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Fergus County

Comprehensive Capital Improvements Plan 2016-2021

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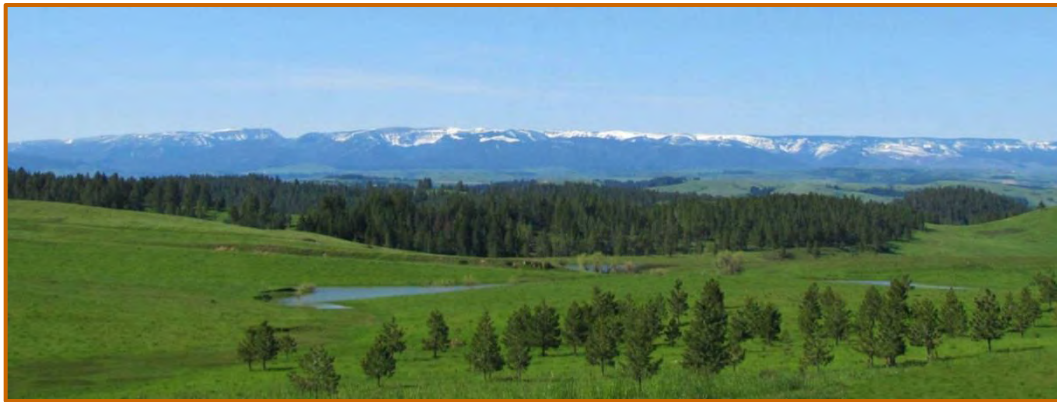
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I. Introduction

Fergus County is located in Central Montana, and is home to several small communities, in addition to the City of Lewistown. Like most counties in rural Montana, it faces continuing challenges in 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 in order to provide adequate service to the population of the county.

Fergus County has formulated a plan of action to provide for and meet the needs of its citizens. This document presents the Comprehensive Capital Improvements Plan for Fergus County, which will be utilized to assist the county leaders with project planning and financing, and determining the overall needs of their population.



II. Capital Improvement Planning

A Comprehensive Capital Improvements Plan (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.

This CCIP for Fergus County covers a minimum of a 5-year planning period from 2016 to 2021, and is a living document that will be updated annually. As county needs change to reflect community necessities and service requirements, environmental factors and County priorities, the CCIP will be updated to add new projects or reprioritize existing needs. As well as aiding the County with annual budgeting requirements, the CCIP is intended to provide tangible goals and objectives for the county to improve and replace public facilities before they are faced with severe degradation or catastrophic failure.

This CCIP was developed through a cooperative process managed by a team that included consultants from Stahly Engineering & Associates and Fergus County Commissioners. The team involved individual county department heads, other county personnel, and the public in their consideration of projects that are outlined in the final plan.

a. Objectives

Fergus County realizes the need for a planning tool that will provide direction to existing and future county officials. They have proposed the implementation of a CCIP in an effort to meet public works needs and demonstrate sound planning efforts to the local residents, as well as to funding agencies and bond underwriters. 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.

Fergus County has a draft Growth Policy expected to be completed in the near future. This CCIP will provide information that may be useful in that process. Linkage between the two documents will be encouraged and reference to adherence to the process set forth in this CCIP will be proposed for inclusion in the Growth Policy. The existing draft policy recognizes the need for a “strategy for the development, maintenance, and replacement of public infrastructure” as stated in Montana’s growth policy statute. By adopting a CCIP, the County fulfills several Growth Policy Goals and Objectives including:

GOAL I. Assist in the Development of Infrastructure to Support Future Development

Objective 1. Assist communities in upgrading or maintaining their basic transportation infrastructure.

Objective 2. Assist in meeting needs for water and wastewater treatment facilities.

GOAL II. Enhance the Economic Vitality of the Region by Expanding Our Economic Base

Objective 2. Meet the infrastructure needs for business recruitment and expansion.

GOAL IV. Create and Promote an Area-Wide Sense of Community with a Clear Understanding of the Interdependence of Health, Safety, Education, and Basic Human Needs with Economic Performance

Objective 5. Improve the standard of living by upgrading community services and their facilities.

The full text of the Goals and Objectives section of the Fergus County Growth Policy is included in Appendix A.

Fergus County is part of the Snowy Mountain Development Corporation, and participates in the Comprehensive Economic Development Strategy (CEDS) for the region that encompasses the County. That document is a tool to monitor and evaluate long-term economic goals and strategies to coordinate economic development activities. This CCIP considers capital improvements that lend to the economic development of Fergus County.

Primarily, the CCIP allows the county to maintain the safety and efficiency of existing capital facilities, as well as provide new facilities needed to accommodate population growth. The planning process of a CCIP 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 tax payers in a long-term, financially efficient manner.

In addition, the implementation of a CCIP encourages unity among county officials through a clearly defined scope of work, budget, and time frame. Adopting a CCIP permits the County to establish a Capital Improvement Fund in their budgeting process, which allows funds to be earmarked and carried forward from one year to the next in a formal budgeting process. With project needs identified in an overall county planning document, it is easier to anticipate financial needs in order to maximize available federal, state and private funding.

Finally, the CCIP provides a means of coordinating and consolidating the capital project requests of all the county departments, and focuses attention on the Fergus County goals and financial capability by considering not only what projects the county needs, but what it can afford.

b. Planning Area and Population Served

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 distribution and characteristics of population centers, is a basic indicator of the services that are needed to serve the residents of a region.

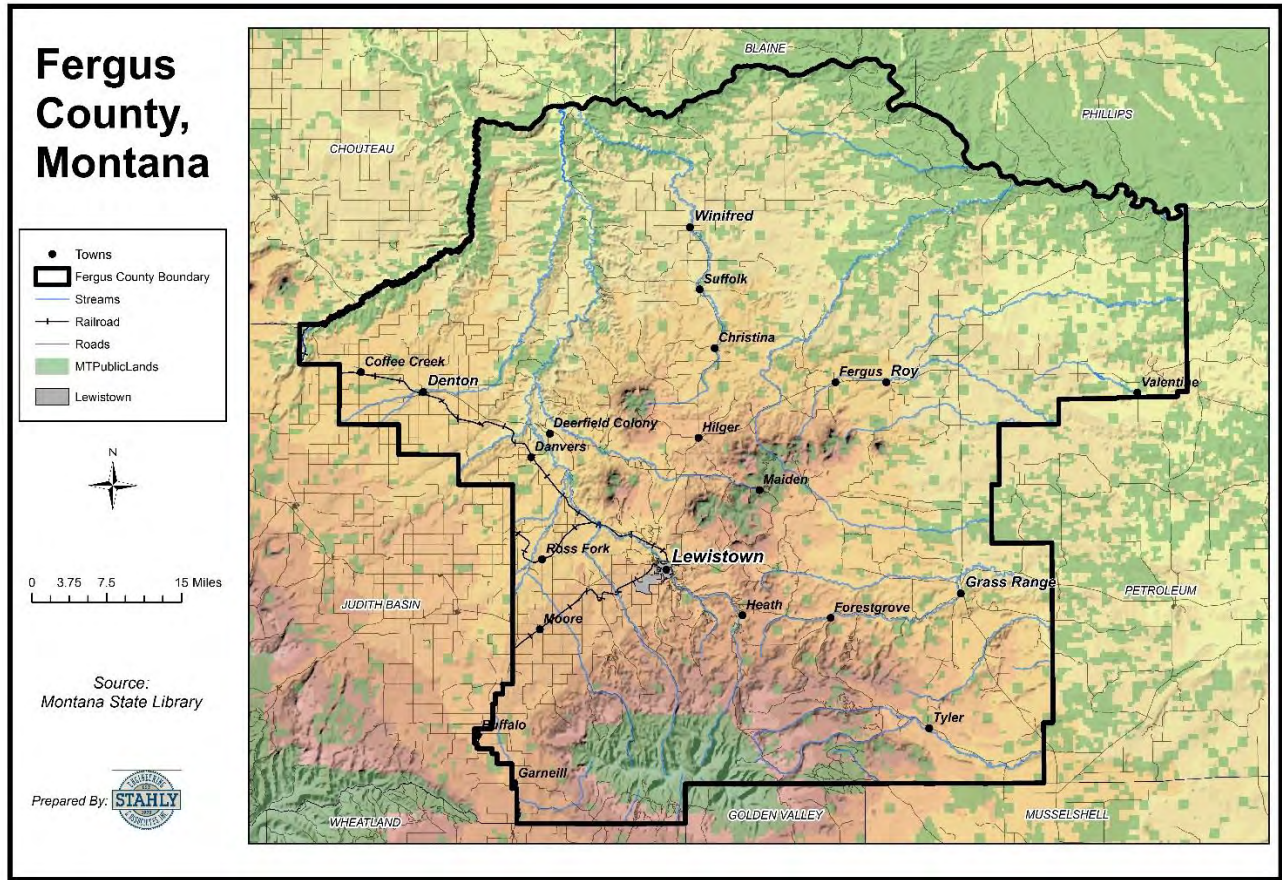
Figure II-1 Fergus County Location Map – Planning Area



The planning area proposed for this CCIP is Fergus County, Montana, which is located in central Montana, bordering eight additional Montana counties.

Fergus County encompasses 4,253 square miles, and the City of Lewistown is the county seat. Incorporated communities within Fergus County consist of Denton, Grass Range, Moore and Winifred. Smaller, unincorporated communities within Fergus County include Buffalo, Christina, Coffee Creek, Forest Grove, Garneill, Hilger, and Roy.

Figure II-2 Fergus County Base Map - Communities



The table below developed from actual Census data presents a summary of historical populations in Fergus County and the incorporated towns within the county from 1970 to 2010. Since a slight increase in population in 1980 within the County and the towns of Lewistown and Winifred, the trend shows a steady, moderate loss in population.

Table II-1

Historical Population Summary					
Population Center and Data	1970	1980	1990	2000	2010
Fergus County	12,611	13,076	12,083	11,893	11,586
Denton	398	356	350	301	255
Grass Range	181	139	159	149	110
Lewistown	6,437	7,104	6,097	5,813	5,901
Moore	219	229	211	186	193
Winifred	190	155	150	156	208

The steady decline in population experienced by Fergus County over the last 40 years reflects the need for planning at the county level, and a continued effort to set tangible goals for the county to maintain its public facilities.

Future growth projections for Fergus 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 forecasts through 2060 for Montana and each individual county within the state.

Table II-2

Population Projection Summary				
2020	2030	2040	2050	2060
11,319	11,386	11,251	11,296	12,003

Any growth in the County will have an impact on public services such as fire protection, law enforcement, and health services. In addition, the County road and bridge infrastructure will be significantly impacted due to population growth, requiring surface improvements, road widening to handle increased traffic, and bridge rehabilitation to ensure the safety of the traveling public. It appears that the population in Fergus County is projected to remain relatively steady throughout the next 40 years, a making it imperative that the County keep up with current needs and deferred maintenance of the local infrastructure.

Growth in the county will have an impact on services such as fire protection, law enforcement, and health services.

III. Comprehensive Capital Improvements Plan Development

The CCIP planning process allows for the identification, review, planning and budgeting of capital expenditures. This process allows time for the study of identified projects, encourages public discussion of these projects, and allows citizens to provide advice and recommendations regarding potential projects and expenditures.

The creation of a CCIP, as identified in the “Capital Improvements Planning Manual” published by the Montana Department of Commerce, follows a logical and sequential process, as outlined below:

1. Assess needs

The first step in the CCIP planning process assessed the overall needs of the County. Initially, the CCIP team compiled a complete inventory of all County owned and maintained assets in order to gain a basic understanding of the responsibilities of the County.

Next, information was gathered from all County department heads to determine asset needs and / or requests from each department. Appendix B includes copies of the surveys that were returned by each department that participated. The CCIP team provided the opportunity for every department head or organization that submitted a survey to meet with them personally to discuss and demonstrate their identified need.



The team, in cooperation with the Board of County Commissioners held a public meeting to review projects discussed with department heads, begin the process of prioritizing projects, and request additional input on identified or additional projects (Appendix C). That meeting was held at the commission chambers on May 18, 2016. As Commissioners prepared their budget during 2016, additional projects surfaced for inclusion in the CCIP.

At the end of this needs assessment process, the Fergus County CCIP team was able to prepare a comprehensive needs list of possible capital improvements projects compiled from existing plans, resource assessments, contact with department heads, and public input.

2. Identify projects and prioritize needs

The second step in the CCIP planning process evaluated potential projects and prioritized the capital needs of Fergus County.

When the needs assessment process was complete, Fergus County was faced with a list of more needs than it could reasonably finance. In order to assist in narrowing down the list of needs to a manageable level, ranking criteria were developed to prioritize the

potential projects. Ranking criteria provided the county with an objective means to establish project priorities, and determine which projects to evaluate further.

The CCIP team established the following ranking criteria for evaluating the capital needs of the county:

- Critical County Function (0-6 points) - 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? (6 points if the project provides a benefit to the entire population and enhances the community, down to 0 points for providing a benefit to only a select few and thus, not considered an improvement on the lives of individuals)
- Public Health and Safety (0-6 points) - Does the project address an urgent health or safety concern, legal mandate, or code compliance? (6 points if it addresses a significant concern, down to 0 points for a minor concern)
- Improves Quality of Existing Facilities/Operations (0-6 points) – Will the project provide a quality benefit to the County (i.e. improved service, cost savings over time, a more attractive community, a better place to live and work) (6 points if the project has an easily definable improvement to County services, down to 0 points if project does not have an impact on the service the County provides to its citizens)
- Critical County Infrastructure (0-6 points) – Does the infrastructure 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? (6 points if the project provides a benefit to the entire population and enhances the community, down to 0 points for providing a benefit to only a select few and thus, not considered an improvement on the lives of individuals)

The initial list of projects was limited by the Commission through the elimination of projects with a value less than \$5,000.00 and projects that would not be completed within the next five years. Projects currently budgeted for were also eliminated. Some projects suggested by Department Heads remain part of the CCIP but were left unranked

All recommended projects were given a score based on the above criteria, which enabled the CCIP team to define a prioritized list of projects. This prioritized list (Appendix D) was used to determine the number of projects for further investigation.

Final ranking of the projects was completed after the CCIP team considered cost estimates, project schedules, funding availability, and public input. The final project list has been adopted as the Fergus County Comprehensive Capital Improvements Plan.

3. Evaluate funding options

After the final project list was completed, the CCIP team identified potential funding sources for implementing projects. All available sources of funding were evaluated in an effort 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 in an effort 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 a number of options available to the County for the purpose of funding capital projects. Some of these funding options include:

- General Funds
- Grant Funding
- Loans
- Bonds
- Government Agencies

These options are evaluated in further detail in Chapter V of the CCIP.

After researching all funding options, a funding scenario was created for each project on the final CCIP. 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. Adopt and implement the CCIP

The final step in completing the Fergus County CCIP was to adopt and implement the plan. Prior to formal adoption, a draft CCIP was provided to Commissioners and the Clerk and Recorder for final review and comment. The availability of the draft CCIP for review was published in the Fergus County News. Appendix E contains copies of the published notice.

The CCIP was adopted by resolution at a public meeting held on October 11, 2016. The formal adoption of the CCIP enables the Fergus County staff to begin implementation of the projects identified. A copy of the public meeting minutes adopting the plan is in Appendix F.

IV. Capital Improvements Inventories and Needs

In this section of the CCIP a brief description of Fergus County's existing facilities is provided along with a summary of improvements to facilities identified during the needs assessment process. Those highlighted projects have been scored by the Commissioners based on the scoring matrix described in Section III. A summary of all projects scored and prioritized for consideration in future budget processes is in Section VI.

a. Public Buildings and Facilities

1. Description of Existing Facilities

Fergus County owns or manages over 75 public buildings and facilities. The Courthouse building was constructed in 1912, and is the most antiquated building owned by the County. While most buildings in Fergus County are in fair condition, some of the more extensive facilities are in need of repair in order to improve and/or maintain an acceptable level of service. A complete list of County owned or managed facilities is in Appendix G. That list was acquired from the County's insured properties report and, while the majority of the facilities are county owned or managed, the buildings listed that are on airport property are owned by the Lewistown Municipal Airport Board.

2. Summary of Needed Improvements

County-wide Storage and Meeting Room

Two county-wide facility needs emerged during development of this CCIP. Multiple departments identified storage and ADA compliant meeting space as issues within their department.

Currently, records are stored on the Fourth Floor of the courthouse and in various other spaces throughout County owned buildings; however, the scattered nature of the storage availability and inadequate storage facilities means that most currently used space is not safe for storage. Those departments specifically requesting additional storage facilities that would be appropriate to include in the overall county planning project are:

- MSU Extension Services
- County Maintenance – storage currently on courthouse complex
- Disaster & Emergency Services (DES)
- Sheriff's Office (inside and outside evidence storage)

The fairgrounds also requested additional storage for event related items. Off-site storage at a separate facility would not be practical or advised.

Meeting rooms provided by the County that are ADA compliant and accessible by those with physical disabilities are generally not available for large groups within the County. This includes meeting space for MSU Extension programs, DES, fairgrounds

committee meetings, and any large gathering for County public meetings. Currently, the County must rent space in some instances where ADA accessibility is required.

County Commissioners recommended that consolidation of facilities to meet storage and meeting space needs should be studied further. Actual budgeting for constructing such facilities may be outside the scheduling window for this CCIP. However, to begin to address that county-wide issue, a planning study to develop options, provide alternative analysis, and future cost estimates is included in the CCIP.

2016 Estimated Cost: \$1,500 - \$5,000 depending on extent of the study

Possible Funding: Fergus County general fund

One option currently being explored as a solution is renovation and remodel of the Ag Building at the Fairgrounds. An architect and engineering consultant have inspected the building to determine the feasibility of converting the space into offices and a large county-wide ADA accessible meeting room.

2016 Estimated Cost: \$144,000

Possible Funding: Construction reserve fund

The initial project to renovate the exterior of the project which will include residing the building and installing new windows has been estimated at \$80,000. That project is currently programmed. A full remodel of the building will be determined based on overall county needs at a later time.

Implication of Deferral on Operation and Maintenance Costs

Postponement of providing ADA accessible meeting rooms will result in continued rental costs for Fergus County when accessibility is required. In addition, scattered storage areas for county documents may cause increased operation costs due to employee inefficiencies.

Fergus County Courthouse Complex

The Fergus County Courthouse Complex was constructed in 1912, and is in need of a number of repairs and improvements throughout the facility. A number of County Departments are housed in the courthouse complex, from District Court to Custodial Services, and a number of projects were requested for consideration in this CCIP:

Interior Courthouse Repairs

- a. Courthouse windows. Repair courthouse windows so they can be opened. Currently windows are not able to be opened, which is a safety issue.

2016 Estimated Cost: An ongoing discussion regarding which windows to repair/replace is taking place. A cost estimate is not currently available.

Possible Funding: Fergus County capital improvement fund

- b. Treasurer's Office. Reconfigure the reception windows to make the work space more ergonomic, with the option to sit or stand.

2016 Estimated Cost: \$25,000

Possible Funding: Fergus County capital improvement fund

- c. Chimney Repairs. Remove the brick portion of the old chimney and repair the sandstone where the grout is deteriorating. There is a risk that the old brick could fall during a severe storm event. The historical significance of the structure should be taken into consideration in design of the project.

