after the date on this form 7-11-1025(8), MCA.

The county clerk and recorder must provide mill levies for each taxing jurisdiction to the department by the second Monday in September, 09/11/2023, or within 30 calendar days after the date on this form 15-10-305(1)(a), MCA.



# Determination of Tax Revenue and Mill Levy Limitations

Section 15-10-420, MCA

GLACIER COUNTY

FYE June 30, 2024

COUNTY LEVIES

Reference Line		Enter amounts in yellow cells	Auto-Calculation (If completing manually enter amounts as instructed)
(1)	Enter Ad valorem tax revenue <u>ACTUALLY assessed in the prior year</u> (from Prior Year's form Line 17)	\$ 5,424,045	\$ 5,424,045
(2)	Add: Current year inflation adjustment @ 2.46%		\$ 133,432
(3)	Subtract: Ad valorem tax revenue <u>ACTUALLY assessed in the prior year</u> for Class 1 and 2 property, (net and gross proceeds) (from Prior Year's form Line 20)- (enter as negative)	\$ -	\$ -
(4)	Adjusted ad valorem tax revenue		\$ 5,557,477
= (1) + (2) + (3)			
	<u>ENTERING TAXABLE VALUES</u>		
(5)	Enter 'Total Taxable Value' - from Department of Revenue <i>Certified Taxable Valuation Information</i> form, line # 2	\$ 32,780,560	\$ 32,780,560
(6)	Subtract: 'Total Incremental Value' of all tax increment financing districts (TIF Districts) - from Department of Revenue <i>Certified Taxable Valuation Information</i> form, line # 6 (enter as negative)		\$ -
(7)	Taxable value per mill (after adjustment for removal of TIF per mill incremental district value)		\$ 32,780,560
= (5) + (6)			
(8)	Subtract: 'Total Value of Newly Taxable Property' - from Department of Revenue <i>Certified Taxable Valuation Information</i> form, line # 3 (enter as negative)	\$ (1,342,889)	\$ (1,342,889)
(9)	Subtract: 'Taxable Value of Net and Gross Proceeds, (Class 1 & 2 properties)' - from Department of Revenue <i>Certified Taxable Valuation Information</i> form, line # 5 (enter as negative)	\$ -	\$ -
(10)	Adjusted Taxable value per mill		\$ 31,437,671
= (7) + (8) + (9)			
(11)	CURRENT YEAR calculated mill levy		176.78
= (4) / (10)			
(12)	CURRENT YEAR calculated ad valorem tax revenue		\$ 5,794,947
= (7) x (11)			
	<u>CURRENT YEAR AUTHORIZED LEVY/ASSESSMENT</u>		
(13)	Enter total number of carry forward mills from prior year (from Prior Year's form Line 22)	0.00	0.00
(14)	Total current year authorized mill levy, including Prior Years' carry forward mills		176.78
= (11) + (13)			
(15)	Total current year authorized ad valorem tax revenue assessment		\$ 5,794,947
= (7) x (14)			
	<u>CURRENT YEAR ACTUALLY LEVIED/ASSESSED</u>		
(16)	Enter number of mills actually levied in current year (Number should equal total <u>non-voted</u> mills, which includes the number of carry forward mills, actually imposed per the final approved current year budget document. <u>Do Not</u> include voted or permissive mills imposed in the current year.)	176.78	176.78
(17)	Total ad valorem tax revenue actually assessed in current year		\$ 5,794,947
= (7) x (16)			
	<u>RECAPITULATION OF ACTUAL:</u>		
(18)	Ad valorem tax revenue actually assessed		\$ 5,557,551
= (10) x (16)			
(19)	Ad valorem tax revenue actually assessed for newly taxable property		\$ 237,396
(20)	Ad valorem tax revenue actually assessed for Class 1 & 2 properties (net-gross proceeds)		\$ -
(21)	Total ad valorem tax revenue actually assessed in current year		\$ 5,794,947
= (18) + (19) + (20)			
(22)	Total carry forward mills that may be levied in a subsequent year (Number should be equal to or greater than zero. A (negative) number indicates an over levy.)		0.00
= (14) - (16)			