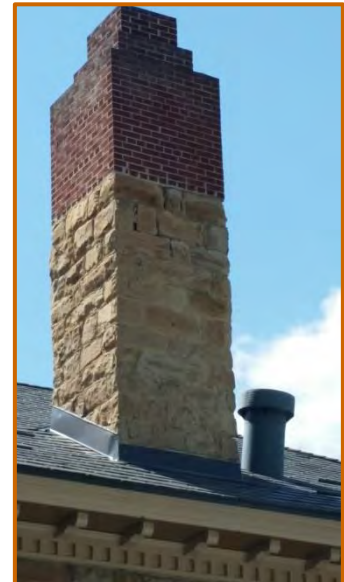
2016 Estimated Cost: \$60,000

Possible Funding: Fergus County capital improvement fund

- Air conditioning for first floor. The first floor of the courthouse is currently without air conditioning.

2016 Estimated Cost: \$7,000

Possible Funding: Fergus County capital improvement fund



Exterior Courthouse Repairs

- Structural shoring of driveway / roof of Old Coal Room between the courthouse and the extension building. The facility leaks during rainstorms, and the water builds up on the floor of the old coal room. The sandstone wall is deteriorating near the door to the old coal room, which is below the driveway near the Extension Building. The concrete walls and support beams are cracked in various locations. The City Building Inspector believes there is a risk for a vehicle to fall through the driveway/roof due to the deterioration.

2016 Estimated Cost: \$30,000

Possible Funding: Fergus County capital improvement fund

- d. General exterior repairs. Repair the courthouse dome due to water leaks during storm events, the Courthouse and Annex roofs where they leak over the entrances, repaint the clock tower, and purchase new gears for the clock.

2016 Estimated Cost: \$65,000

Possible Funding: Fergus County capital improvement fund

- e. Sidewalk, parking, and egress around courthouse. As part of a three phase project to improve the driveway, parking and sidewalk behind and surrounding the courthouse,



several repairs are planned. This includes improving the sidewalk around the courthouse, as well as the corner at 7th Avenue and Broadway where there is crumbling concrete. Staff is concerned that concrete pieces could get ran over by the lawn mower and launched, potentially causing injury. In addition, install a sidewalk from the Superintendent of School's Office to the back entrance to the Courthouse, and repair the front steps to the Courthouse.

2016 Estimated Cost: \$75,000

Possible Funding: Fergus County capital improvement fund



Implication of Deferral on Operation and Maintenance Costs

Failure to complete the requested improvements to the County Courthouse will result in increased time and materials for maintenance staff, in addition to operational costs related to deferred maintenance. The water leaks resulting from the deterioration of the courthouse dome and the Old Coal Facility may result in damage to interior building elements and finishes if allowed to continue.

Technical Equipment

- f. Fire and smoke alarm system for County Attorney's Building. Currently, there is one CO2 monitor/smoke alarm and three fire detectors that were installed in October of 2015. However, if the building is unoccupied, there is no monitoring in place to alert authorities if a fire starts.

2016 Estimated Cost: Simplex-Grinell currently has a system installed that does not include offsite monitoring. They have been advised of the need for the upgrade but have not provided a final cost.

Possible Funding: Fergus County capital improvement fund

- g. Color scanner/plotter

2016 Estimated Cost: \$20,000

Possible Funding: DES

- h. Election Equipment. Replace the M650 counting machine with upgraded election equipment.

2016 Estimated Cost: A yearly lease is anticipated for this equipment.

Possible Funding: General Fund



Implication of Deferral on Operation and Maintenance Costs

Routine replacement of technical equipment results in lower operation and maintenance costs and better service to the community. Deferral of a fire and smoke alarm system monitoring could result in increased maintenance costs if fires are not detected in a timely manner.

Fergus County Fairgrounds

The Fergus County Fairgrounds is a major recreational, educational, and economic development center for the County. An active community board assists in the operation of the facility, and Fergus County contributes to the Fairgrounds with a regular budget allotment, sponsorship of grants, and a special reserve fund.

The Fairgrounds hosts the annual Central Montana Fair, during which time the Fair Board is responsible for maintenance of the facility. In addition to the Central Montana Fair, the fairgrounds is also used as meeting space for Fergus County and can be reserved and rented for other events. The following capital needs were identified for consideration in this CCIP:

Wash House Facility for Livestock

Livestock wash rack.

2016 Estimated Cost: \$20,000

Possible Funding: special Fairgrounds mill levy funds currently in place

Restroom / Shower facility

New shower/restroom facility.

2016 Estimated Cost: \$200,000

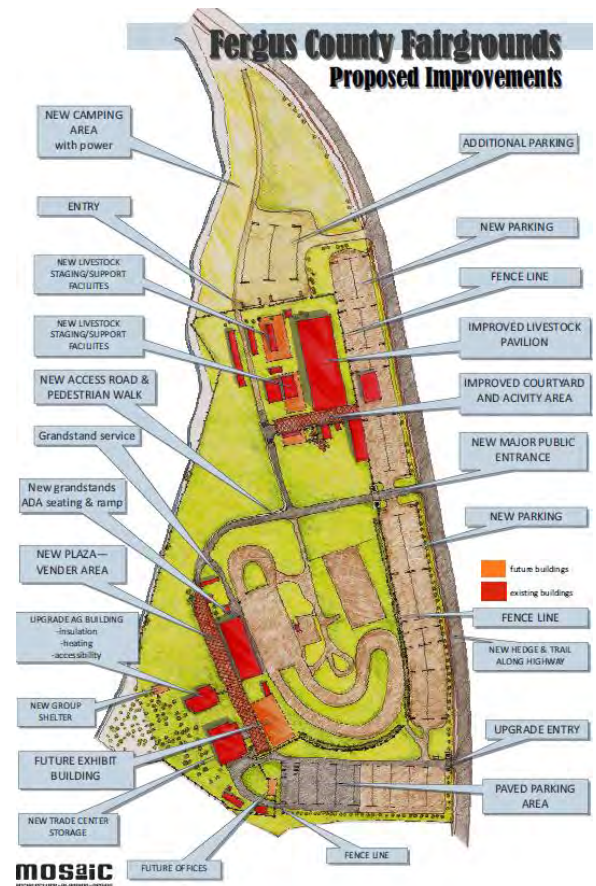
Possible Funding: Grant funds, special Fairgrounds mill levy funds currently in place, construction reserve fund

Three phase power at Ag Building

Shows and events require updated power supply.

2016 Estimated Cost: \$26,000

Possible Funding: Capital improvement fund



Barrier Fence

To provide safety to spectators a barrier fence needs to be installed between the track and common area.

2016 Estimated Cost: \$10,500

Possible Funding: Fairgrounds capital improvement fund

Implication of Deferment on Operation and Maintenance Costs

Failure to complete the requested improvements to the Fergus County Fairgrounds limits the use and related economic and community benefit associated with the fairgrounds.



Extension Services

A Fergus County extension service provides education and information to strengthen the community in a number of areas, including agriculture, yard and garden, community and family. The following needs were identified by the Extension Service for this CCIP:

Vehicle

Replace the office vehicle on a rotating 5-year schedule. Vehicle must be able to transport at least three individuals, and be 4-wheel drive.

2016 Estimated Cost: \$45,000

Possible Funding: Fergus County capital budget

Equipment

Copy machine

2016 Estimated Cost: \$10,000

Possible Funding: Fergus County capital budget

Implication of Deferment on Operation and Maintenance Costs

Routine replacement of equipment, such as vehicles and office machines, results in lower operation and maintenance costs and better service to the community.

b. Public Safety and Services: Law Enforcement, Fire Protection, Emergency Services, Weed Management

1. Description of Existing Facilities.

Law Enforcement services in Fergus County are limited to the Fergus County Sheriff, which is located in the City of Lewistown, and has a Sheriff, Under-Sheriff, and 7 deputy sheriffs. The Department also has volunteer, reserve/auxiliary officers, and search and rescue teams on call.



Photo from Fergus County web site

Fergus County currently has thirteen fire districts situated throughout the county, which are all volunteer with the exception of Lewistown Fire and Rescue. Rural Fire Districts are present in Grass Range, Lewistown Rural, Winifred, Coffee Creek, Denton, Hilger, Roy, Moore, Beaver Creek/Cottonwood, Heath, North Fork Flatwillow, and Cheadle. In addition, the City of Lewistown has their own fire and rescue, with 7 full-time fire fighters and 21 part-time fire fighters. The Lewistown Fire Department includes pumpers, a quint, a medic unit, tenders, a hazmat vehicle, and a mobile incident command vehicle.

The primary ambulance service is provided by Central Montana Ambulance Service, including advanced life support for the Fergus County area. Additional volunteer ambulance services are provided by Winifred, Denton, Roy, and Grass Range Ambulances, while Roy offers a non-transport EMS service. All agencies are served by a 911 Dispatch Center operated by Central Montana 9-1-1.

A County Coroner is provided by Fergus County.

Fergus County is served by the 10th Montana Judicial District and a court is maintained in the Fergus County Courthouse in Lewistown.

Fergus County Office of Disaster and Emergency Services is responsible for coordinating the emergency services system, which includes mitigation, preparedness, response and recovery. Fergus County has a current Emergency Operations Plan, which was implemented in 2011.

Weed management is also provided by Fergus County as a public service, as it is a critical service for the agricultural and recreational industries in the County. In addition to spray services, the Weed Department provides equipment rental and chemical sales, assists with establishing monitoring programs, and assists landowners with securing funds for noxious weed management.

Summary of Needed Improvements

Justice Court – Sheriff Complex

- i. Security measures in Justice Court. Reduce the size of glass at the Justice Court reception area, as well as strengthen the window with a center support. Install a secure door so prisoners cannot escape.

2016 Estimated Cost: \$5,000

Possible Funding: Fergus County capital improvement fund

- j. Remodel Court Bench. Extend the existing court bench to allow more room for computer equipment and printers in order to more effectively perform job duties.

2016 Estimated Cost: \$5,000

Possible Funding: Fergus County capital improvement fund



Fergus County Coroner

Duplex Body Cooler

There is a need for two coolers for use in storing bodies.

2016 Estimated Cost: \$9,000

Possible Funding: Fergus County general fund

Coroner Vehicle Upgrades

The vehicle used by the coroner requires equipment to accommodate a gurney and emergency lights.

2016 Estimated Cost: \$6,400

Possible Funding: Fergus County general fund

Disaster and Emergency Services – Sheriff Complex

Elevator to basement of complex

Provide handicap access and easier access to storage areas by installing an elevator to the Emergency Operations Center. This need may be consolidated with advent of the ADA accessible meeting space planned as an overall County facility improvement.

*2016 Estimated Cost: \$30,000-\$120,000 – this range is to install a simple ADA compliant lift (shown) or a full elevator
Possible Funding: Capital improvement fund; DES; Public safety*

Implication of Deferment on Operation and Maintenance Costs

Postponement of providing ADA accessible meeting rooms will result in continued rental costs for Fergus County when accessibility is required. In addition, scattered storage areas for county documents may cause increased operation costs due to employee inefficiencies.

Fergus County Weed Department

Vehicles

Capital requests from the Weed Department consist of routine vehicle purchases. New spray trucks are budgeted for in the planning cycle.

2016 Estimated Cost: \$28,000 - \$38,000 per year 2016-2017 and 2019-2020

Possible Funding: Weed fund, sale of existing spray truck

Implication of Deferment on Operation and Maintenance Costs

Routine replacement of equipment results in lower operation and maintenance costs and better service to the community.



c. Healthcare Facilities

1. Description of Existing Facilities

Central Montana Medical Center (CMMC) and the Central Montana Community Health Center are both privately owned and operated health care facilities located in Lewistown. The CMMC houses 25 acute care beds, employs 271 health care providers, and was named a National Top 20 Critical Access Hospital. The Community Health Center opened in 2008, and provides medical care to residents regardless of income or ability to pay.

Fergus County owned and managed healthcare services include Central Montana Public Health, Central Montana Environmental Health, the Fergus County Nurse's Office, and Central Montana Family Planning.

Central Montana Public Health is governed by the Central Montana Board of Health, and provides Communicable Disease surveillance and prevention, immunization and

child health, comprehensive cancer control, and public health emergency preparedness.

The Central Montana Environmental Health District aims to improve and protect the health of the population of the same 6-county region, and provides local government leadership and advocacy concerning public health issues.

The Fergus County Nurse's Office provides a number of services to the public, including immunizations, walk in blood pressure screening, alcohol and drug screening, and community health fairs.

Central Montana Family Planning has been active in Lewistown for approximately 45 years, and is partially funded by Federal, State and County dollars, with the remaining revenue coming from patient fees and donations. Services are provided for a 6-county region: Fergus, Judith Basin, Petroleum, Golden Valley, Musselshell and Wheatland Counties.

2. Summary of Needed Improvements

Central Montana Family Planning

Electronic Health Records System

In an effort to provide quality healthcare matching current standards in the healthcare world, the department is requesting the implementation of electronic health records (HER). This project will require the purchase of software and 3 portable tablets, 2 for the Lewistown office and 1 for the Roundup office.

2016 Estimated Cost: \$35,000

Possible Funding: Grants, Musselshell County



Implication of Deferment on Operation and Maintenance Costs

Implementation of updated technology and equipment results in lower operational costs and better service to the community.

d. Transportation: Roads, Bridges, Airports, Bus Service

1. Description of Existing Facilities

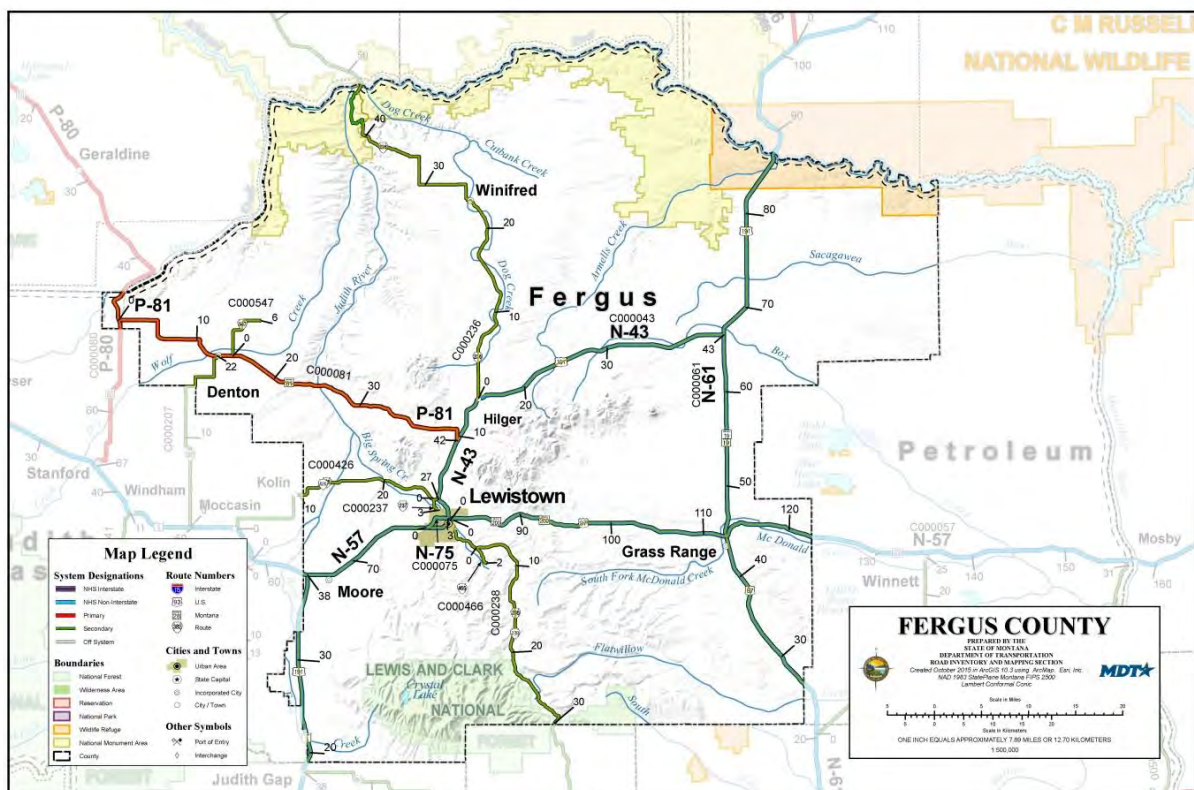
Fergus County transportation facilities consist of a network of roads and bridges, and the Lewistown Municipal Airport.

The Fergus County Road System includes the following State of Montana maintained highways:

- NHS Route 43, US Highway 191, beginning in Lewistown and proceeding northeast to the junction with Route N-61 (42.8 miles).

- NHS Route 57, Montana Highway 3 and Montana Highway 200, which provides a connection from Great Falls east through Fergus County. This on the State of Montana NHS Non-Interstate System, and serves central Fergus County (58.5 miles).
- NHS Route 61, US Highway 87, which enters Fergus County at the southeast corner and proceeds north to Malta (61.4 miles).
- NHS Route 63, Montana Highway 3, which connects Judith Gap to Route N-57 (16.7 miles).
- Primary Route 81, beginning at Primary Route 80 west of Denton, continuing through Denton, and intersecting with US Highway 191 (42.4 miles).
- Secondary Route 207, which connects Hobson (Judith Basin County) with Denton (6.4 miles).
- Secondary Route 236, beginning at Hilger and continuing north through Winifred and into Blaine County (46.9 miles).
- Secondary Route 238, beginning in Lewistown and continuing south into Golden Valley County to Ryegate (30.3 miles).
- Secondary Route 426, connecting Hobson and Lewistown north of US Highway 87 (16.2 miles).
- Secondary Route 466, which intersects Route 238 and travels south (2 miles).
- Secondary Route 547, which travels north from Denton (6 miles).

Figure IV-1 Fergus County Road System



NHS Routes and Primary Routes are maintained by MDT; however, some of the Secondary Routes are the responsibility of Fergus County. In addition, Fergus County has an extensive network of local roads that are under the jurisdiction of the Fergus County Road Department. While these roads have not been inventoried, the Road Department estimates that they are responsible for approximately 1,700 miles of roads, as well as 250 miles of missile roads, which must be maintained to a higher standard than county roads due to the vehicle load requirements.

Fergus County also has a number of bridges, broken into the following categories:

- Major Structure: bridges greater than 20-feet in length, which are inspected biennially by the Montana Department of Transportation (MDT). Based on current MDT records, there are approximately 191 bridges in this category located in Fergus County. Of these 191 bridges, 88 bridges are the responsibility of Fergus County.
- Minor Structure: bridges less than 20-feet in length, which are not inspected regularly by MDT or Fergus County crews. There are currently 17 bridges in this category that are the responsibility of Fergus County.

Although major structures are inspected by MDT, depending on the location of the bridge, they may be the fiscal responsibility of Fergus County for repair or replacement.

The County prepared a Bridge Capital Improvement Plan in 2014 that identified priorities for addressing bridge needs. Of the eight bridges that were listed as priorities for the county, two are slated for replacement in 2016-2017 using TSEP grant funding. The Bridge CIP was formulated during the preparation of a Preliminary Engineering Report in 2013/2014. Fergus County adopted Road and Bridge Standards in 2011 which established a policy for rehabilitation and replacement of county bridges. All of the aforementioned documents are included in Appendix H.



Road maintenance, bridge maintenance and repair, and upgrades to local roads and bridges, including replacement, are generally budgeted for in the annual budgeting process for the Fergus County Road Department. That Department receives revenue from taxes and assessments, from intergovernmental funds, and from charges for services contracted. Fergus County recently received a Treasure State Endowment Program Grant to replace the Roundhouse Road Bridge and the Paradise Road Bridge.

Fergus County also operates a small airport two miles southwest of Lewistown. While the airport is serviced by three aviation companies, airplanes are used for a variety of purposes in this expansive county including ambulance service, crop spraying, fire safety, tourism, and business.

There is no rail service in Fergus County.

2. Summary of Needed Improvements

Bridge Replacements

Roundhouse Road Bridge

The Roundhouse Road Bridge over Big Spring Creek, two miles south of Lewistown is classified as a collector road serving both local and in-transit vehicles. This bridge was chosen for replacement due to its poor condition and the significant importance of the route to Fergus County. The county road is a rural route serving nine properties near the bridge site at the intersection with Highway 238. In addition, Roundhouse Road serves as a connector road for travelers entering Lewistown from the south. A Treasure State Endowment Program (TSEP) grant application is planned to assist the County in replacing the bridge, where traffic is currently restricted by a posted load limit, with a new structure that increases safety by increasing the load limit of the bridge and providing crashworthy guardrail.

2016 Estimated Cost: \$390,500 (TSEP grant will pay 50% up to \$195,234)

Possible Funding: Fergus County bridge fund, TSEP grant



Paradise Road Bridge

Paradise Road Bridge, one mile west of Winifred, is located on Paradise Road, which is classified as a collector road serving both local and in-transit vehicles. This bridge was chosen for replacement due to its poor condition and the importance of the route to Fergus County.

The County road is a rural route serving several ranches and farms west of Winifred, and is important for transporting agricultural products to market. A Treasure State Endowment Program (TSEP) grant application is planned to assist the County in replacing the bridge - where current traffic flow and load limits are restricted - with a new structure that improves current public safety inadequacies by increasing the load limit of the bridge and providing crashworthy guardrail.

2016 Estimated Cost: \$284,725 (TSEP grant will pay 50% up to \$142,360)

Possible Funding: Fergus County bridge fund, TSEP grant



Implication of Deferment on Operation and Maintenance Costs

Without bridges that meet load rating requirements large vehicles are forced to detour around the bridge causing increased cost of operation for local taxpayers. There will also be continued maintenance of bridge elements such as timber decks and timber foundations.

Fergus County Road and Bridge Department

Equipment

Fergus County routinely replaces equipment used to maintain the many miles of gravel road in the County. Gravel hauling, grading, and snow plowing take a toll on the equipment and, therefore, it is imperative that replacement plans are in place to meet the safety and transportation needs of the traveling public and county personnel.

Table IV-1 Road Department Equipment Needs

Requested Budget Year	Equipment Needed	Total 2016 Estimated Cost
2016	Skid steer with tracks	\$50,000
	Pickup for Grass Range shop	\$25,000
	Pickup for Roy shop	\$25,000
	(3) Road Graders	\$450,000
2017	Side dump trailer	\$45,000
	Trucks / plows	\$30,000
	Pickup – general use for Road Dept.	\$25,000
	Mower	\$31,500
2018	Pickup – Supervisor	\$50,000
	Scraper	\$300,000
2019	(2) Pickups - general use for Road Dept.	\$50,000
	(2) Road Graders	\$300,000
2020	(2) Road Graders	\$300,000

Implication of Deferment on Operation and Maintenance Costs

Failure to replace heavy equipment will result in increased operation and maintenance costs, as well as decreased service to the community.

Buildings

The Fergus County Road Department operates six districts, with shops in Denton, Grass Range, Lewistown, Moore, Roy and Winifred. With the exception of the main shop complex in Lewistown and the new shop building in Roy, the remaining



shops were all constructed from 1956-1960, and are in need of repair and/or replacement.

Cost associated with each building will be determined based on needs of the District. Each shop will be approximately 40'X60' with concrete floors. The cost of interior finishes will be determined with further planning.

Table IV-2 Road Department Building Needs

Requested Budget Year	Building Needed	Total 2016 Estimated Cost
2016	Winifred Shop – replace	\$160,000 - \$350,000
2017	Denton Shop - replace	\$160,000 - \$350,000
2018	Moore Shop – repair or replace	\$200,000
2019	Grass Range Shop - replace	\$160,000 - \$350,000

Implication of Deferment on Operation and Maintenance Costs

Failure to repair or replace the Road Department buildings may result in additional utility costs, as well as increased maintenance costs for necessary repairs.

Lewistown Municipal Airport

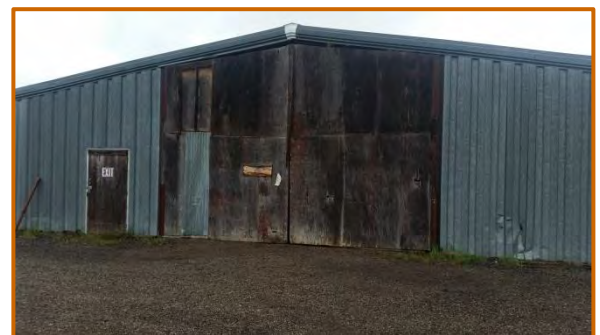
The Lewistown Municipal Airport is part of a National Air Commerce System for National Defense and Civil Aeronautics, whose primary purpose is mandated to be an Airport Facility that will serve the national state, and local communities' aeronautical needs. The airport is managed by a Board of Directors and is supported by Fergus County and the City of Lewistown. None of the buildings or facilities, other than the Heller Building, are owned by Fergus County and, therefore, the County is not directly responsible for capital projects at the airport.

Heller Building Improvements

The Fergus County Airport is requesting upgrades to the Heller Building, including a roof replacement, repair of the double doors on the east side of the building, and paint. However, with consolidation of County storage facilities, the use of this building may be discontinued.

2016 Estimated Cost: \$15,000

Possible Funding: Fergus County capital improvement fund



Various departments use some portion of this storage building situated on airport property.

Implication of Deferment on Operation and Maintenance Costs

If the Airport building is kept in service, deferment of building upgrades will most likely increase utility costs, and potentially increase the risk for interior damage due to the needed roof replacement.

e. Water, Wastewater, Solid Waste Facilities

1. Description of Existing Facilities

Fergus County does not currently operate any public water systems. A municipal water system exists in Lewistown, Denton, Grass Range, Moore, Roy, and Winifred. There are seven additional water systems classified as community systems throughout the county, with four of those located at Hutterite Colonies. Each of these systems is managed by the community they serve, with no assistance from Fergus County. Drinking water throughout the rest of the County is provided primarily by individual wells.

Likewise, Fergus County does not operate any wastewater systems. A public wastewater treatment and collection system is located in Lewistown, Denton, Grass Range, Moore, Roy, and Winifred while the remainder of the County utilizes individual septic systems.

Residents in Fergus County contract with private businesses for solid waste disposal.

2. Summary of Needed Improvements

None required.

f. Economic Development

1. Description of Existing Facilities

The economy of Fergus County is dependent on agriculture and natural resource as the anchor for income. As such, Fergus County benefits from growth in these industries and the resulting income and taxes that help fund local infrastructure. Projects that support natural resource development will lead to future economic development in the area including employment and growth in income.

Fergus County Commissioners consider Fergus County government as “pro-business”. They encourage



development to include new buildings and improvements to local infrastructure in an attempt to spur economic growth. The County has offered tax abatement programs to businesses over the last several years. The tax abatement program generally consists of an incremental tax break on the increased value of property built or improved in the County over a period of ten years with the first five years carrying a discount up to 50% of the increase in taxable value. After five years, the abatement is reduced by 10% each year until the business is paying full value of their increased assessment.

Snowy Mountain Development Corporation serves as the regional economic development district that includes Fergus County. The entity was developed to “improve the economic and social conditions through conservation, utilization, expansion and development of the natural, fiscal, capital and human resources that are accessible and in the area.”¹

Fergus County is also a member of the Central Montana Brownfields Coalition (EMBC). A Brownfields site is a piece of property with the presence of a hazardous substance, pollutant or contaminant, and the CMBC is committed to helping property owners redevelop and reuse these properties through the use of grant and loan funds.

2. Summary of Needed Improvements

The Comprehensive Economic Development Strategy (CEDS) created by Snowy Mountain Development Corporation includes an Economic goal to “strengthen the diversification of the economy and enhance the economic vitality of communities.” Goals and Objectives are outlined to help achieve that goal in the region. Pages 62-71 of the CEDS document are included in Appendix I. Additional discussion of the work being done by SMDC to promote economic development in the area can be found in the full CEDS document on the SMDC web site: www.snowymtndev.com.

g. Unranked Projects

Fergus County Commissioners recognize that not all needs expressed by Department Heads will be addressed within the time and budget periods of this CCIP. Therefore, if a project was deemed outside of what they believed was fiscally possible within the next five years, they left the project unranked. However, the unranked projects may, at some time, become feasible through the use of outside funds and are therefore included in this document.

1. Summary of Unranked Improvements

Interior Courthouse Steps

Repair broken marble steps in the courthouse.

2016 Estimated Cost: \$1,500 - \$7,000 (range depends on patching vs. replacement)

¹ Snowy Mountain Development Corporation web site: www.snowymtndev.com

Family Planning Office Furniture

Updated furniture to meet employee/patient needs.

2016 Estimated Cost: \$6,000

Possible Funding: Grants, family planning budget

Fairgrounds Vehicle

Purchase a Ranger ATV to replace the pickup that is no longer running.

2016 Estimated Cost: \$8,000

Possible Funding: Fergus County capital budget

Fairgrounds Maintenance and Storage Facility

Remove the two existing buildings next to the Trade Center and build one new building to be used for storage and maintenance shop.

2016 Estimated Cost: \$100,000

Possible Funding: Fergus County capital budget

Fairgrounds Office

Expand fairgrounds office to include a meeting room and extra space for summer help, in addition to an area to sell event tickets to alleviate congestion in the office. There may be a possibility that a meeting room will be consolidated with other County department needs.

2016 Estimated Cost: \$60,000

Possible Funding: Fergus County capital budget

Fairgrounds Pavilion Addition

A new 20' x 80' building attached to the pavilion to be used for a show ring and warm-up arena, plus an area for new stalls and storage for equipment.

2016 Estimated Cost: \$300,000

Possible Funding: Fergus County capital budget, fundraising

V. Funding Sources

Capital improvement plan projects can be funded from a variety of sources. Following is a general discussion of the more common sources available in Montana and a more detailed discussion of how Fergus County will plan for funding opportunities for capital improvement projects.

a. General Funds

The most commonly used method of financing capital improvement projects is the use of general funds, which are gathered from local and State taxes. The general fund is typically inadequate to fund larger project needs; however, it is a practical source for funding small capital improvement projects.



A copy of the 2016 budget is in Appendix J. The Appendix includes a history of taxable valuation for the County from year 1999 to 2016. Fergus County's taxable valuation history shows a mostly steady valuation from year to year in the amount of revenue available for budgeting. However, over the last two budget cycles the County experienced \$2,000,000 to \$3,000,000 increases which are higher than any other over the last 17 years. In general the County depends on agricultural income as its main source of revenue. Some large land holdings in the county have recently changed hands and the improvements made to those holdings have increased the taxable valuation of the County. These increases are a welcome sign of improved taxable value. However, the Fergus County Commission is careful to provide predictable budgets for capital improvements and conservatively considers projects that maintain sustainable budgets and provide value to the taxpayers of the county.

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

Montana laws govern County indebtedness and bonding capacity.

7-7-2101. Limitation on amount of county indebtedness. (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, determined as provided in 15-8-111, within the county as ascertained by the last assessment for state and county taxes.

(2) This section does not apply to the acquisition of conservation easements as set forth in Title 76, chapter 6.

7-7-2402. Election required to borrow money -- exceptions. (1) Except as provided in subsection (4), the board of county commissioners may not borrow money for any of the purposes mentioned in this title or for any single purpose in an amount exceeding the limits set in subsection (2) without:

(a) first submitting the question of a loan to a vote of the electors of the county; and

(b) obtaining the approval of a majority of the electors of the county.

(2) Based upon the taxable valuation of a county and not exceeding the limits on county indebtedness established in 7-7-2101, a county may borrow the following amounts without a vote of the electorate:

(a) up to \$1 million if the county's taxable value is less than \$50 million;

(b) up to \$1.5 million if the county's taxable value is between \$50 million and \$100 million; and

(c) up to \$2 million if the county's taxable valuation is greater than \$100 million.

(3) 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.

(4) It is not necessary to submit to the electors the question of borrowing money:

(a) to refund outstanding bonds; or

(b) for the purpose of enabling any county to liquidate its indebtedness to another county incident to the creation of a new county or the change of any county boundary lines.

Fergus County's current assessed market value is \$ 1,328,997,023. 2.5% of that is \$33,224,925.58. The County currently has \$3 million in bonding obligations so, if necessary, they can borrow approximately \$30,224,925.58. However, with the county's taxable value of \$30,401,195, an election to approve debt in excess of \$1 million for any specific purpose is required.

Other Revenue

In addition to revenues generated from tax collections for the general fund, Fergus 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:

1. Road fund – property taxes, state entitlement, PILT, and payments made for the maintenance, repair and construction of non-county owned roads.
2. Bridge fund – property taxes, state entitlement, grants, and federal mineral royalties.

3. Weed fund - property taxes, state entitlement, grants, and payments made for goods and services provided.
4. District Court – property taxes and fees.
5. Predator fund – tax per head of livestock.
6. Fair fund – property taxes, grants, federal mineral royalties, and revenue from facility rentals.
7. Airport fund – property taxes, grant funds, FAA funding, federal mineral royalties, and revenue from leases and services provided at the airport.
8. Library fund – property taxes and federal mineral royalties.
9. Planning Fund – property taxes, federal mineral royalties, and revenue from fees.
10. Conservation District fund – property taxes and grants.
11. Health District fund – property taxes, state entitlement, grants, and payments made for services provided.
12. Mental Health fund - state entitlement, grants, and payments made for services provided.
13. Aging Services Fund – property taxes, state entitlement, and general reimbursements for services
14. Extension Service Fund - property taxes, state entitlement, and federal mineral royalties.
15. Public safety fund - property taxes, state entitlement, grants, federal mineral royalties, and charges for services and payments made for providing law enforcement and public safety services.
16. P.E.R.S. fund - property taxes and federal mineral royalties.
17. Entitle Levy - property taxes, state entitlement, and federal mineral royalties.
18. Comprehensive insurance fund - property taxes and federal mineral royalties.

Additional revenue funds include:

1. PILT fund – resources accumulated from the federal government for payments in lieu of taxes. Payments made from the fund are at the discretion of the Board of County Commissioners.
2. Federal oil, gas, and mineral royalties – taxes collected from natural resource extraction by the federal government, distributed to the state, and then allocated to the county based on percentage of production.
3. Forest reserve – compensation to counties with U.S. Forest Service lands that have faced declining timber harvests.
4. Other non-levied funds – various reserved funds for special county programs such as Bright Country Lights, County Park, DES, capital improvements, and junk vehicle.

The future of some federal funding programs such as PILT is potentially insecure. As the County examines available funding for capital projects, these sources will have to be considered carefully.

Fergus County conducts a yearly budgeting process in which they review prior years' expenditures and plan for coming year 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 allows departments to utilize prior years' budget savings to reserve funding for large capital projects. The Bridge Fund and the Airport Fund are independent capital improvement funds for those departments' specific projects. The Fairgrounds also has a mostly inactive capital improvement fund.

The County utilizes two county-wide reserve accounts for capital projects. The Construction Reserve Account is primarily used for buildings and the Capital Improvement Fund reserves money for equipment and other capital needs. The amount of reserve put into these two funds is determined at budget time and are generally dependent on the PILT funding to the County.

b. Grant Funding

Grants are one of the primary means to fund large capital improvement projects, and there are a number of 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.

Alphabet Soup:

- TSEP=Treasure State Endowment Program
- CDBG=Community Development Block Grants
- RRGL=Renewable Resource Grant and Loan
- RD=USDA Rural Development
- INTERCAP= Intermediate Term Capital Program
- SRF=State Revolving Fund
- BSTF=Big Sky Trust Fund
- TA=Montana Transportation Alternatives
- WRDA=Water Resources Development Act

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 program, 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 \$450,000, and require a 25% match.
 - Housing and Urban Renewal grants are available up to \$450,000, with no match required.
- Rural Development (RD) – RD grants may award up to 75% of the eligible project costs for public works infrastructure and public facilities in rural communities, including water and waste disposal, solid waste management, and rural waste systems. Grant awards are based on available funding and applicant eligibility.

- Treasure State Endowment Program (TSEP) – TSEP awards matching grants to local governments for the construction of infrastructure projects. Projects eligible for TSEP grants include drinking water systems, wastewater treatment facilities, sanitary or storm sewer systems, solid waste disposal and separations systems, and bridge projects. Planning grants are also available for preparation of a construction grant application.
 - Planning Grants are available in amounts up to \$15,000, and require a 50% match from the applicant. Planning grants may be used for a Preliminary Engineering Report, or a Capital Improvements Plan.
 - Bridge Project grants are generally limited to a maximum of \$500,000, and require a 50% match from the applicant. However, if a grant application requests bridge funds for a single bridge, and the replacement cost exceeds \$1 million, TSEP may award up to \$750,000, also requiring a 50% match from the applicant.
 - All other construction grants are limited to a maximum of \$750,000, and require a 50% match from the applicant.
- 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.
 - 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.

Each grant program has very specific requirements, such as providing a local match, demonstrating a public health or safety concern, or documenting solid commitments for job creation or retention. Whenever dealing with a grant program, it is important to communicate with the grant agency early on to ensure that the project is eligible for funding and that all grant specific requirements can be met.

c. 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 repayment length is 40 years, or the maximum life of the facility.

- 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 3%, 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.

d. Bonding

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

1. 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.
2. 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.
 - a. 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.

e. Government Agencies

There are a number of government agencies that have their own resources available to help 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 TAP 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.
- **US Department of Agriculture (USDA)** – The USDA funds a Community Facilities Grant to assist in the development of essential community facilities in rural areas and towns of up to 20,000 in population. Grant funds may be used to construct, enlarge or improve community facilities for health care, public safety, and community and public services. Grant funds may be available for up to 75% of the project cost, and grants are awarded based on the median household income and the community population.
- **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.



VI. Capital Improvements Plan

The capital improvement projects defined in Section IV of this document were selected in accordance with the process outlined in Section III, and represent the most pressing projects to be executed in order to maintain and improve community services and facilities in Fergus County. Table VI-1 presents the Comprehensive Capital Improvements Plan for Fergus County for the years 2016 - 2021. 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 Fergus 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 Fergus 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 in order to maintain proper planning efforts and keep their goals on track.