# Determination of Tax Revenue and Mill Levy Limitations

Section 15-10-420, MCA

GLACIER COUNTY

FYE June 30, 2024

ROAD FUND

Reference Line		Enter amounts in yellow cells	Auto-Calculation (if completing manually enter amounts as instructed)
(1)	Enter Ad valorem tax revenue <u>ACTUALLY</u> assessed in the prior year (from Prior Year's form Line 17)	\$ 1,676,811	\$ 1,676,811
(2)	Add: Current year inflation adjustment @ 2.46%		\$ 41,250
(3)	Subtract: Ad valorem tax revenue <u>ACTUALLY</u> assessed in the prior year for Class 1 and 2 property, (net and gross proceeds) (from Prior Year's form Line 20)- (enter as negative)	\$ -	\$ -
(4)	Adjusted ad valorem tax revenue		\$ 1,718,061
= (1) + (2) + (3)			
	<u>ENTERING TAXABLE VALUES</u>		
(5)	Enter 'Total Taxable Value' - from Department of Revenue <i>Certified Taxable Valuation Information</i> form, line # 2	\$ 28,653,788	\$ 28,653,788
(6)	Subtract: 'Total Incremental Value' of all tax increment financing districts (TIF Districts) - from Department of Revenue <i>Certified Taxable Valuation Information</i> form, line # 6 (enter as negative)	\$ -	\$ -
(7)	Taxable value per mill (after adjustment for removal of TIF per mill incremental district value)		\$ 28,653,788
= (5) + (6)			
(8)	Subtract: 'Total Value of Newly Taxable Property' - from Department of Revenue <i>Certified Taxable Valuation Information</i> form, line # 3 (enter as negative)	\$ (1,318,167)	\$ (1,318,167)
(9)	Subtract: 'Taxable Value of Net and Gross Proceeds, (Class 1 & 2 properties)' - from Department of Revenue <i>Certified Taxable Valuation Information</i> form, line # 5 (enter as negative)	\$ -	\$ -
(10)	Adjusted Taxable value per mill		\$ 27,335,621
= (7) + (8) + (9)			
(11)	CURRENT YEAR calculated mill levy		62.85
= (4) / (10)			
(12)	CURRENT YEAR calculated ad valorem tax revenue		\$ 1,800,891
= (7) x (11)			
	<u>CURRENT YEAR AUTHORIZED LEVY/ASSESSMENT</u>		
(13)	Enter total number of carry forward mills from prior year (from Prior Year's form Line 22)	0.00	0.00
(14)	Total current year authorized mill levy, including Prior Years' carry forward mills		62.85
= (11) + (13)			
(15)	Total current year authorized ad valorem tax revenue assessment		\$ 1,800,891
= (7) x (14)			
	<u>CURRENT YEAR ACTUALLY LEVIED/ASSESSED</u>		
(16)	Enter number of mills actually levied in current year (Number should equal total <u>non-voted</u> mills, which includes the number of carry forward mills, actually imposed per the final approved current year budget document. <u>Do Not</u> include voted or permissive mills imposed in the current year.)	62.85	62.85
(17)	Total ad valorem tax revenue actually assessed in current year		\$ 1,800,891
= (7) x (16)			
	<u>RECAPITULATION OF ACTUAL:</u>		
(18)	Ad valorem tax revenue actually assessed		\$ 1,718,044
= (10) x (16)			
(19)	Ad valorem tax revenue actually assessed for newly taxable property		\$ 82,847
(20)	Ad valorem tax revenue actually assessed for Class 1 & 2 properties (net-gross proceeds)		\$ -
(21)	Total ad valorem tax revenue actually assessed in current year		\$ 1,800,891
= (18) + (19) + (20)			
(22)	Total carry forward mills that may be levied in a subsequent year (Number should be equal to or greater than zero. A (negative) number indicates an over levy.)		0.00
= (14) - (16)			

Glacier County  
 SRS employer contribution permissive levy per 19-7-404 (2)(b)MCA  
 For fiscal year ending June 30, 2024

Pubic Safety fund #2300						Budgeted wages applicable to SRS employer contributions
2300	PUBLIC SAFETY (LAW ENFORCEMENT)(Billedeaux)	420100	LAW ENF. SERV (Billedeaux)	100	PERSONAL SERVICES	700,000.00
2300	PUBLIC SAFETY (LAW ENFORCEMENT)(Billedeaux)	420200	DETENT & CORREC (Billedeaux)	100	PERSONAL SERVICES	245,401.71
Total:						945,401.71
						3%
						28,362.05
FY22 value per mill:						32,780.56
# of permissve mills:						0.87



# Determination of Permissive Levy for Group Benefits

Section 15-10-420(9), MCA

FYE June 30, 2024

GLACIER COUNTY

Step A: Input in Yellow Cells		Fiscal Year	<u>Actual</u> Annual Employer Contribution for Group Benefits in BASE Year  <u>Line #2</u> : Budgeting For = Total <u>Budgeted</u> Annual Employer Contribution For Group Benefits	Average Monthly Employer Contribution per Employee	Actual # of Employees the Local Government Made Employer Contributions to Group Benefits on July 1st
(1)	BASE Year	2019	\$889,801.15	\$756.63	98
(2)	Budgeting For	2024	\$707,725.20	\$842.53	70
(3)	Increase from BASE Year (Decreases will be reported as zero)			\$85.90	(28)

Step B:		Fiscal Year	2024
		2023	Certified Taxable Valuation
(4)	Taxable Value less Incremental Taxable Value of General Fund	\$32,780,560.00	

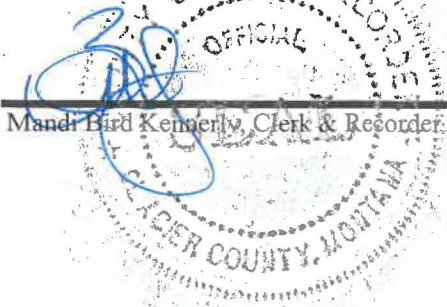
Step C:		(5) BASE Contribution	(6) Increase in Employer Contribution from BASE Year
Calculation of:			
(5) BASE Contribution			
(6) Increase in Employer Contribution from BASE Year			
		\$635,572.25	\$72,152.95

Step D: Must be deposited into Fund 2372		Fund #2372 Permissive Medical Levy			
Transition clause per L2009 SB 491, Section 4, has expired.		Fiscal Year	Fund 2372 Permissive Levy # of Mills Allowed to Levy (Not Subject to 15-10-420)	Value Per Mill	Fund 2372 Total Generated Tax Revenue
(7)	Choice #1 PER sec. 4, Ch 412, L.2009 - (1)(b)	2024	2.20	\$32,780.56	\$72,152.95