Table VI-1
Carter County Five Year Comprehensive Capital Improvements Plan

Priority	Project	Project Scheduled Date	Location	Description	Existing System	Land or Easement Required	Benefits	Estimated Cost at Date Scheduled	O&M Costs	Funding	Total Estimated Cost to Fergus County	County Fund budgeted for County portion of Cost	Tax & Economic Effects	Public Support	Estimated Life Expectancy**	Date of Project Completion
FY 2016/2017: July 2016-June 2017																
1	Road Dept Road Graders	2016	Road & Bridge Dept	Purchase 3 road graders	Routine replacement of equipment	None	Public health and safety; economic	\$450,000	Maintenance	Possible lease option	\$450,000	Road fund	None	yes	5 years	
2	Roundhouse and Paradise Road Bridges	2016	Road & Bridge Dept	Replace bridges over Big Spring Creek and on Paradise Road	Deteriorated and unsafe bridges	None	Public health and safety	\$675,225	None	TSEP	\$337,631	Bridge fund	None	yes	75-100 years	
3	Exterior renovation of Fairgrounds Ag Building	2016	Fairgrounds	Ag building siding & windows	Deteriorated exterior	None	Upgrade county facilities	\$80,000	Maintenance		\$80,000	Construction Reserve	None	yes	20 years	
4	Road Dept Skidsteer	2016	Road & Bridge Dept	Skidsteer with tracks	Upgrade road department equipment	None	Public health and safety; economic	\$50,000	None	Possible trade in would reduce cost	\$50,000	Road fund	None	yes	10 years	Jul-16
5	Weed Dept Spray Truck	2016	Weed Department	New spray truck	Routine replacement of equipment	None	Public health and safety; economic	\$28,000-\$38,000	Maintenance	Weed Grant	\$25,000-\$35,000	Weed fund	None	yes	10 years	
6	Justice Court court reception and court bench upgrade	2016	County Complex	Remodel court bench. Allow more room for office equipment . 16'6" x 5'5" x 4'5" and reduce size of glass & strengthen w/center support for front window. Install secure door.	Inadequate space for computer equipment and safety	None	Public health and safety; upgrade county facilities	\$10,000	Maintenance		\$10,000	Capital Improvement fund	None	yes	20 years	
7	Planning Dept Printer	2016	Planning Dept	Wide large color/scanner plotter	None	None	Improved customer service	\$20,000	Maintenance		\$20,000	DES	None	yes	10 years	
8	Courthouse Air Conditioning Phase 1 - 3 of Courthouse Driveway	2016	Courthouse	Add air conditioning to lower floor of courthouse	No air conditioning	None	Upgrade county facilities	\$7,000	Routine Maintenance		\$7,000	Capital improvement fund	None	yes	20 years	
9	Improvements	2016-2017	Courthouse	Driveway, parking, and sidewalk improvements at courthouse.	Inadequate of non-existent facility	None	Upgrade county facilities; public health and safety	\$75,000	None		\$75,000	Capital improvement fund	None	yes	20 years	Phase I and II August 2016
10	Road & Bridge Dept Vehicles	2016	Grass Range, Roy R&B shops	Pickups - Grass Range, Roy	Routine replacement of equipment	None	Public health and safety; economic	\$50,000	Maintenance	Weed Dept exchange?	\$50,000	Road fund	None	yes	10 years	
11	Coroner Vehicle Set up	2016	Coroner	Set up coroner vehicle to accommodate gurney and lights	None	None	Public health and safety	\$6,400	None		\$6,400	General fund	None	yes	10 years	
12	County Attorney's Office Fire and Smoke Alarm	2016	County Attorney's office	Fire and Smoke alarm system - remote monitoring	System in use does not have monitoring included.	None	Public health and safety; upgrade county facilities	Simplex Grinnell to provide cost estimate.	System will need to be on a contract for monitoring & yearly check		TBD	Building Maintenance fund	None	yes	10 years	
13	Extension Services	2016	Extension-equipment	Replace office vehicle (3 seats, 4-wheel drive) - rotating purchase every 5 years	Older model vehicle	None	Upgrade county assets	\$45,000	Maintenance		\$45,000	Extension	None	yes	10 years	
14	Fairgrounds Barrier Fence	2016	Fairgrounds	Purchase barrier fence and install between track and common area	None	None	Upgrade county facilities; public health and safety	\$10,500	None		\$10,500	Fairgrounds capital improvement fund	None	yes	10 years	Jul-16
15	Fairgrounds County Coroner Duplex Body Cooler	2016	Fairgrounds	Install three phase power at Ag Building	Inadequate power supply for shows, etc.	None	Upgrade county facilities	\$26,000	None		\$26,000	Capital improvement fund	None	yes	20 years	
16		2016	Coroner	Duplex body cooler	Inadequate facility	None	Public health and safety	\$9,000	Routine Maintenance		\$9,000	General fund	None	yes	10 years	
FY 2017/2018: July 2017-June 2018																
1	Road & Bridge Dept Side Dump Trailer	2017	Road & Bridge Dept	Side dump for hauling large loads of rip-rap	None	None	Public health and safety; economic	\$47,250	normal wear & tear & tires		\$47,250	Road fund	None	yes	10 years	
2	Road & Bridge Dept Trucks with plow	2017	Road & Bridge Dept	Purchase tandem truck/plow (only have 1 at current time)	Routine replacement of equipment	None	Public health and safety; economic	\$31,500	normal wear & tear & tires		\$31,500	Road fund	None	yes	5 years	
3	Winifred Road & Bridge Dept Shop Replacement	2016	New Construction	Replace Winifred district shop - prefer demo of existing	Inadequate shop space	None	Upgrade county facilities	\$160,000 - \$350,000	Utilities		\$160,000 - \$350,000	Construction Reserve fund, road fund	None	yes	50 years	
4	Courthouse Entrance for Superintendent of Schools	2017	Courthouse	Evaluate and repair/replace sidewalk around courthouse; add sidewalk from superintendent office to back entrance; repair front steps	No sidewalk to entrance; general disrepair of sidewalk around the courthouse	None	Public health and safety; upgrade county facilities	Consolidate with three phase sidewalk, parking, and egress improvements?	None	TA - if available would reduce County cost	\$21,000	Capital improvement fund	None	yes	20 years	

Table VI-1
Carter County Five Year Comprehensive Capital Improvements Plan

Priority	Project	Project Scheduled Date	Location	Description	Existing System	Land or Easement Required	Benefits	Estimated Cost at Date Scheduled	O&M Costs	Funding	Total Estimated Cost to Fergus County	County Fund budgeted for County portion of Cost	Tax & Economic Effects	Public Support	Estimated Life Expectancy**	Date of Project Completion
5	Coal Room Driveway Structural Improvements Planning for County-Wide Storage	2017	Courthouse	Structural shoring with flowable fill of coal room. Deck replacement of driveway over coal room.	Deteriorating deck causing concern for structural integrity of coal chute area - leaking occurring in coal chute area underneath roadway deck	None	Public health and safety; upgrade county facilities	\$30,000	None		\$30,000	Capital improvement fund	None	yes	50 years	
6		2017	County-wide request	Planning for county-wide storage issue	N/A - Planning only	None	Upgrade county facilities; energy efficiency	\$1,500-\$5,000	None		\$1,500-\$5,000	General fund	None	yes	N/A	
7	County-Wide Storage Building	2017	County-wide request	Storage solution for multiple county departments	Inadequate storage for records, supplies, etc.	None	Upgrade county facilities	Consolidated project with overall planning for county-wide storage issue - see project outlined for 2017.	Maintenance		TBD	Capital improvement fund	None	yes	50 years	
8	Roadside Mower	2017	Road & Bridge Dept	Purchase roadside mower	Routine replacement of equipment	None	Upgrade county assets	\$31,500	Maintenance		\$31,500	Road fund	None	yes	10 years	
9	Road & Bridge Dept Truck	2017	Road & Bridge Dept	General department use	Routine replacement of equipment	None	Upgrade county assets	\$25,000	Maintenance		\$25,000	Road fund	None	yes	10 years	
10	Denton Road & Bridge Dept Shop Replacement	2017	New Construction	Denton - replace old shop with new which is located in floodplain; requires land purchase	Inadequate shop space	None	Public health and safety; upgrade county facilities	\$168,000 - \$367,500	Utilities		\$168,000 - \$367,500	Construction Reserve fund, road fund	None	yes	50 years	
11	Courthouse windows	2017	Entire Courthouse	Repair courthouse windows to open properly	Malfunctioning windows	None	Energy savings	Bid anticipated - waiting for window manufacturer to provide options and costs.	None		TBD	Capital improvement fund	None	yes	50 years	
12	Courthouse Dome Roof Repair	2016	Courthouse	Courthouse dome roof repair, clock tower and repainting front entrance	Leaking roof potentially caused by aging infrastructure.	None	Upgrade county facilities; energy efficiency	\$65,000	None		\$65,000	Capital improvement fund	None	yes		
13	Family Planning Dept Electronic Health Records System	2017	Family Planning	Electronic Health Records system - Practice Suite & 3 tablets - Lewistown (2), Roundup	Traditional records system; non-mobile	None	Public health and safety; upgrade county facilities	\$35,000	Possible upgrades and module changes	Title X State Womens/Men's Health Section	Depends on Title X funding available	None - will need to be paid by grants	None	yes	10 years	
14	Courthouse Chimney	2017	Courthouse	Remove brick part of old chimney and repair sandstone	Crumbling brick and sandstone; unstable structure	None	Public health and safety; upgrade county facilities	\$60,000	None		\$60,000	Capital improvement fund	None	yes	20 years	
15	Fairgrounds Wash House	2017	Fairgrounds	Wash house for livestock	Inadequate facility	None	Upgrade county facilities	\$21,000	Yearly maintenance	Fair levy has \$118, 948 left in it	See funding note	Fair Levy	None	yes	20 years	
16	Reconfigurer's Office Window Area	2016	Treasurer's Office	Reconfigure window office space to accommodate variable height desks.	None	None	Upgrade county facilities; public health and safety	\$25,000	None		\$25,000	Construction reserve fund	None	yes	10 years	
FY 2018/2019: July 2018-June 2019																
1	Road & Bridge Dept Scraper	2018	Equipment Purchase	new scraper (trade 2 old ones in for new one)	Routine replacement of equipment	None	Public health and safety; economic	\$330,000	None		\$330,000	Road fund	None	yes	5 years	
2	Fairgrounds Restroom/Showe r Facility Extension	2018	Fairgrounds Extension	Build restroom/shower facility	Inadequate facility	None	Upgrade county facilities	\$220,000	Yearly maintenance	Fair levy has \$118, 948 left in it less amount paid	See funding note	Fair Levy; Construction reserve fund	None	yes	20 years	
3	Service Copier	2018	Office	Copier	Outdated equipment	None	Upgrade county assets	\$11,000	Maintenance		\$11,000	Extension	None	yes	10 years	
4	Road & Bridge Dept Supervisor's Truck	2018	Road & Bridge Dept	Replace Road Supervisor's Truck	Routine replacement of equipment	None	Upgrade county assets	\$55,000	Maintenance		\$55,000	Road fund	None	yes	1 year - rotate to another department	
FY 2019/2020: July 2019-June 2020																
1	Road & Bridge Dept Road Graders	2019	Road & Bridge Dept	Road graders - 2	Routine replacement of equipment	None	Public health and safety; economic	\$345,000	Maintenance	Possible lease option	\$345,000	Road fund	None	yes	5 years	
2	Clerk & Recorder Election Equipment	2019	Clerk & Recorder	Upgrade election equipment to M850	Outdated election equipment	None	ADA compliance; upgrade county assets	\$115,000	None	Possible lease option	\$115,000 - depends on lease option	General fund	None	yes	10 years	
3	Weed Dept Spray Truck	2019	Weed Shop	New spray truck	Routine replacement of equipment	None	Public health and safety; economic	\$32,200-\$43,700	Maintenance	Grant	\$32,200-\$43,700	Weed fund	None	yes	10 years	

Table VI-1
Carter County Five Year Comprehensive Capital Improvements Plan

Priority	Project	Project Scheduled Date	Location	Description	Existing System	Land or Easement Required	Benefits	Estimated Cost at Date Scheduled	O&M Costs	Funding	Total Estimated Cost to Fergus County	County Fund budgeted for County portion of Cost	Tax & Economic Effects	Public Support	Estimated Life Expectancy**	Date of Project Completion
4	Moore Road and Bridge Shop	2018	Moore	Expand and improve existing shop to include a floor drain, upgraded windows, insulation, and overhead doors.	Inadequate shop space	None	Public health and safety; upgrade county facilities; energy efficiencies; environmental	\$220,000	Utilities		\$220,000	Construction Reserve fund, road fund	None	yes	50 years	
5	Dept General Use Vehicles	2019	Road & Bridge Dept	Purchase 2 general use trucks	Routine replacement of equipment	None	Upgrade county assets	\$57,500	Maintenance		\$57,500	Road fund	None	yes	10 years	
FY 2020/2021: July 2020-June 2021																
1	Road & Bridge Dept Road Graders	2020	Equipment Purchase	Road Graders - 2	Routine replacement of equipment	None	Public health and safety; economic	\$360,000	Maintenance	Possible lease option	\$360,000	Road fund	None	yes	5 years	
2	Extension Services Storage	2020	County-wide request	Build storage building	Inadequate storage	Depends on outcome of planning	Upgrade county facilities	Consolidate project with overall planning for county-wide storage issue - see project outline for 2017.	Maintenance		TBD	Construction reserve fund	None	yes	50 years	
3	Sherriff's Complex Accessibility	2020	County Complex	Install elevator to basement of sherriff's complex (does not include additional office space/sherriff expansion)	No ADA accessibility to basement of complex	None	Upgrade county facilities	\$36,000 - \$144,000	None		\$36,000 - \$144,000	Construction reserve fund; DES; Public safety	None	yes	50 years	
4	Grass Range Road & Bridge Dept Shop	2019	Grass Range	Replace Grass Range shop	Inadequate shop space	None	Upgrade county facilities	\$184,000 - \$402,500	Utilities		\$184,000 - \$402,500	Construction reserve fund	None	yes	50 years	
5	Disaster & Emergency Services Dept Accessible Meeting Space and Storage	2020	County Complex	Provide handicap access and storage areas need larger space for equipment	No ADA accessibility to existing meeting area.	None	Upgrade county facilities	Consolidate project with overall planning for county-wide storage issue - see project outline for 2017. Project for DES may require additional consideration for meeting the needs of the Emergency Operations Center. Would potentially solve accessibility issues in Sheriff's Complex.	None		TBD	Capital improvement fund; DES; Public safety	None	yes	20 years	
6	County Storage Building at Airport Upgrade	2020	County-wide request	Upgrade County Building - needs cover or rebuilt roof, double doors, paint	Aging and deteriorating building	None	Upgrade county facilities	Consolidate project with overall planning for county-wide storage issue - see project outline for 2017.	None		TBD	Capital improvement fund; Public safety	None	yes	50 years	
7	Extension Services	2020	Extension	Meeting room handicap accessible with kitchen. Optional move to Ag Building - interior remodel	Inadequate space for needs	None	Upgrade county facilities	\$144,000	Yearly maintenance		\$144,000	Construction reserve fund	None	yes	20 years	
Unranked projects***																
	Courthouse Steps	2016	Courthouse	Repair/replace broken marble steps in courthouse	Broken steps	None	Public health and safety; upgrade county facilities; energy efficiencies	\$1,500-\$7,000	None		\$1,500-\$7,000	Capital improvement fund	None	yes	20 years	
	Family Planning Dept Office Furniture	2017	Family Planning	Office furniture	Outdated furniture	None	Upgrade county facilities	\$6,300	None		\$6,300	Family Planning fund	None	yes	10 years	
	Fairgrounds Vehicle	2017	Fairgrounds	Buy Ranger ATV to replace little pickup that is no longer running	Inoperable vehicle	None	Upgrade county assets	\$8,400	Yearly maintenance		\$8,400	Capital improvement fund	None	yes	10 years	
	Fairgrounds Storage Buildings	2018	Fairgrounds	Remove 2 buildings and replace w/one building for maintenance & storage facility - 2,500 sq ft	Inadequate storage facilities	None	Upgrade county facilities	\$165,000	Yearly maintenance		\$165,000	Construction reserve fund	None	yes	50 years	
	Fairgrounds Office Improvements	2020	Fairgrounds	Expand fairgrounds office for meeting room and extra space for selling tickets	Inadequate space for needs	None	Upgrade county facilities	\$72,000	Yearly maintenance		\$72,000	Construction reserve fund	None	yes	20 years	
	Fairgrounds Warm Up/Show Arena with Stalls	2020	Fairgrounds	Build stalls, enclosed warmup arena, show arena	No indoor facility for this use	None	Upgrade county facilities; economic	\$360,000	Yearly maintenance		\$360,000	Construction reserve fund	None	yes	50 years	

Appendix A
Fergus County Growth Policy Goals and Objectives

C. Jurisdictional Area

The City-County Planning Board is responsible for reviewing planning in the area including the City of Lewistown and approximately 4.5 miles surrounding the city, as defined by interlocal agreement between the City of Lewistown and Fergus County. The County Planning Board is responsible for the remainder of the unincorporated areas of Fergus County and the incorporated towns that have contracted with Fergus County for planning services. This Growth Policy covers the entire jurisdictional area of the County outside of incorporated municipalities.

II. GROWTH POLICY ORGANIZATION

The organization of the growth policy is set out in the Table of Contents. The main body of the Growth Policy includes an introduction, goals, objectives and implementation measures, implementation time frame and amendment procedures, subdivision review policies, and a statement of how Fergus County will coordinate with other jurisdictional areas.

The Appendices contain supporting information. Current state law governing Growth Plans are included in Appendix A. Existing characteristics and projections of land use, economic conditions, population, housing needs, public services and facilities, natural resources and wildland urban interface are in Appendix B. Appendix C is infrastructure strategy, Appendix D is the historical narrative and Appendix E contains public comments received concerning the Growth Policy.

III. GOALS, OBJECTIVES, IMPLEMENTATION MEASURES

The natural beauty and largely open rural landscape of Fergus County is attractive to dispersed development, and encroachment of residential use into agricultural areas tends to invite conflicts over farming and ranching practices.

Public land under the jurisdiction of multiple state and federal agencies is scattered throughout the county. The decisions of these entities on use & access to these public lands has a direct impact to the agricultural economy.

GOAL I. ASSIST IN THE DEVELOPMENT OF INFRASTRUCTURE TO SUPPORT FUTURE DEVELOPMENT.

SITUATION STATEMENT: The general condition of water, sewer, and other public utilities within the communities in the region are considered adequate, but aging. Some communities are in the process of replacing existing systems.

Many roads in Fergus County need additional surfaces, replacement of bridges and additional or adequate culverts. Some communities only have poorly graveled streets. Air transportation is limited in most communities. Communities have some ability to provide local funding to match outside funding sources.

Objective 1. Assist communities in upgrading or maintaining their basic transportation infrastructure.

Implementation Strategies

- a.) Assist local leaders in coordinating projects.
- b.) Assist in assessing roads, rail, and air transportation systems and long-range planning efforts.

Objective 2. Assist in meeting needs for water and wastewater treatment facilities.

Implementation Strategies

- a.) Work with other agencies, and Central Montana RC&D to assist communities in developing a water source and delivery system to meet their needs.
- b.) Assist with water and wastewater infrastructure improvements and planning efforts.
- c.) Encourage protection of surface water.

Objective 3. Assist communities in housing development and homebuyer education.

Implementation Strategies

- a.) Support Central Montana Resource Conservation & Development Area Inc. (RC&D's), Snowy Mountain Development Council (SMDC) and District 6 Human Resource and Development Council (HRDC) efforts in housing improvements, development, and first time homebuyer training.
- b.) Provide information/education to assess community housing stock and develop plans to address emerging needs.

GOAL II. ENHANCE THE ECONOMIC VITALITY OF THE REGION BY EXPANDING OUR ECONOMIC BASE.

SITUATION STATEMENT: In the public meetings with citizens in Fergus County, the recurring theme was that citizens enjoy the quality of life, but see a pressing need for business recruitment and expansion.

This region falls under the Montana average for wages, and a goal in all counties is to be able to provide better wages for employees. Area citizens are interested in attracting business and industries that can pay local people better wages.

Attracting new business is a goal, but helping existing businesses is a priority. Existing business and industry are assets. They provide employment, contribute to the local tax base, and benefit local businesses. Further, it is much easier to retain an existing business than it is

to recruit a new one. Small and medium-sized businesses create more jobs in the U.S. than large ones, and create more effective jobs.

For these reasons, a retention and expansion strategy that focuses on local small business is a sound economic development strategy.

Objective 1. Assist businesses in expansion or retention efforts.