**GLACIER COUNTY MILL LEVIES  
2023-2024**

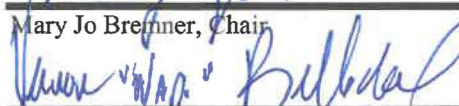
<u>FUND</u>	<u>DESCRIPTION</u>	<u>MILLS</u>	<u>FUND</u>	<u>DESCRIPTION</u>	<u>MILLS</u>
<b><u>COUNTY WIDE NON-VOTED LEVIES</u></b>			<b><u>MUNICIPAL LEVIES</u></b>		
1000	GENERAL FUND	118.50	7850	CITY OF CUT BANK	211.14
2140	WEED DEPT	1.29	7850	CITY OF CB - PERM MEDICAL LEVY	27.19
2180	DISTRICT COURT	9.06	7864	CITY OF CB - PARK MAINTENANCE	14.76
2220	LIBRARY	6.07	7858	CITY OF CB - VOTED LAW ENFORCEMENT LEVY	29.52
2250	CITY-COUNTY PLANNING	0.45	<b>TOTAL CITY OF CUT BANK:</b>		<b>282.61</b>
2260	EMERGENCY DISASTER	2.11	<b><u>STATE LEVIES</u></b>		
2280	SENIOR CITIZENS	1.33	7521	UNIVERSITY MILLS	6.00
2282	AGING SERV-TRANSPORTATION	1.72	7527	STATE EQUALIZATION	40.00
2300	PUBLIC SAFETY	28.89	7529	ELEMENATRY EQUALIZATION	33.00
2341	Cut Bank VFD	1.33	7531	HIGH SCHOOL EQUALIZATION	22.00
2342	DelBonita VFD	1.39	<b>TOTAL STATE LEVIES:</b>		<b>101.00</b>
2343	East Glacier VFD	0.65	<b><u>COUNTY WIDE SCHOOL LEVIES</u></b>		
2344	Babb-St. Mary VFD	0.58	7840	ELEMENTARY RETIREMENT	32.83
2360	MUSEUM	2.41	7830	HIGH SCHOOL RETIREMENT	14.74
2382	SEARCH/RESCUE	0.00	7820	COUNTY-WIDE TRANSPORTATION	7.15
2410	EG PARK LIGHTS	0.21	<b>TOTAL COUNTY WIDE SCHOOL LEVIES:</b>		<b>54.72</b>
2863	GLACIER COUNTY TRANSIT	0.79	<b><u>DISTRICT SCHOOL LEVIES</u></b>		
<b>TOTAL</b>		<b>176.78</b>	7700/770 SD#9		332.28
2110	ROAD	62.85	7700/770 SD#15		158.87
<b>TOTAL COUNTY NON-VOTED LEVIES:</b>		<b>239.63</b>	7700 SD#50		233.77
<b><u>COUNTY VOTED/PERMISSIVE LEVIES</u></b>			7700 SD#64		93.08
2300	PUBLIC SAFETY - SRS	0.87	<b>TOTAL DISTRICT SCHOOL LEVIES:</b>		<b>818.00</b>
2320	STUDY COMMISSION	0.00	<b>TOTAL LEVIES: 1536.79</b>		
2372	PERMISSIVE MEDICAL LEVY	2.20			
3050	GO BOND DEBT SVC	9.96			
7260	AIRPORT COMMISSION	2.00			
7901	HOSPITAL/NRMC FUND	9.16			
<b>TOTAL VOTED/PERMISSIVE LEVIES:</b>		<b>24.19</b>			
<b>TOTAL COUNTY LEVIES</b>		<b>263.82</b>			
<b><u>SPECIAL DISTRICT LEVIES</u></b>					
7301	CROWN HILL CEMETERY	7.36			
7302	WEST END CEMETERY	7.55			
7310	CONSERVATION DISTRICT	1.46			
7310	CONSERVATIONS DIST - PERM LEVY	0.27			
<b>TOTAL SPECIAL DISTRICT LEVIES:</b>		<b>16.64</b>			

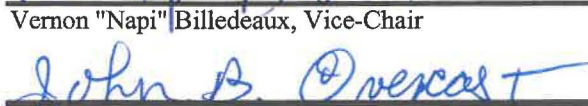
ATTEST:

  
Mandi Bird Kennedy, Clerk & Recorder

COMMISSIONERS:

  
Mary Jo Bremner, Chair

  
Vernon "Napi" Billedeaux, Vice-Chair

  
John B. Overcast, Member

**COUNTY OF GLACIER**  
**Taxable Valuation/Mill Levy**  
**Ten-Year History and Analysis**

NOTE: The analysis below includes only entity-wide levies subject to the limitations of Section 15-10-420, MCA

If applicable, a separate analysis is provided for levies subject to the limitations of Section 15-10-420, MCA that are authorized and actually imposed using a different taxable valuation.

Analyses contained in this report do not include voted or permissive levies. Voted and/or permissive mills levied in the current year are listed below.

FISCAL YEAR	ENTITY-WIDE TAXABLE VALUATION	%INCREASE (DECREASE) FROM PREVIOUS YEAR	TOTAL CURRENT YEAR AUTHORIZED MILL LEVY (Includes Prior Year Carry Forward Mills)	CURRENT YEAR ACTUAL MILL LEVY	CARRY FORWARD MILLS AVAILABLE (May be levied in a subsequent year)
			FY's 2012-2013 through 2016-2017 enter number of mills from prior year budget - page 9. FY's 2017-2018 and forward enter number of mills from line (14) of the applicable Mill Levy Determination Form.	FY's 2012-2013 through 2016- 2017 enter number of mills from prior year budget - page 9. FY's 2017-2018 & forward enter number of mills from line (16) of the applicable Mill Levy Determination Form.	The Carry Forward in this column is <u>not cumulative</u> - the current fiscal year carry forward mills available are the full amount that may be levied in a subsequent year. These mills will be included in the next year's total authorized mill levy.
2014 - 2015	23,568,534		189.88	189.88	
2015 - 2016	26,450,773	12.23%	189.88	189.88	
2016 - 2017	26,740,449	1.10%	188.44	188.44	
2017 - 2018	26,885,376	0.54%	181.22	181.22	
2018 - 2019	26,291,728	-2.21%	182.80	182.80	0.00
2019 - 2020	28,652,823	8.98%	164.46	164.46	0.00
2020 - 2021	28,381,634	-0.95%	171.29	171.29	0.00
2021 - 2022	28,685,002	1.07%	175.53	175.53	0.00
2022 - 2023	29,251,173	1.97%	185.43	185.43	0.00
2023 - 2024	32,780,560	12.07%	176.78	176.78	0.00