Implementation Strategies

- a.) Promote business retention and expansion.
- b.) Create opportunities for local business to seek education, training, and advice for their business planning, operations and marketing.
- c.) Seek to fill the financing gap through economic development finance professionals, working with the Financial Development Network, financial planners, private investors, and seeking assistance from professionals in this field of work.
- d.) Encourage the development of turn-key offices in rural locations to encourage service providers to come to the area.
- e.) Research marketing opportunities for made in Central Montana agricultural products, manufactured goods, services, arts and crafts, and talents.

Objective 2. Meet the infrastructure needs for business recruitment and expansion.

Implementation Strategies

- a.) Catalogue the region's existing infrastructure including transportation systems, telecommunications, electrical grid systems, loading facilities, public water and sewer systems, private and public housing, etc.
- b.) Investigate infrastructure enhancements and expansion plans for the future.
- c.) Assess the capacity of the region's existing infrastructure to meet the criteria required for business recruitment and expansion.

Objective 3. Promote business recruitment in the region.

Implementation Strategies

- a.) Refine and continue business recruitment efforts.
- b.) Research the business recruitment incentives offered in other regions and/or available in Montana and Central Montana.
- c.) Resolve local area competitiveness issues related to business recruitment.

GOAL III. SUSTAIN AND ENHANCE THE REGIONS' AGRICULTURAL SECTOR.

SITUATION STATEMENT: Rangeland and dry land farming of grains and feed, raising livestock and the harvest of timber are the predominant agricultural uses. Variables that impact stability and growth of agriculture include: climate, transportation, marketing, consumer demand, prices, industry trends, government programs, production expenses, erosion, saline seep, weeds, and soil productivity. While there are programs currently addressing some of these variables, continued local research and education will be critical for reaching the potential in the agricultural sector.

Most frequently heard advice from community interviews and meetings focused on the need to continue weed control. The following options are also frequently discussed: expanding the use of agricultural by-products, adding value to current production and expanding the use of the natural resource base.

Current businesses that are adding value are seed plants in Denton and Moccasin. Some agricultural operators have expanded farm and ranch operations to diversify. Other producers are exploring non-traditional crops such as barley, canola, camelina and black medic.

Beef alliances target specific breeds, some give the rancher retained ownership of calves all the way to the packing plant, others form rancher/feeder/packer partnerships and divide the profits three ways. The goal of these alliances is to improve carcass quality, to achieve better feed efficiencies and to improve income of the beef industry.

Coping with changing markets may require putting aside conventional wisdom and traditional ways of doing business and taking some risk. This may include: investment in non-traditional crops, adding value or expanding a use of natural resource, reassessing techniques of rangeland use, utilizing a natural resource while sustaining them, and cooperative marketing. Value-added operations increase employment and offer a good wage. When agricultural operators expand into recreational uses such as farm and ranch recreation, there is often a positive impact on local service and retail sectors.

Increasing potential for a greater return on agriculture-based industries could be realized if financial institutions, agricultural service agencies, agricultural research organizations, and the producers work together to explore the options that may be realized locally through cooperative efforts. Exploring this potential may require additional educational programs and business development expertise.

Objective 1. Preserve the quantity and quality of agricultural land.

Implementation Strategies

- a.) Support the Central Montana Agricultural Research Station; Consolidated Farm Services, Natural Resource and Conservation Service, Conservation Districts and County Extension programs.
- b.) Preserve agricultural land by investigating preservation methods successful in other regions.
- c.) Assist farm agencies by investigating funding for technological opportunities to record and evaluate data.

- d.) Assist agencies in their effort to control noxious weeds.
- e.) Encourage the use of estate planning and other tools to better affect the intergenerational transfer of farm and ranch property.

Objective 2. Assist business development in the agricultural sector.

Implementation Strategies

- a.) Examine the options for use of agriculture by-products.
- b.) Focus financial resources on development of business opportunities to add value to area agricultural products.
- c.) Research the transportation needs of agricultural production.
- d.) Support the development and production of environmentally friendly value-added agricultural products.

GOAL IV. CREATE AND PROMOTE AN AREA-WIDE SENSE OF COMMUNITY WITH A CLEAR UNDERSTANDING OF THE INTERDEPENDENCE OF HEALTH, SAFETY, EDUCATION, AND BASIC HUMAN NEEDS WITH ECONOMIC PERFORMANCE.

SITUATION STATEMENT: Communities in the region have a strong sense of place. Living a rural lifestyle is very appealing to the people who have stayed here and to the people that want to move here. A history of self-reliance is sometimes helpful for community renewal and becomes evident when there is a community fund-raiser. And, sometimes this spirit of independence is a hindrance when a regional problem requires a cooperative effort, such as controlling noxious weeds.

There is strong evidence of a generous and self-reliant population in the region. Private foundations have funded many educational, medical, cultural and emergency service projects through the years. They are developing a spirit of philanthropy in the region. Local banks assist communities in the county to start their own endowment funds.

The cities, towns and rural areas are healthful environments. However, a large number of rural residents are far from health and social services, which creates special challenges for the area.

Objective 1. Improve communication among all layers of government, organizations, local non-profit groups and businesses within the area.

Implementation Strategies

- a.) Develop methods to share information about the county's activities, challenges, projects, etc. in a timely manner.

- b.) Establish criteria to ensure that participants from each represented economic sector consistently report activities, progress and setbacks to their respective community areas.
- c.) Maintain broad and active participation in the Community Economic Development Strategy (CEDS) Committee.

Objective 2. Increase the growth of the area's net income.

Implementation Strategies

- a.) Research area's training, certification, and skills level needs that may enhance employment opportunities at higher pay scales.
- b.) Examine local business and consumer practices that may expand local spending

Objective 3. Access, capture and retain all possible earnings and income for the area.

Implementation Strategies

- a.) Support and encourage the continued growth and development of community endowments within the County.
- b.) Support and promote area events, activities, or points of interest that attract outside attendance.

Objective 4. Improve and expand medical and emergency systems.

Implementation Strategies

- a.) Encourage further development of emergency response systems with expansion and training efforts.
- b.) Work with local elected officials to plan ways to address emergencies in the remote rural areas.
- c.) Support expansion of medical services.

Objective 5. Improve the standard of living by upgrading community services and their facilities.

Implementation Strategies

- a.) Assist communities with medical services, emergency services and fire service enhancements.
- b.) Assist communities / agencies / local governments with planning, design, funding and construction of major capital improvements.

- c.) Assist in development of programs / projects which impact basic human needs, including schools, public transportation, senior centers, libraries, etc.

GOAL V. MAINTAIN SUSTAINABLE SUPPLIES OF PUBLIC AND PRIVATE NATURAL RESOURCES FOR LOCAL INDUSTRIES.

SITUATION STATEMENT: Timber, one of our renewable resources provides a valuable and sustainable product from the land. Timber harvest can reduce the risk of large catastrophic fires, which can devastate the timber resources. Good management practices are important to protect the wildlife habitat and water quality. Natural resource protection also enhances and protects the settings where recreational use exists and potential recreational areas. Protecting wetlands from environmental degradation provides forage and critical habitat for wildlife in the region, a benefit to both residents and visitors. Agricultural lands also sustain habitat for wildlife, a critical resource to the region.

Objective 1. Maximize the financial return to the area for business and industry that utilize our natural resources.

Implementation Strategies

- a.) Work with federal and state agencies to ensure sustained yield from public lands.
- b.) Research opportunities for investment in more efficient use of resources.
- c.) Encourage marketing of renewable resources and related products from the area.

Objective 2. Utilize natural resources in a manner that protects quality of life and environment.

Implementation Strategies

- a.) Participate with conservation districts, natural resource teams, and residents in area watershed planning.
- b.) Support local weed boards, conservation districts and other entities involved in weed control to reduce the negative impact of noxious weed infestations.
- c.) Assist in the development of information/education programs to increase public awareness of conservation issues that will help us reach our goals.
- d.) Support the development of environmentally friendly products.

GOAL VI. ENHANCE THE ECONOMIC VITALITY OF COMMUNITIES BY DEVELOPING AN EDUCATED AND PREPARED WORKFORCE.

SITUATION STATEMENT – Development and refinement of vocational education, post-secondary education and adult education programs are preparing a versatile work force. The development of the Montana State University Northern campus (MSU Northern) will continue to strengthen our area, and should be supported. At public meetings in the area, citizens identified the need to train local people for positions a new industry may provide. Technical assistance has been identified as critical for revitalization of the regional economy.

Central Montana has numerous nursing care facilities that are understaffed and unable to find qualified trained workers. While this is a state and national shortage it significantly impacts rural areas such as Central Montana.

Objective 1. Assist local industries with work force training opportunities for local unskilled, unemployed or underemployed people.

Implementation Strategies

- a.) Work with local education systems to develop needed community facilities and expansion of programs.
- b.) Collaborate with local work force agencies to ensure a seamless system between trained work force and businesses.
- c.) Expand and continue to support continuing post secondary education opportunities, particularly those that provide access to degree programs or certifications in order to improve local work force skills.

IV ACTION PLAN: HOW DO WE GET THERE?

The preceding pages outline goals and objectives, set as a result of discussions at public meetings and other communications with community leaders in the region. These goals and objectives provide the basis for formulating the Action Plan, and serve as milestones to evaluate the accomplishments of the CEDS process. These goals and objectives have been ranked based upon area meetings and discussions by the CEDS Committee.

The Action Plan answers the question, “How do we get there?” and is based primarily on long-term goals and objectives. Strategies for each objective are also prioritized in descending order of interest as intermediate elements. The action plan describes short-term activities, and groups them into a program designed to achieve the desired results and to turn potential improvements into reality. The Action Plan prioritizes program activities, and identifies resources, time frames, and responsible parties for implementation. (See Action Plan Matrix at end of Section).

INFRASTRUCTURE

Action Items:

Objective 1: Assist communities in upgrading or maintaining their basic transportation infrastructure.

- Assist local leaders in coordinating community projects.

THIS DOCUMENT IS INCOMPLETE AND A WORK IN PROGRESS. THE INFORMATION CONTAINED HEREIN MAY BE UPDATED AND CHANGED AT ANY TIME.

Appendix B

Capital Project Survey

APPENDIX B: CAPITAL PROJECT SURVEY

Page 10

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Weed Department

Contact: Brady Cannon

Telephone: 595 3970 Email: fcweeds@co.fergus.mt.us

Type of Project:

- ☐ **Equipment Purchase**
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: New spray truck. Past records indicate that
selling trucks younger than 7 years old, with less than 60,000 miles has proven to recruit
higher bids on the sale of the truck. This will offset the cost of a new truck

Estimated cost of project (if available) \$28,000.00 - \$38,000.00

By what date would you like to complete this project? 2016-17 Fiscal Year

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Operating Budget (Sale of the veteran truck will offset cost of the new truck purchase)

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

The truck will replace an existing truck so there will not any additional maintenance or cost

Associated with the new truck

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

W2

Department: Weed Department

Contact: Brady Cannon

Telephone: 595 3970 Email: fcweeds@co.fergus.mt.us

Type of Project:

- ☐ **Equipment Purchase**
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: New spray truck. Past records indicate that
selling trucks younger than 7 years old, with less than 60,000 miles has proven to recruit
higher bids on the sale of the truck. This will offset the cost of a new truck

Estimated cost of project (if available) \$28,000.00 - \$38,000.00

By what date would you like to complete this project? 2019-20 Fiscal Year

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Operating Budget (Sale of the veteran truck will offset cost of the new truck purchase)

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

The truck will replace an existing truck so there will not any additional maintenance or cost

Associated with the new truck

JCI

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: JUSTICE COURT

Contact: KELLY MANTOOTH

Telephone: 535-5418 Email: KMANTOOTH@NJ.GOV

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: REDUCE SIZE OF GLASS + STRENGTHEN WITH CENTER SUPPORT FOR FRONT WINDOW, INSTALL SECURE DOOR SO PRISONERS CANNOT ESCAPE. BOTH PROJECTS FOR SECURITY.

Estimated cost of project (if available) \$5,000

By what date would you like to complete this project? WHEN FEASIBLE

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

NORMAL BUDGET

Will this project require additional permanent personnel? If so, please explain and detail.

NO

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

NO - ONE TIME COST

State Of Montana

TENTH JUDICIAL DISTRICT COURT
Judith Basin, Fergus & Petroleum Counties

HON. JON A. OLDENBURG
DISTRICT JUDGE

P.O. Box 1124
Lewistown, MT 59457



Marnie Witt, Court Administrator
Deidre Dietrich, Court Reporter
Telephone: (406) 535-8028
Facsimile: (406) 535-6076

June 9, 2014

County Commissioners
Fergus County
712 W. Main St. 2nd Floor
Lewistown, MT 59457

Re: Courthouse and Courtroom Security

Dear Commissioners,

For a period of time, I, along with others, have been discussing courthouse and courtroom safety and security. Violence in courthouses and courtrooms is ever on the rise, as is violence on law enforcement and court staffs nationwide.

From our discussions, your name has been mentioned as a person that would be willing to work on a committee or would have knowledge to assess where we are on security, what the needs going forward are, and how best to accomplish our goals. I have assembled documents, studies, and recommendations from around the country. I have also been provided the materials from the prior committees that have worked on this issue here in Fergus County.

In order to start the process, or re-start it for those of you who have worked on it before, I felt it best to call a meeting and open discussions on the issues. As this is a large group and we may never have a perfect meeting time for all, I have chosen to have the first meeting in the Courtroom of the Fergus County Courthouse on **June 18, 2014, at 2:00 p.m.** For those of you that wish to participate by judicial video network, you may do so by dialing into our virtual meeting room at (406) 449-7478. When prompted for the Conference ID, dial 2023#.

I hope to see you there. Please bring any ideas, concerns, or input you may have. Thank you for considering to help on this important project.

Yours truly,

A handwritten signature in black ink, appearing to read "Jon A. Oldenburg".

Hon. Jon A. Oldenburg

JAO:mrw

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: JUSTICE COURT

Contact: KELLY MANTOOTH

Telephone: 535-5418 Email: KMANTOOTH@MT.GOV

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: REMODEL COURT BENCH TO EXTEND
WALL TO WALL, TO ALLOW MORE ROOM FOR COMPUTER EQUIPMENT
PRINTERS ETC AND TO FREE UP MORE OFFICE SPACE.

Estimated cost of project (if available) \$15,000

By what date would you like to complete this project? WHEN FEASIBLE

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

NORMAL BUDGET

Will this project require additional permanent personnel? If so, please explain and detail.

NO

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

NO - ONE TIME COST

ESI

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Extension Service

Contact: Denise Seilstad

Telephone: 406-535-3919 Email: dseilstad@montana.edu

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Replace office vehicle

Estimated cost of project (if available) \$30,000.00

By what date would you like to complete this project? 2018

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

County operating budget

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

No

ES2

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Extension Service

Contact: Denise Seilstad

Telephone: 406-535-3919 Email: dseilstad@montana.edu

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Handicap Accessible Meeting Room
(Purchase old restaurant across the street from the courthouse)

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.)

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

Minimal

ES3

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Extension Service

Contact: Denise Seilstad

Telephone: 406-535-3919 Email: dseilstad@montana.edu

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Storage Building

16 x 24

Estimated cost of project (if available) \$30,000.00

By what date would you like to complete this project? 2017

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

County operating budget

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

Minimal

FPI

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN
Project Request Form

Department: _____

Contact: _____

Telephone: _____

Type of Project:

- ☒ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: _____

We would like to implement electronic health records / EMR / EHR. we need to be able to provide quality healthcare to men women & teens of Fergus County so that we can be up to current standards in the health care world.

Estimated cost of project (if available) _____

\$35000.-

ASAP.

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.) _____

Fergus Co. General Fund

or CIP grant

Will this project require additional permanent personnel? If so, please explain and detail.

Yes

1-2 FTE

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

Yes possible upgrades to system & module changes

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

CRI

Project Request Form

Department: Clerk & Recorder

Contact: Rana J. Wichman

Telephone: 535-5242 Email: clerkrecorder@co.fergus.mt.us

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Upgrade election
equipment - replace M650 counting machine

Estimated cost of project (if available) \$100,000⁰⁰

By what date would you like to complete this project? March 2019

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Elections are funded out of the general fund.
Money will need to be reserved for this project.

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

basically the same as now

CR2

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Clerk & Recorder

Contact: Rana J. Wichman

Telephone: 535-5242 Email: clerkrecorder@co.fergus.mt.us

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Install ceiling fans in
offices. This would improve circulation &
help with heating & cooling issues.

Estimated cost of project (if available) _____

By what date would you like to complete this project? June 2017

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)
Operating Budget

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

no

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN
Project Request Form

CR3

Department: Clerk & Recorder

Contact: Rana J. Wichman

Telephone: 535-5242 Email: clerkrecorder@co.fergus.mt.us

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Repair courthouse
windows so they can be opened.
This is a big safety issue.

Estimated cost of project (if available) _____

By what date would you like to complete this project? June 2016

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Will this project require additional permanent personnel? If so, please explain and detail.
No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.
No

71
FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Treasurer

Contact: Gwendolyn L. Gibson

Telephone: 535-9220 Email: treasurer@Co.fergus.mt.us

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: redo front window to make
more ergonomic somehow. Not sure whether to make
standing with option to sit also

Estimated cost of project (if available) not sure 20-30,000

By what date would you like to complete this project? Anytime other than tax time

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

no.

[Printers, Shredders & Machines >](#) [Printers >](#) [Printers >](#) [Inkjet Printers >](#) [Inkjet Printers >](#)

HP® DesignJet Z5400 Postscript® Wide/Large Format Color Inkjet Printer

Item # 901-Z5400 | Model # L3S82A

[Product tour](#)**\$19,099.99** /Each

Delivery Date:

59457

[Go](#)

Estimated Arrival: May 13 - May 16

[Parcel](#)

Print Technology: Inkjet

Output Type: Color

Type of Printer: Wide/Large Format

1

Each

[Add to Cart](#)[Add to My List](#)[Free Shipping](#)[Easy Returns](#)[DESCRIPTION](#)[SPECIFICATIONS](#)[REVIEWS](#)[IN THE BOX](#)[ACCESSORIES](#)

Description

The first multi-roll ePrinter for graphics to produce high-quality, long-lasting prints efficiently

Print resolution: Up to 2400 x 1200 optimized dpi

Memory: 64 GB (virtual)10, 320 GB hard disk

Software included: Printer driver, HP Instant Printing PRO for Windows, HP Printer Utility including HP Color Center, HP DesignJet Excel Accounting Tool

Applications: Line drawings, Renderings, Maps, Orthophotos, Graphics design, Office Graphics, Posters, Photos, Digital fine art, Banners, Exhibition, event graphics, Light boxes - film, Point of sale/display

Connectivity: Gigabit Ethernet (1000Base-T), Hi-Speed USB 2.0 certified, EIO Jetdirect accessory slot

Color touchscreen

Dimensions: 41.3H x 69.7W x 28.4D

One-year limited hardware warranty

Fast delivery with two rolls and a smart workflow. Be ready—meet urgent requests using the first ePrinter for graphics with multi-roll and smart media switching. Increase uptime with fewer roll changes and useful notifications for ink levels, firmware updates, and more. Shorten your turnaround times with a 320 GB hard drive, borderless printing, and fast-drying HP Photo Inks. Preview, crop, and print PDF, PostScript®, HP-GL/2, TIFF, and JPEG files fast, using HP Instant Printing PRO. Create in-house posters, photos, canvases, backlit prints,

indoor signs, POS posters, line drawings, and maps. Impress customers with top quality black-and-white images, using three shades of black HP Photo Inks. Achieve smooth color tones thanks to HP Multi-Dimensional Smart Drop Placement Technology. Expand your offerings with water-resistant prints that last up to 200 years, using HP Photo Inks2.

Key specs

Model size	Memory (RAM)	Hard disk
Printer: 44 in; Scanner: 42 in	Printer: 64 GB (virtual); Scanner: 2 GB	Printer: Standard, 320 GB; Scanner: Standard, 500 GB
Print Speed	Print quality color (best)	
570 ft ² /hr	Up to 2400 x 1200 optimized dpi	

Product Overview

Your documents, maps, and drawings look better in high definition. With the HP Designjet HD Pro MFP you can produce very high-quality scans while accelerating workflows with fast scan speeds, simplified operation, and reliable performance.

Excellent image reproduction with CCD technology

Communicate clearly with high-quality large-format scan and copy technology from HP. CCD technology delivers quality reproductions even when scanning old or damaged maps and drawings. Capture fine detail and scan on thick¹ and rigid media.

A fast HD scanner designed to streamline workflows

Accelerate workteam collaboration with fast scanning speeds and streamlined workflows. Save scans into different file formats, easily share your images, and preview and enhance images to make sure you achieve the best results.

Efficiently produce high-quality, durable prints

Printing is simple and reliable with HP. Easily process large, complex files. Produce the colors you want to see. Create fast-drying, long-lasting prints. And position the HP HD Pro MFP where it's most convenient thanks to its space-saving design.

Key Features

HP ePrint

Print from your smartphone, tablet, and Internet-connected PC from virtually anywhere.

Number of print cartridges

6 (cyan, magenta, yellow, light gray, matte black, photo black)

Usage

Graphic design; Reprographic services; Copy shops; Sign & Display; Professional photography

Product type

Office Printers for CAD and GIS; Graphics Printers; Production Printers

Ethernet

Add this device to your office Ethernet network to share with your workgroup.

Images



In the box

What's in the box

Printer: HP Designjet Z5400 PostScript ePrinter
 printheads
 introductory ink cartridges
 printer stand and media bin
 spindles
 quick reference guide
 setup poster
 start-up software
 power cord
 Scanner: HP Designjet HD Pro Scanner
 stand
 touchscreen (panel PC)
 quick reference guide
 setup poster
 copy/scan software
 documentation software
 Ethernet cables (x2)
 power cords

Detailed specifications

Model size	Printer: 44 in; Scanner: 42 in
Print speed	570 ft ² /hr
Linear scan speed	Up to 6 in/sec (color, 200 dpi); up to 13 in/sec (black-and-white, 200 dpi)
Memory, standard	Printer: 64 GB (virtual); Scanner: 2 GB
Hard disk	Printer: Standard, 320 GB; Scanner: Standard, 500 GB
Print quality color (best)	Up to 2400 x 1200 optimized dpi
Print technology	HP Thermal Inkjet
Number of print cartridges	6 (cyan, magenta, yellow, light gray, matte black, photo black)
Ink types	Pigment-based
Non-printable area (cut-sheet)	0.2 x 0.67 x 0.2 x 0.2 in
Guaranteed minimum line width	0.0031 in (ISO/IEC 13660:2001(E))
Line accuracy	+/- 0.1%
Color stability	< 1 dE2000 in less than 5 minutes
Color stability	< 1 dE2000 in less than 5 minutes
Print repeatability	Average < 0.5 dE2000, 95% of colors < 1.4 dE2000
Maximum optical density (black)	4 L* min/2.5 D
Scan resolution, optical	1200 dpi
Scanner type	Sheetfed
Scan size (flatbed), maximum	42-in wide
Copy reduce / enlarge settings	1 to 10000%
Copies, maximum	1000
Finished output handling	Printer: Two automatic roll feeds; smart roll-switching; sheet feed; media output bin; automatic cutter (cuts all media except canvas and banners); Scanner: Straight-through scan paper path for sheet and cardboard originals, adjustable paper pressure for very thin media up to 15 mm original thickness
Media types	Printer: Photographic, proofing, fine art printing material, self-adhesive, banner and sign, bond and coated, backlit, fabric/textile; Scanner: Non-abrasive paper, vellum, Mylar, sepia, blueprints, plastic, film, plastic laminate, foam board, cardboard, newspaper, tracing paper (no plywood, stone plates, metal plates or abrasive, dirty, rough, sharp edged, metal clamped, or burned surfaces or transparencies)
Media sizes standard (sheets, rolls)	8.3 to 44-in wide sheets; 11 to 44-in rolls

Roll external diameter	5.3 in
Media thickness	Up to 19.7 mil
HP ePrint capability	Yes
Connectivity, standard	Printer: Gigabit Ethernet (1000Base-T); Hi-Speed USB 2.0 certified; EIO Jetdirect accessory slot; Scanner: Gigabit Ethernet (1000Base-T); Hi-Speed USB 2.0 certified
Print languages	Adobe PostScript 3, Adobe PDF 1.7, TIFF, JPEG, CALS G4, HP PCL 3 GUI, HP-GL/2, and HP-RTL (HP-GL/2 and HP-RTL only available via HP Instant Printing PRO or the HP Embedded Web Server)
Power consumption	Printer: < 120 watts (printing); < 27 watts (ready); < 5 watts (< 22 watts with embedded Digital Front End) (sleep); 0.1 watts (off); Scanner: 90 watts (scanning); 80 watts (ready); < 3 watts (sleep)
Operating temperature range	41 to 104°F
Minimum dimensions (W x D x H)	69.6 x 44.9 x 59.1 in
Weight	346 lb
Warranty	One-year limited hardware warranty
Software included	Printer driver, HP Instant Printing PRO for Windows, HP Printer Utility including HP Color Center, HP Designjet Excel Accounting Tool, integrated software with scan and copy enhancement features

Datasheet



[HP DesignJet HD Pro MFP Datasheet](#)
283.1 KB

Disclaimers

Product image may differ from actual product

¹ Up to 0.6 inches (15 mm) thickness.



Specifications

Product Information	Type of Printer :	Wide/Large Format	Print Technology :	Inkjet
	Output Type :	Color	Height (in.) :	69.68"
	Width (in.) :	28.38"	Depth (in.) :	41.33"
Miscellaneous	Brand :	HP		
Weight	Weight :	1.00 lbs. per Each		

Accessories

Accessories



FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Planning

Contact: Pam Vosen

Telephone: 535-9046 Email: prosen@co.fergus.mt.us

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: See attached

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.)

Operating Budget + grant funding

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

No

P 1-67

1. Repair Courthouse & Annex roof where they leak over the entrances.
2. Repair front steps and sidewalk around the Courthouse.
3. Install sidewalk from the Superintendent of School's Office to the back entrance of the Courthouse.
4. Repair broken marble steps in the Courthouse.
5. Repaint Clock Tower.
6. Install elevator to the basement of the Sheriff's Complex.

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

AIR1

Department:

Lat-Mun. Airport

Contact:

Jerry Moline

Telephone:

358-3264

Email:

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project:

Upgrade County Bldg.
(used to be Heller Bldg) - 1. part of roof.
2. Cover or rebuild East double doors. 3 paint /
silver paint

Estimated cost of project (if available)

\$15,000 ?

By what date would you like to complete this project?

?

over

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

?

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

No

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

DESI

Project Request Form

Department: Disaster & Emergency Services

Contact: Cheri Kilby

Telephone: 535-8118 Email: des@co.fergus.mt.us

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: good solution
provide handicap access
And ease to storage areas an elevator
large enough to handle large equipment
to the Emergency Ops Center

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.)

Will this project require additional permanent personnel? If so, please explain and detail.

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

FAIR 1

Department: Fairgrounds

Contact: Bertie Brown

Telephone: 406-535-8841 Email: fairboard5@gmail.com

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Bathroom Shower House
Build a shower/restroom facility

Estimated cost of project (if available) 200,000.00

By what date would you like to complete this project? 2018

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Special mill levy monies, grant funds

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

some yearly maintenance

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

FAIR 2

Department: Fairgrounds

Contact: Bertie Brown

Telephone: 406-535-8841 Email: fairboard5@gmail.com

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Livestock Wash Rack

Build a wash house facility for livestock

Estimated cost of project (if available) 20,000.00

By what date would you like to complete this project? 2017

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Special mill levy monies

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

some yearly maintenance

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

FAIR 3

Department: Fairgrounds

Contact: Bertie Brown

Telephone: 406-535-8841 Email: fairboard5@gmail.com

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Ranger ATV

Purchase a Ranger to replace the little blue pickup that is no
longer running.

Estimated cost of project (if available) 8,000.00

By what date would you like to complete this project? 2017

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

county

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

Minimal yearly maintenance

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Fairgrounds

Contact: Bertie Brown

Telephone: 406-535-8841 Email: fairboard5@gmail.com

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Fairgrounds Office

Expand on the fairgrounds office to include a meeting room and extra space for summer

help and an area to sell event tickets that would not create a bottle neck in the office.

Estimated cost of project (if available) \$60,000.

By what date would you like to complete this project? 2016

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

County

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

Minimal maintenance

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

FAIR5

Department: Fairgrounds

Contact: Bertie Brown

Telephone: 406-535-8841 Email: fairboard5@gmail.com

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Maintenance & Storage Facility

Remove the two existing buildings next to the Trade Center. Build one building that could be
used for storing tables, chairs, the stage etc with part of the building used as a maintenance shop.

Estimated cost of project (if available) 100,000.

By what date would you like to complete this project? 2018

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

County funds

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

Any building will require some yearly maintenance but it should not be excessive.

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

FAIRL

Department: Fairgrounds

Contact: Bertie Brown, Fair Board Member

Telephone: 406-535-8841 Email: fairboard5@gmail.com

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Stalls, Warm up arena, Show arena

Building attached to the pavilion that could be used for a show ring, warm-up arena
have stalls on either side. Some storage for equipment and panels etc.

Estimated cost of project (if available) 250 x 80 \$300,000

By what date would you like to complete this project? 2020

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

County & fundraisers

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

This building should require minimal yearly maintenance.

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: CUSTODIAL

Contact: JACK HOUSER

Telephone: 406 380-0677 Email: MAINTENANCE@CO.FERGUS.MT.US

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☒ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: SEE ATTACHED SHEET (#1)

Estimated cost of project (if available) _____

By what date would you like to complete this project? AS SOON AS POSSIBLE

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

OPERATING BUDGET

Will this project require additional permanent personnel? If so, please explain and detail.

NO

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

NO

1. Removal and Replacement of Driveway/Roof of Old Coal Room between Courthouse and Extension Building.

- a. Driveway/Roof leaks during rainstorms and water causing water to build up on floor of old coal room.
- b. Sandstone wall is deteriorating where the door is going into the old coal room. This door is below Extension Building side of driveway.
- c. Rebar in concrete support beams are rotted, rusted thru, and deteriorating to nothing.
- d. Concrete walls and support beams are cracked in various locations.
- e. Had City Building inspector (Rick Benton) look at location and he thinks we should get fixed as soon as possible before someone drives a vehicle on to that area and it falls thru.

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

C2

Department: CUSTODIAL

Contact: JACK HOKEN

Telephone: 406 380 0617 Email: MAINTENANCE @ CO. FERGUS. MT. US

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☒ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: SIDEWALK @ CORNER BY 7TH AVE N & BROADWAY (INCLUDES SIDEWALK
GOING UP BROADWAY)

SIDEWALK CORNER IS CRUMBLING TO THE POINT SMALL PIECES OF CONCRETE
ARE COMING UP AND COULD POSSIBLY LAUNCH WHEN LAWN MOWER GOES OVER IT

Estimated cost of project (if available) _____

By what date would you like to complete this project? AS SOON AS POSSIBLE

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

OPERATING BUDGET

Will this project require additional permanent personnel? If so, please explain and detail.

NO

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

NO

C3

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: CUSTODIAL

Contact: JACK Houser

Telephone: 406 380 0677 Email: MAINTENANCE@CO.FERGUS.MT.US

Type of Project:

- ☒ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: FIRE / SMOKE ALARM SYSTEM TO BE INSTALLED IN LAWYER'S BUILDING. AS OF RIGHT NOW THERE IS ONE CO2 / SMOKE ALARM, 3 ALARM BATTERIES THAT I JUST INSTALLED IN OCTOBER OF 2015. BEFORE THAT THERE WAS NO SYSTEM TO LET ANYONE KNOW IF THERE WAS A FIRE OR NO WAY TO MONITOR BUILDING IN CASE THERE IS A FIRE WHEN NO ONE IS THERE IN BUILDING TO CALL FIRE DEPARTMENT

Estimated cost of project (if available) _____

By what date would you like to complete this project? AS SOON AS POSSIBLE

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

OPERATING BUDGET

Will this project require additional permanent personnel? If so, please explain and detail.

NO

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

YES. SYSTEM WILL HAVE TO BE ON A CONTRACT FOR MONITORING & YEARLY CHECK OF SYSTEM BY ALARM COMPANY FOR PROPER OPERATION

C4

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: CUSTODIAL

Contact: JACK HOUSER

Telephone: 406 380 0677 Email: MAINTENANCE@CO.FERGUS.MT.US

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☒ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: BUILDING TO STORE OLD BOOKS, PAPERWORK THAT HAS TO BE KEPT FOR EVER FROM EVERY DEPARTMENT. AS OF NOW MOST ARE STORED ON 4TH FLOOR OF COURTHOUSE WHICH WILL BE THE FIRST PART OF BUILDING TO BURN COMPLETELY BECAUSE OF OLD ROTTING WOOD DUE TO ROOF LEAKS, AND OIL USED TO LUBRICATE CLOCK MOTORS

Estimated cost of project (if available) _____

By what date would you like to complete this project? AS SOON AS POSSIBLE

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

OPERATING BUDGET

Will this project require additional permanent personnel? If so, please explain and detail.

NO

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

NO

C5

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: CUSTODIAL

Contact: JACK Houser

Telephone: 406 380 0677 Email: Maintenance @ co. fergus. mt. us

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: REPAIR DOME DUE TO LEAKS WHEN WIND BLOWS FROM THE EAST MORE THAN WEST. WHEN RAINS STRAIGHT DOWN DOES NOT LEAK

Estimated cost of project (if available) _____

By what date would you like to complete this project? AS SOON AS POSSIBLE

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

OPERATING BUDGET

Will this project require additional permanent personnel? If so, please explain and detail.

NO

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

NO

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

C60

Department: CUSTOMER

Contact: JACK Houser

Telephone: 406 380 0677 Email: MAINTENANCE@CO.FERGUS.MT.US

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: REMOVE BRICK PART OF OLD CHIMNEY AND
REPAIR OF SAND STONE WHERE GROUT IS COMING OUT : MAY CAUSE BRICK SECTION
TO FALL OFF IF WIND OR BAD STORM

Estimated cost of project (if available) _____

By what date would you like to complete this project? AS SOON AS POSSIBLE

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

operating Budget

Will this project require additional permanent personnel? If so, please explain and detail.

No

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

NO

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

RBI

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: fordbri@midrivers.com

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Trade Mower tractor & skid
steer in get bigger skidsteer w/ tracks and use
balance to wards new mowers

Estimated cost of project (if available) mowers 32,000 each

By what date would you like to complete this project? 2016

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

general

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

no

RB2

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN
Project Request Form

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: ferdbri@midrivers.com

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: side dump trailer

we haul lots of r-p-rap and these haul
large loads

Estimated cost of project (if available) 45,000

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.)

Reserve

Will this project require additional permanent personnel? If so, please explain and detail.

no - save on personnel

1 side dump haul as much as 2 tandems

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

tires wear & tear items

RB3

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: fordbri@midrivers.com

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Update belly dumps

Estimated cost of project (if available) 30,000 per trailer

By what date would you like to complete this project? 1 now - 1 used

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

operating

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

tires, wear & tear items

1 more
would give
1 for use
side dump
Replace on rotating every
5 years

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN
Project Request Form

RB4

Department: Road & Bridges

Contact: John C. Anderson

Telephone: 535-5006 Email: fordbri@midrivers.com

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Tandem trucks / plow's
we are down to one truck. Very use ful for
for plowing / hauling rip-rap

Estimated cost of project (if available) 30,000

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.)

reserve funds ?

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

tires, oil, fuel, Filters

RB5

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: fandbri@midrivers.com

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Replace the Denton shop with
a new one. The old shop is in the flood plain, it
is too small, hard to heat

Estimated cost of project (if available) 350,000

By what date would you like to complete this project? 2017

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Reserve

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

heat, water, sewer, electricity

RB6

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: fordbri@midrivers.com

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Replace the Winifred district
shop. This old shop is too small, expensive to heat
and is ready to fall in

Estimated cost of project (if available) 350,000

By what date would you like to complete this project? 2018

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

reserve fund

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

fixed cost - heat, water, sewer, electricity

RB7

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: ferdbri@midrivers.com

Type of Project:

- ☐ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☒ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Replace the Grass Range shop.

The shop is too small, expensive to heat, bad floor

Estimated cost of project (if available) 350,000

By what date would you like to complete this project? 2020

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Reserve

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

water, sewer, electricity, heat

RBS

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN
Project Request Form

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: fcrdbrn@midrivers.com

Type of Project:

- ☐ Equipment Purchase
- ☒ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: the Moore shop is small
but could be added on to. there's no floor drain
big single pane windows. We could lengthen, new windows
new over head doors, floor drain, insulate a new tin

Estimated cost of project (if available) 100,000

By what date would you like to complete this project? 2016

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

operating budget

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

costs would go down.

electricity, water, sewer heat

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

RB9

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: ferdbni@midrivers.com

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Keep updating trucks

Estimated cost of project (if available) 40-50,000

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.)

Operating budget

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

the usual, tires, oil, fuel

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN

Project Request Form

RB10

Department: Road & Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: fordbri@midrivers.com

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: Update pickups

Grass Range pickup is a 1/2 ton and wore out
same with Ray pickup and several in Lewistown

Estimated cost of project (if available) 15,000 per pickup

By what date would you like to complete this project? 2016 Grass Range

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

Operating Budget

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

fuel, tires, oil

RB11

FERGUS COUNTY CAPITAL IMPROVEMENT PLAN
Project Request Form

Department: Road + Bridge

Contact: John C. Anderson

Telephone: 535-5006 Email: ferdbri@midrivers.com

Type of Project:

- ☒ Equipment Purchase
- ☐ Facilities – Maintenance or Upgrade
- ☐ Facilities – New Construction
- ☐ Property – Parks, Trails, etc.
- ☐ Transportation Infrastructure – Roads, Bridges, etc.
- ☐ Other

Description and justification of project: We have 2 old 627 scrapers
that are hard to find parts for. They have no cabs
so they don't meet sound guidelines nor air conditioning
trade the 2 old ones in a newer scraper and just have one
Estimated cost of project (if available) 300,000?

By what date would you like to complete this project? 2018

In your opinion, how do you see this project being funded? (For example, Operating Budget, reserve funds, grant funds, etc.)

operating budget

Will this project require additional permanent personnel? If so, please explain and detail.

no

Will this project require additional yearly maintenance or fixed costs or require additional supplies on a yearly basis? If so, please explain and detail.

no

Appendix C

Needs Assessment Public Meeting

Minutes of Fergus Co. Commissioners Business Meeting
May 18, 2016 – 5:15 p.m.
Fergus County Commissioners
712 W Main St., Suite 210
Lewistown, MT 59457

Present: Presiding Officer Sandra Youngbauer, Commissioner Carl Seilstad, Commissioner Ross Butcher, and Clerk and Recorder Rana Wichman. Public present: See attached sign in sheet.

CALL TO ORDER:

Presiding Officer Youngbauer called the meeting to order at 5:15 p.m.