**ROAD FUND**

FISCAL YEAR	TAXABLE VALUATION	%INCREASE (DECREASE) FROM PREVIOUS YEAR	TOTAL CURRENT YEAR AUTHORIZED MILL LEVY (Includes Prior Year Carry Forward Mills)	CURRENT YEAR ACTUAL MILL LEVY	CARRY FORWARD MILLS AVAILABLE (May be levied in a subsequent year)
2014 - 2015	21,061,902		51.54	51.54	
2015 - 2016	21,153,305	0.43%	52.36	52.36	
2016 - 2017	23,547,630	11.32%	52.58	52.58	
2017 - 2018	23,994,985	1.90%	54.30	54.30	
2018 - 2019	23,381,772	-2.56%	55.81	55.81	0.00
2019 - 2020	25,659,706	9.74%	56.30	56.30	0.00
2020 - 2021	25,398,674	-1.02%	58.85	58.85	0.00
2021 - 2022	25,662,550	1.04%	60.44	60.44	0.00
2022 - 2023	26,253,492	2.30%	63.87	63.87	0.00
2023 - 2024	28,653,788	9.14%	62.85	62.85	0.00

**Voted/Permissive mills levied in the current fiscal year:**

Description	Number of Mills levied
PERMISSIVE LEVY PUBLIC SAFETY - SRS	0.87
PERMISSIVE MEDICAL LEVY	2.2
GO BOND DEBT SERVICE	9.96
HOSPITAL/NRMC	9.16





## **Appendix D: Resolution to Adopt**

Appendix D



An Employee-Owned Company

851 BRIDGER DR., STE 1  
BOZEMAN, MT 59715  
(406) 522-8594

**GLACIER COUNTY RESOLUTION  
ADOPT THE 2024 GLACIER COUNTY COMPREHENSIVE CAPITAL  
IMPROVEMENTS PLAN  
RESOLUTION NO. 2023-18**

WHEREAS, Glacier County has prepared a Comprehensive Capital Improvements Plan (CCIP) for the County; AND,

WHEREAS, Glacier County did conduct public hearings for the CCIP on November 14 and 20, 2023; AND,

WHEREAS, comments received were considered by Glacier County and addressed in the final version of the document;

AND, WHEREAS, after considering the discussion from the public hearing and public comments received, it has been recommended to the Board of County Commissioners of Glacier County, Montana to adopt the Glacier County CCIP and to pursue the capital projects identified herein through funding opportunities that align with the project activities and goals.

NOW THEREFORE BE IT RESOLVED, by the Board of County Commissioners of Glacier County, Montana to pass a resolution to adopt the Glacier County CCIP, and to pursue the capital projects identified herein through funding opportunities that align with the project activities and goals.

PASSED, APPROVED AND ADOPTED at a regular and advertised meeting of the Board of County Commissioners.

SIGNED, DATED & EFFECTIVE this 22nd day of November 2023.

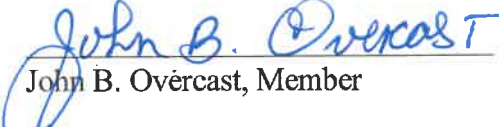
ATTEST:

  
Mandi Bird Kennerly, Clerk & Recorder

**BOARD OF GLACIER COUNTY  
COMMISSIONERS:**

  
Mary Jo Bremner, Chair

  
Vernon "Napi" Billedeaux, Vice-Chair

  
John B. Overcast, Member



PREPARED FOR:  
GLACIER COUNTY



An Employee-Owned Company

851 BRIDGER DR., STE 1  
BOZEMAN, MT 59715  
(406) 522-8594