APPROVAL OF MINUTES:

Presiding Officer Youngbauer asked if there were any alterations or corrections to the May 10, 2016 minutes. Hearing none the minutes stand approved as distributed. They will be on file with the Clerk and Recorder and on the Fergus County Website.

PUBLIC COMMENT ON AGENDA ITEMS: None

BID OPENINGS: None

PERSONNEL:

- 1) Administrative Assistant Positions:
 - a) Road / Weed
 - b) Clerk & Recorder
 - c) County Planning

COMMUNITY COUNCIL REPORT: None

ANNOUNCEMENTS/REPORTS: None

PUBLIC HEARING:

- 1) Assess Community Needs: Commissioner Youngbauer opened the public hearing regarding assessing community needs. Robie Culver with Stahly Engineering stated that the purpose of the public hearing was to go over the items that were submitted for consideration for the Fergus County needs assessment. This process helps develop a long term financial plan for the County. It also may help with receiving grants if a plan is in place. The process is designed to help prevent the funding of pet projects that only benefit a small group, and it shows the public the decisions made by the Commissioners. A needs assessment plan encourages economic development and can help with a growth policy. The steps used by Stahly Engineering are a) assess needs, b) prioritize needs, c) evaluate funding options, and d) help adopt and implement the CIP. Culver reported that at this time the commissions have done a preliminary scoring of projects. This is a five year plan, and it is a living document that can and should be reviewed each year. The four areas the Commissioners used to score projects are a) critical county function, b) public health and safety, c) improvement of the quality of existing facilities, and d) critical county infrastructure. Scorings and the order of the priorities may change with department input and the availability of funding from other sources. Commissioner Seilstad reported that a letter was received with an essential air request that is not included in the scored requests previously submitted. DES Coordinator Cheri Kilby indicated she was surprised the elevator at the County Complex was not higher on the list. There is also a need for updated plumbing and heating at the Complex. Culver said the next step is to go back and work on the

details. The five year plan will be developed and a public hearing will be held. The plan will be published on the County website. Commissioner Youngbauer closed the public hearing.

DISCUSSION/ACTION ITEMS: None

APPOINTMENTS: None

PUBLIC INPUT: None

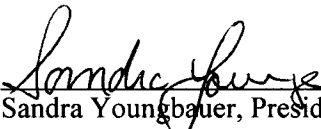
OTHER BUSINESS: Commissioner Seilstad stated they received a request to give HR Coordinator and PR Officer Neal Tucek access to the First Bank and Bank of the Rockies accounts. Clerk and Recorder Rana Wichman asked to what degree the access was to be and was told to visit with Tucek.

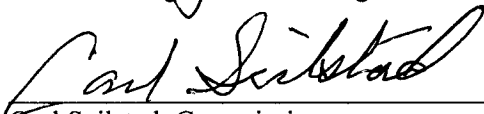
NEXT MEETING DATES:

June 10, 2016 Friday, 2:00 p.m.	Business Meeting	Fergus County Commissioners 712 W. Main St., Suite 210 Lewistown, MT 59457
June 15, 2016 Wednesday, 5:15 p.m.	Business Meeting	Fergus County Commissioners 712 W. Main St., Suite 210 Lewistown, MT 59457
June 27, 2016 Monday– 2:00 p.m.	Business Meeting	Fergus County Commissioners 712 W Main St., Suite 210 Lewistown, MT 59457

Reminder: Agenda items are due to the Commissioners 10 days prior to the meeting.

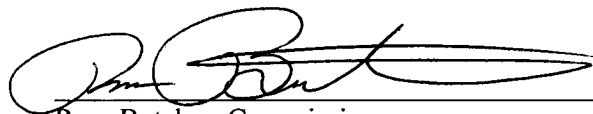
FERGUS COUNTY COMMISSIONERS:


Sandra Youngbauer, Presiding Officer


Carl Seilstad, Commissioner

Attest:


Rana J Wichman, Clerk & Recorder


Ross Butcher, Commissioner

Fergus County Public Meeting Attendance Roster

Meeting Date: 5/18/16

[illegible]

Press Release/Legal Advertisement

To: Lewistown News Argus

Subject: Fergus County Public Meeting to Assess Community Needs

Fergus County will hold community needs assessment hearings in Lewistown. We need your help to tell us what you think are our biggest community challenges and issues and to help us find ways to make our community a better place to live. We invite you to join us on May 18, 2016 from 5:30 p.m. until 7:00 p.m. in Lewistown at the Fergus County Courthouse.

The hearings' purpose is to solicit public comments and project proposals associated with Fergus County economic development, housing, neighborhood revitalization, and public facilities, especially projects targeted for low and moderate-income community residents. Project proposals will be received for the Community Development Block Grant Program (CDBG), the Home Investment Partnership Program (HOME), and the Treasure State Endowment Program (TSEP). Further discussion on the use of Transportation Alternatives (TA) funds and applications for future grants for projects that enhance the cultural, aesthetic, and environmental aspects of Montana's transportation system will also be encouraged. If agencies or organizations desire to have the County sponsor a grant on their behalf for the present year or in the near future, representation must be at the meeting to present the project.

For further information, please contact Sandra Youngbauer, Fergus County Commissioner, at 535-5119.

Publish:

Lewistown News Argus weeks of May 1 and May 8, 2016

Agenda

Fergus County Needs Assessment Meeting

Lewistown: May 18, 2016

Welcome and Introductions of County Staff

Introduction of attendees (please sign the attendance sheet)

Purpose of the Needs Assessment Meeting:

Current Projects Being Considered by Fergus County Commissioners

A full list of proposed prioritized County projects by year is available.

Comments and Project Proposals

The public is invited to provide comments and project proposals associated with Fergus County economic development, housing, neighborhood revitalization, and public facilities, especially projects targeted for low and moderate-income community residents.

In addition to making comment today you are welcome to make comment or submit project proposals in writing to the Fergus County Commissioners by June 1, 2016:

712 West Main

Lewistown, MT 59457

Future Opportunity to Comment

Once the County drafts a CCIP the document will be available for public comment.

It is the County's intention to conduct similar Needs Assessment Meetings every year to provide the opportunity for community members and organizations to present project proposals.

Thank you for coming.

314 8th Ave North
Lewistown, Montana, 59457

May 12, 2016

Sandra Youngbauer
Fergus County Commissioner
Lewistown, Montana 59457

Dear Commissioner Youngbauer,

Unfortunately I'm unable to attend the Community Needs Assessment Hearings to be held in Lewistown on May 18. However I did want to address one issue that I feel is a real need in Fergus County. Therefore my request is that you record and share this letter at said Hearings.

For me the fact that there is no transportation int/out of Lewistown (other than the Council on Aging) seems to be a economic deterrent . I particularly feel the lack of air passenger air service is a big problem.

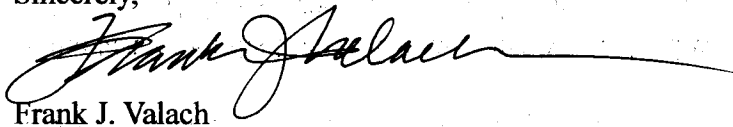
In the last 2 months I have been personally involved with at least 9 roundtrips to/from the Billings airport due to flights. For me every time I have someone visit that involves a flight to Billings it is a 250 mile drive and that is time consuming and rather expensive.

When I ask myself what would be the one thing that would make me consider moving from Lewistown it would be to have an airport. Whether for business or pleasure travel I think we all know someone who has moved away just because we don't have any service.

In the past we had a direct flight to Denver. Given another chance that service could work. I hope someday Lewistown could have it again.

Thank you and your fellow Commissioners for working hard to help find new ways to help Fergus County and Lewistown grow and prosper.

Sincerely,



Frank J. Valach

AGENDA

Board of Fergus County Commissioners
Regular Business Meeting – May 18, 2016 – 5:15 p.m.
Fergus County Commissioners Office
712 W Main St. Suite 210 Lewistown, MT 59457

TENTATIVE AGENDA

Approval of May 10, 2016 Minutes

PUBLIC COMMENT ON AGENDA ITEMS:

BID OPENINGS: None

PERSONNEL ANNOUNCEMENTS:

- 1) Administrative Assistant Positions
 - a) Road/Weed
 - b) Clerk & Recorder
 - c) County Planning

COMMUNITY COUNCIL REPORT:

ANNOUNCEMENTS/REPORTS:

PUBLIC HEARING:

- 1) Assess Community Needs

DISCUSSION/ACTION ITEMS:

APPOINTMENTS:

PUBLIC INPUT:

OTHER BUSINESS:

NEXT MEETING DATES:

May 25, 2016 Wednesday, 2:00 p.m.	Business Meeting	Fergus Co Commissioners 712 W Main St, Suite 210 Lewistown MT 59457
June 10, 2016 Friday, 2:00 p.m.	Business Meeting	Fergus Co Commissioners 712 W Main St, Suite 210 Lewistown MT 59457
June 15, 2016 Wednesday, 5:15 p.m.	Business Meeting	Fergus Co Commissioners 712 W Main St, Suite 210 Lewistown MT 59457

Reminder that agenda items are due to the Commissioners 10 days prior to the meeting.

Minutes of Fergus Co. Commissioners Business Meeting
May 18, 2016 – 5:15 p.m.
Fergus County Commissioners
712 W Main St., Suite 210
Lewistown, MT 59457

Present: Presiding Officer Sandra Youngbauer, Commissioner Carl Seilstad, Commissioner Ross Butcher, and Clerk and Recorder Rana Wichman. Public present: See attached sign in sheet.

CALL TO ORDER:

Presiding Officer Youngbauer called the meeting to order at 5:15 p.m.

APPROVAL OF MINUTES:

Presiding Officer Youngbauer asked if there were any alterations or corrections to the May 10, 2016 minutes. Hearing none the minutes stand approved as distributed. They will be on file with the Clerk and Recorder and on the Fergus County Website.

PUBLIC COMMENT ON AGENDA ITEMS: None

BID OPENINGS: None

PERSONNEL:

- 1) Administrative Assistant Positions:
 - a) Road / Weed
 - b) Clerk & Recorder
 - c) County Planning

COMMUNITY COUNCIL REPORT: None

ANNOUNCEMENTS/REPORTS: None

PUBLIC HEARING:

- 1) Assess Community Needs: Commissioner Youngbauer opened the public hearing regarding assessing community needs. Robie Culver with Stahly Engineering stated that the purpose of the public hearing was to go over the items that were submitted for consideration for the Fergus County needs assessment. This process helps develop a long term financial plan for the County. It also may help with receiving grants if a plan is in place. The process is designed to help prevent the funding of pet projects that only benefit a small group, and it shows the public the decisions made by the Commissioners. A needs assessment plan encourages economic development and can help with a growth policy. The steps used by Stahly Engineering are a) assess needs, b) prioritize needs, c) evaluate funding options, and d) help adopt and implement the CIP. Culver reported that at this time the commissions have done a preliminary scoring of projects. This is a five year plan, and it is a living document that can and should be reviewed each year. The four areas the Commissioners used to score projects are a) critical county function, b) public health and safety, c) improvement of the quality of existing facilities, and d) critical county infrastructure. Scorings and the order of the priorities may change with department input and the availability of funding from other sources. Commissioner Seilstad reported that a letter was received with an essential air request that is not included in the scored requests previously submitted. DES Coordinator Cheri Kilby indicated she was surprised the elevator at the County Complex was not higher on the list. There is also a need for updated plumbing and heating at the Complex. Culver said the next step is to go back and work on the

details. The five year plan will be developed and a public hearing will be held. The plan will be published on the County website. Commissioner Youngbauer closed the public hearing.

DISCUSSION/ACTION ITEMS: None

APPOINTMENTS: None

PUBLIC INPUT: None

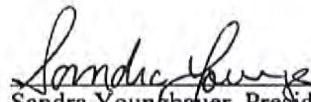
OTHER BUSINESS: Commissioner Seilstad stated they received a request to give HR Coordinator and PR Officer Neal Tucek access to the First Bank and Bank of the Rockies accounts. Clerk and Recorder Rana Wichman asked to what degree the access was to be and was told to visit with Tucek.

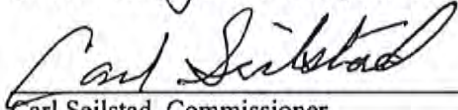
NEXT MEETING DATES:

June 10, 2016 Friday, 2:00 p.m.	Business Meeting	Fergus County Commissioners 712 W. Main St., Suite 210 Lewistown, MT 59457
June 15, 2016 Wednesday, 5:15 p.m.	Business Meeting	Fergus County Commissioners 712 W. Main St., Suite 210 Lewistown, MT 59457
June 27, 2016 Monday– 2:00 p.m.	Business Meeting	Fergus County Commissioners 712 W Main St., Suite 210 Lewistown, MT 59457

Reminder: Agenda items are due to the Commissioners 10 days prior to the meeting.

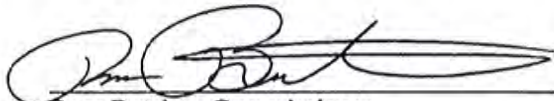
FERGUS COUNTY COMMISSIONERS:


Sandra Youngbauer, Presiding Officer


Carl Seilstad, Commissioner

Attest:


Rana J Wichman, Clerk & Recorder


Ross Butcher, Commissioner

Meeting Date: 5/18/16
Public Comment?
Yes No

[illegible]

Press Release/Legal Advertisement

To: Lewistown News Argus

Subject: Fergus County Public Meeting to Assess Community Needs

Fergus County will hold community needs assessment hearings in Lewistown. We need your help to tell us what you think are our biggest community challenges and issues and to help us find ways to make our community a better place to live. We invite you to join us on May 18, 2016 from 5:30 p.m. until 7:00 p.m. in Lewistown at the Fergus County Courthouse.

The hearings' purpose is to solicit public comments and project proposals associated with Fergus County economic development, housing, neighborhood revitalization, and public facilities, especially projects targeted for low and moderate-income community residents. Project proposals will be received for the Community Development Block Grant Program (CDBG), the Home Investment Partnership Program (HOME), and the Treasure State Endowment Program (TSEP). Further discussion on the use of Transportation Alternatives (TA) funds and applications for future grants for projects that enhance the cultural, aesthetic, and environmental aspects of Montana's transportation system will also be encouraged. If agencies or organizations desire to have the County sponsor a grant on their behalf for the present year or in the near future, representation must be at the meeting to present the project.

For further information, please contact Sandra Youngbauer, Fergus County Commissioner, at 535-5119.

Publish:

Lewistown News Argus weeks of May 1 and May 8, 2016

Agenda
Fergus County Needs Assessment Meeting
Lewistown: May 18, 2016

Welcome and Introductions of County Staff

Introduction of attendees (please sign the attendance sheet)

Purpose of the Needs Assessment Meeting:

Current Projects Being Considered by Fergus County Commissioners

A full list of proposed prioritized County projects by year is available.

Comments and Project Proposals

The public is invited to provide comments and project proposals associated with Fergus County economic development, housing, neighborhood revitalization, and public facilities, especially projects targeted for low and moderate-income community residents.

In addition to making comment today you are welcome to make comment or submit project proposals in writing to the Fergus County Commissioners by June 1, 2016:

712 West Main
Lewistown, MT 59457

Future Opportunity to Comment

Once the County drafts a CCIP the document will be available for public comment.

It is the County's intention to conduct similar Needs Assessment Meetings every year to provide the opportunity for community members and organizations to present project proposals.

Thank you for coming.

314 8th Ave North
Lewistown, Montana, 59457

May 12, 2016

Sandra Youngbauer
Fergus County Commissioner
Lewistown, Montana 59457

Dear Commissioner Youngbauer,

Unfortunately I'm unable to attend the Community Needs Assessment Hearings to be held in Lewistown on May 18. However I did want to address one issue that I feel is a real need in Fergus County. Therefore my request is that you record and share this letter at said Hearings.

For me the fact that there is no transportation int/out of Lewistown (other than the Council on Aging) seems to be a economic deterrent . I particularly feel the lack of air passenger air service is a big problem.

In the last 2 months I have been personally involved with at least 9 roundtrips to/from the Billings airport due to flights. For me every time I have someone visit that involves a flight to Billings it is a 250 mile drive and that is time consuming and rather expensive.

When I ask myself what would be the one thing that would make me consider moving from Lewistown it would be to have an airport. Whether for business or pleasure travel I think we all know someone who has moved away just because we don't have any service.

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Thank you and your fellow Commissioners for working hard to help find new ways to help Fergus County and Lewistown grow and prosper.

Sincerely,



Frank J. Valach

Press Release/Legal Advertisement**To: Lewistown News Argus****Subject: Fergus County Public Meeting to Assess Community Needs**

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For further information, please contact Sandra Youngbauer, Fergus County Commissioner, at 535-5119.

Publish:**Lewistown News Argus weeks of May 1 and May 8, 2016**

Agenda

Fergus County Needs Assessment Meeting

Lewistown: May 18, 2016

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Introduction of attendees (please sign the attendance sheet)

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Once the County drafts a CCIP the document will be available for public comment.

It is the County's intention to conduct similar Needs Assessment Meetings every year to provide the opportunity for community members and organizations to present project proposals.

Thank you for coming.

Appendix D

Project Prioritization Worksheet

Order by priority	Department	Project Description	Facility	Estimated Cost			Annual Recurring Costs	Target Date (Fiscal Year) for Completion of Project	Start Date to Complete Project by Target Completion Date	Possible Funding Source	Scoring Matrix				Total Points
				Current	Projected	County Obligation					Critical County Function (0-6)	Public Health and Safety; Legal/Code Compliance (0-6)	Improves Quality of Existing Facilities/Operations (0-6)	Critical County Infrastructure (0-6)	
1	ROAD & BRIDGE	Road Graders - 3	Equipment Purchase	\$450,000	\$450,000	\$450,000	Maintenance	2016	July-16	Possible lease option	5	3	4.67	5.33	18
5	EXTENSION SERVICES	Ag Building siding	Extension	\$80,000	\$80,000	\$80,000		2016	July-16		3	3.5	5	4	15.5
6	ROAD & BRIDGE	New belly dump - requested 2 but with side dump may be able to use that in place of one	Equipment Purchase	\$30,000	\$30,000	\$30,000	normal wear & tear & tires	2016	July-16		4.33	3	4.33	3.67	15.33
9	ROAD & BRIDGE	Skidsteer with tracks	Equipment Purchase	\$32,000	\$32,000	\$32,000	None	2016	July-16	Possible trade in would reduce cost	4.33	2.33	4	3.67	14.33
13	CUSTODIAL	Replace & removal of driveway/roof of old coal room - coal chute deck replacement	Courthouse	\$8,000	\$8,000	\$8,000	None	2016	July-16		4.33	3.67	2	3	13
19	WEED DEPARTMENT	New Spray truck	Weed Shop	\$33,000	\$28,000-38,000	\$28,000-38,000	Maintenance	2016	July-16	Grant	4	3.67	3.33	0	11
21	JUSTICE COURT	Remodel court bench. Allow more room for office equipment. 16'6" X 5'5" X 4'5"	County Complex	\$5,000	\$5,000	\$5,000	Maintenance	2016	July-16		2.33	2.67	4.33	0.67	10
22	PLANNING	Color scanner/plotter	Planning	\$20,000	\$20,000	\$20,000	Maintenance	2016	July-16		4.33	0.33	3.67	1.67	10
28	CLERK & RECORDER	Repair courthouse windows to open properly	Entire Courthouse	Bid anticipated - waiting for window manufacturere to provide options and costs.			None	2016	July-16		0.33	2.67	4.33	2	9.33
29	ROAD & BRIDGE	Moore - add on to existing shop with floor	Upgrade	\$200,000	\$200,000	\$200,000	Utilities	2016	July-16		3	0	3.33	3	9.33
30	TREASURE	Redo windows to better fit facility	Entire Courthouse	See above			None	2016	July-16		0.33	2.67	4.33	2	9.33
32	ROAD & BRIDGE	Pickups - Grass Range, Roy	Equipment Purchase	\$40,000	\$40,000	\$40,000	Maintenance	2016	July-16	Weed Dept exchange?	3.67	0.67	3	1	8.34
33	CUSTODIAL	Fire and smoke alarm system - remote monitoring	County Attorney's office	Further evaluation of problem and associated cost - Cheri Kilby will provide name of company that provided service for the courthouse so they can potentially provide an estimate.			System will need to be on a contract for monitoring & yearly check	2016	July-16		1.33	4.67	1	1	8
34	JUSTICE COURT	Reduce size of glass & strengthen w/center support for front window. Install secure door.	County Complex	\$10,000	\$10,000	\$10,000	Maintenance	2016	July-16		1.67	4	2.33	0	8
36	FAMILY PLANNING	Electronic Health Records System - Practice Suite & 3 tablets - Lewistown (2), Roundup	Family Planning	\$35,000	\$35,000	?	Possible upgrades and module changes	2016	July-16	Title X State Womens/Men s Health Section	1.33	3.67	2.67	0	7.67
40	CUSTODIAL	Remove brick part of old chimney and repair sandstone	Courthouse	\$60,000	\$60,000	\$60,000	None	2016	July-16		0	4.33	1	1	6.33

		Courthouse roof repairs/repainting - front entrance, clock tower, dome		FURTHER PLANNING REQUIRED - Greg to provide further definition of needs and cost.											
41	PLANNING		Courthouse				None	2016	July-16		2	0.33	3.67	1..67	6
	PLANNING	Repair/replace broken marble steps in courthouse	Courthouse	\$1,500 - \$7, 000	\$1,500 - \$7,000	\$1,500 - \$7, 000	None	2016	July-16						0
	COUNTY-WIDE	Planning for county-wide storage issue	County-wide request	Consultant fees - \$1,500 - \$5,000	\$1,500 - \$5,000	\$1,500 - \$5,000	None	2017	July-17		Recommended by commission to consolidate multiple requests for storage from various departments.				
7	ROAD & BRIDGE	hauling large loads of rip-rap	Equipment Purchase	\$45,000	\$47,250	\$47,250	normal wear & tear & tires	2017	July-17		4.33	3	4.33	3.67	15.33
8	ROAD & BRIDGE	Tandem trucks/plow's (only have 1 at current time)	Equipment Purchase	\$30,000	\$31,500	\$31,500	normal wear & tear & tires	2017	July-17		4.67	3	3.33	3.67	14.67
		Evaluate and repair/replace sidewalk around courthouse; add sidewalk from superintendent office to back entrance; repair front steps													
11	PLANNING		Courthouse	\$20,000	\$21,000	\$21,000	None	2017	July-16	TA - if available would reduce County cost	2	4.33	3.67	3.33	13.33
16	CUSTODIAL	Storage building - courthouse equipment	County-wide request	Consolidate project with overall planning for county-wide storage issue - see project outlined for 2017.			None	2017	July-16		2.33	4	4	2.33	12.66
23	ROAD & BRIDGE	Truck	Equipment Purchase	\$50,000	\$52,500	\$52,500	Maintenance	2017	July-17		4	1	3.33	1.67	10
		Denton - replace old shop with new which is located in floodplain; requires land purchase	New construction	\$350,000	\$367,500	\$367,500	Utilities	2017	July-16		3.33	0	3.33	3	9.66
42	FAIRGROUNDS	Wash house for livestock	Fairgrounds	\$20,000	\$21,000	See funding note	yearly maintenance	2017	July-17	Money left from mill levy?	0	0	4	1	5
	FAMILY PLANNING	Office Furniture	Family Planning	\$6,000	\$6,300	\$6,300	None	2017	July-17						0
	FAIRGROUNDS	Buy Ranger ATV to replace little pickup that is no longer running	Fairgrounds	\$8,000	\$8,400	\$8,400	yearly maintenance	2017	July-16						
15	ROAD & BRIDGE	Need new scrapers (trade 2 old ones in for new one)	Equipment Purchase	\$300,000	\$330,000	\$330,000	None	2018	July-18		4.33	2	3.67	2.67	12.67
18	ROAD & BRIDGE	Replace Winifred district shop - prefer demo of existing	New construction	\$350,000	\$385,000	\$385,000	Utilities	2018	July-17		3.33	0	4	3.67	11
	EXTENSION SERVICES	Replace office vehicle (3 seats, 4-wheel drive) - rotating purchase every 5 years	Extension - equipment	\$30,000	\$33,000	\$33,000	Maintenance	2018	July-18		2.67	2	3	0	7.67
37	FAIRGROUNDS	Build restroom/shower facility	Fairgrounds	\$200,000	\$220,000	See funding note	yearly maintenance	2018	July-17	Money left from mill levy? 129,000	0	1.67	4.67	1	7.34
38	EXTENSION SERVICES	Copier	Extension Office	\$10,000	\$11,000	\$11,000	Maintenance	2018	July-18		2.67	0.67	3.67	0	7.01
39	ROAD & BRIDGE	Pickup - supervisor	Equipment Purchase	\$50,000	\$55,000	\$55,000	Maintenance	2018	July-18		3	0	2.67	1	6.67

	FAIRGROUNDS	Remove 2 buildings and replace w/one building for maintenance & storage facility - 2,500 sq ft	Fairgrounds	\$150,000	\$165,000	\$165,000	yearly maintenance	2018	July-16							0
										Possible lease option	5	3	4.67	5.33		
2	ROAD & BRIDGE	Road Graders - 2	Equipment Purchase	\$300,000	\$345,000	\$345,000	Maintenance	2019	July-19							18
17	CLERK & RECORDER	Upgrade election equipment to M850	Clerk & Recorder	\$100,000	\$115,000	\$115,000	None	2019	July-18		5	1.67	2	3		11.67
20	WEED DEPARTMENT	New Spray truck	Weed Shop	\$33,000	\$32,200-\$43,700	\$32,200-\$43,700	Maintenance	2019	July-19	Grant	4	3.67	3.33	0		11
25	ROAD & BRIDGE	Truck	Equipment Purchase	\$50,000	\$57,500	\$57,500	Maintenance	2019	July-19		3.67	1	3.33	1.67		9.67
3	ROAD & BRIDGE	Road Graders - 2	Equipment Purchase	\$300,000	\$360,000	\$360,000	Maintenance	2020	July-20	Possible lease option	5	3	4.67	5.33		18
4	EXTENSION SERVICES	Build storage building	County-wide request	Consolidate project with overall planning for county-wide storage issue - see project outlined for 2017.				2020	July-16		4.67	3.33	4	4		16
5	EXTENSION SERVICES	Meeting room handicap accessible with kitchen. Optional move to Ag Building.	Extension	\$50,000				2020	July-16		3	3.5	5	4		15.5
24	PLANNING	Install elevator to basement of sherriff's complex (does not include additional office space/sheriff expansion)	County Complex	\$120,000	\$144,000	\$144,000	None	2020	July-16		1	4.33	3.33	1.33		9.99
27	ROAD & BRIDGE	Replace Grass Range shop	New construction	\$350,000	\$420,000	\$420,000	Utilities	2020	July-19		3.33	0	3.33	3		9.66
31	DISASTER & EMERGENCY SERVICES	Provide handicap access and storage areas need larger space for equipment	County Complex	Consolidate project with overall planning for county-wide storage issue - see project outlined for 2017. Project for DES may require additional consideration for meeting the needs of the Emergency Operations Center.			None	2020	July-16		1	3.33	3.33	1.33		8.99
43	AIRPORT	Upgrade County Building - needs cover or rebuilt roof, double doors, paint	County-wide request	Consolidate project with overall planning for county-wide storage issue - see project outlined for 2017.			None	2020	July-16		1.33	0	2.67	0.67		4.67
	FAIRGROUNDS	Expand fairground office for meeting room and extra space for selling tickets	Fairgrounds	\$60,000	\$72,000	\$72,000	yearly maintenance	2020	July-18							0
	FAIRGROUNDS	Build stalls, enclosed warmup arena, show arena	Fairgrounds	\$450,000	\$360,000	\$360,000	yearly maintenance	2020	July-17							0
44	EXTENSION SERVICES	Meeting room handicap accessible with kitchen. Optional move to Ag Building - interior remodel	Extension	\$120,000	\$144,000	\$144,000		2020	July-16							
	FAIRGROUNDS	Three phase power	Fairgrounds	\$60,000	\$60,000	\$60,000	None									

Department
WEED
JUSTICE COURT
EXTENSION SERVICE
FAMILY PLANNING
CLERK & RECORDER
TREASURE
PLANNING
AIPORT
DISASTER & EMERGENCY SERVICES
FAIRGROUNDS
CUSTODIAL
ROAD & BRIDGE

Appendix E
Public Meeting Regarding Adoption of the CCIP

AFFIDAVIT OF PUBLICATION

State of Montana, }
COUNTY OF FERGUS

Jacques Rutten, being duly sworn deposes and says: That he is the Publisher of the Lewistown News-Argus, a newspaper of general circulation, printed and published in Lewistown, Fergus County, Montana, and that the notice hereunto annexed:

FERGUS 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 Fergus County Courthouse at 712 West Main Street, Lewistown, Office of the Clerk and Recorder. It can also be accessed on the county web site:

www.co.fergus.mt.us

Written comments on the draft plan will be accepted by the Commission for consideration during the final adoption of the plan. Comments must be submitted to the Commission office (712 West Main Street, Lewistown, MT 59457) by Friday, October 21, 2016.

Fergus County Commissioners will adopt the final CCIP during the regularly scheduled Public Commission Meeting on Wednesday, October 26, 2016 at 2:00 p.m.

For further information, please contact Rana Wichman, Fergus County Clerk and Recorder, at 535-5242, or Sandra Youngbauer, Fergus County Commissioner, at 535-5119.

(Publish: October 12 & 19, 2016)
MNAXLP

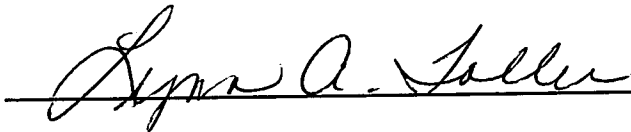
5 YEAR CCIP

has been published in regular and entire issues of every number said paper once a week for 2 consecutive weeks, commencing on the 12th day of October, 2016, and ending on the 19th day of October, 2016.



Jacques Rutten

SUBSCRIBED AND SWORN TO before me this
26th day of October, 2016.



LYNN A. TOLLER
NOTARY PUBLIC for the
State of Montana
Residing at Lewistown, Montana
My Commission Expires
August 15, 2018

All Claims must be submitted on or before the 5th or the 20th day of each month by 10:00 a.m. or will not be allowed in that month's business.

Hewitson News Angus

Vendor Louisiana
News Agents
Central
Montana
Publishing

Warrant #
49805

[illegible]

DEPARTMENT/HEAD APPROVAL

Name Sandra Huns
Title _____

Date: 11/1/16

Approved: **NOV 10 2016**

Title

BOARD APPROVAL

Name _____

Date: _____

 Commissioner

Name _____

Date: _____

 Commissioner

C&R Date Paid: NOV 10 2016

C&R Approval: Fana Getchman

AMOUNT \$ 66.00

WHITE - Original

YELLOW - Remittance

Central Montana Publishing Lewistown News-Argus

PO Box 900
Lewistown, MT 59457
406-535-3401

FERGUS COUNTY CLERK AND RECORDER
712 W. MAIN ST, STE 204
LEWISTOWN, MT 59457

LEGAL ADVERTISING INVOICE

Lewistown, Montana

OCTOBER 26, 2016

DESCRIPTION	AMOUNT	
5 YEAR CCIP PUBLISH: OCTOBER 12 & 19, 2016 3 FOLIOS TOTAL	66 66	00 00

Appendix F
Fergus County Resolution to Adopt the 2016 CCIP

Minutes of Fergus Co. Commissioners Business Meeting
October 26, 2016 – 2:00 p.m.
Fergus County Commissioners
712 W. Main St., Suite 210
Lewistown, MT 59457

Present: Presiding Officer Sandra Youngbauer, Commissioner Carl Seilstad, Commissioner Ross Butcher, and Clerk & Recorder Rana Wichman. Public present: See attached sign in sheet.

CALL TO ORDER:

Presiding Officer Youngbauer called the meeting to order at 2:00 p.m.

APPROVAL OF MINUTES:

Presiding Officer Youngbauer asked if there were any alterations or corrections to the October 11, 2016 minutes. Hearing none the minutes will stand approved as distributed and they will be on file with the Clerk and Recorder and on the Fergus County Website.

PUBLIC HEARING: None

BIG OPENINGS: None

PERSONNEL ANNOUNCEMENTS:

- 1) The fairgrounds maintenance position has been filled.
- 2) Part-time communications officer is still open.
- 3) The road and bridge department has an opening.

ANNOUNCEMENTS / REPORTS:

- 1) The Roundhouse Bridge bids will be opened at the 11/10/2016 meeting. The precon meeting will be 11/1/2016 at 11:00 a.m. at the road department.
- 2) Commissioner Youngbauer reported she visited several County roads with Road Supervisor John Anderson.

DISCUSSION / ACTION ITEMS:

- 1) Approval of October 25, 2016 claims: Commissioner Butcher moved to approve the October 11, 2016, claims as submitted. Commissioner Seilstad seconded.
- 2) Delaney Conservation Easement: Pam Vosen presented information regarding the Delaney Conservation Easement. Most of it is in Petroleum County with only a small portion in Fergus County. The property involved is owned by the 44 Ranch, Inc. Since the Commissioners don't actually approve or disapprove easements, Commissioner Seilstad moved that County Planner Pam Vosen send a response letter acknowledging the easement. Commissioner Butcher seconded. Passed unanimously.
- 3) Adoption of Comprehensive Capital Improvements Plan (CCIP): Commissioner Seilstad asked about the listing of owned / managed facilities. Airport properties are listed and they are not owned by the County, they are jointly owned by the City of Lewistown and Fergus County. Robie Culver with

Stahly Engineering stated that a clarification needs to be added. Robie will contact Ray Pryor with our insurance company to clarify ownership. Commissioner Seilstad moved to approve the 2016 – 2021 CCIP with the clarification of building ownership. Commissioner Butcher seconded. Passed unanimously.

APPOINTMENTS: None

PUBLIC INPUT: None

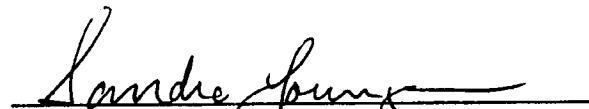
OTHER BUSINESS: None

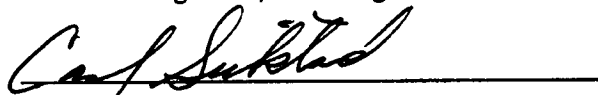
NEXT MEETING DATES:

November 10, 2016 Thursday, 2:00 p.m.	Business Meeting	Fergus Co. Commissioners 712 W. Main St., Suite 210 Lewistown, MT 59457
November 16, 2016 Wednesday, 5:15 p.m.	Business Meeting	Fergus Co. Commissioners 712 W. Main St., Suite 210 Lewistown, MT 59457
November 23, 2016 Wednesday, 2:00 p.m.	Business Meeting	Fergus Co. Commissioners 712 W. Main St., Suite 210 Lewistown, MT 59457

Reminder: Agenda items are due to the Commissioners 10 days prior to the meeting.

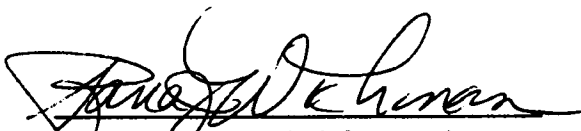
FERGUS COUNTY COMMISSIONERS:


Sandra Youngbauer, Presiding Officer


Carl Seilstad, Commissioner


Ross Butcher, Commissioner

Attest:


Rana J. Wichman, Clerk & Recorder

Meeting Date: Oct 26, 16
Public Comment?
Yes No

Meeting Date: Nov 26, 16

Public Comment?	
Yes	No

[illegible]

Appendix G
List of Fergus County Owned/Managed Facilities

Zip Code	City	Description	Year Built	Year of Upgrade (Mandatory for Pre-1970 Bldg)	Const Cl.	Sprinkler Y/N	Sq. Ft	Protection Class	Business Income - Dollar Amount	2013 Bldg	2013 Contents & EDP Values	Builders Risk	Tax Deeds	Inland Marine	Radios, RR Crossings, Pumps, Misc - EDP, Valuable Papers, Accounts Receivable , Fine Arts, Towers, TV's, Business Income	2013 Total	REPLACEMENT VALUE	STATED VALUE	NOT COVERED			
59457	Lewistown	Courthouse	1912	2000	Brick	N	26391	4		\$6,491,404	\$1,657,220					\$8,148,624	\$8,148,624					
59457	Lewistown	Law Office	1912	2010	Frame	N	4668	4		\$626,894	\$54,325					\$681,219	\$681,219					
59457	Lewistown	Crthse Storage	2011		Frame	N	250	4		\$13,684	\$3,000					\$16,684	\$16,684					
59457	Lewistown	Jail/Annex	1980		Brick	N	21312	4		\$4,303,276	\$1,191,360					\$5,494,636	\$5,494,636					
59457	Lewistown	County Shop	1973		Metal	N	18880	4		\$1,256,291	\$95,325					\$1,351,616	\$1,351,616					
59457	Lewistown	Sand Shed	1995		Plastic	N	2015	4		\$30,616						\$30,616	\$30,616					
59430	Denton	County Shop	1956		Metal	N	1120	7		\$80,547						\$80,547	\$80,547					
59032	Gr Range	County Shop	1960		Metal	N	1184	8		\$90,951						\$90,951	\$90,951					
59489	Moore	County Shop	1960		Metal	N	1184	10		\$95,523						\$95,523	\$95,523					
59471	Roy	County Shop	1960		Metal	N	1184	10		\$87,401						\$87,401	\$87,401					
59489	Winifred	County Shop	1956		Metal	N	1184	8		\$87,087						\$87,087	\$87,087					
59457	Lewistown	Weed Shop	2011		Metal	N	3681	4		\$242,467	\$25,000					\$267,467	\$267,467					
59457	Lewistown	Terminal Bldg	1942		Brick	N	4126	4		\$358,612	\$25,625					\$384,237	\$384,237					
59457	Lewistown	Hangar, Large	1942		Concrete	N	23108	4		\$2,044,606	\$5,125					\$2,049,731	\$2,049,731					
59457	Lewistown	Operations Bldg	1942		Frame	N	3972	4		\$170,323						\$170,323	\$170,323					
59457	Lewistown	Norden Bomb	1942		Brick	N	178	4		\$38,840						\$38,840	\$38,840					
59457	Lewistown	Generator Bldg	1980		Masonry	N	192	4		\$45,202						\$45,202	\$45,202					
59457	Lewistown	Shop Bldg	1980		Frame	N	1500	4		\$94,337						\$94,337	\$94,337					
59457	Lewistown	Oil Storage Bldg	1942		Metal	N	316	4		\$17,625						\$17,625	\$17,625					
59457	Lewistown	Recreation Hl	1942		Frame	N	5479	4		\$170,629						\$170,629	\$170,629					
59457	Lewistown	Armament Bldg	1942		Frame	N	2361	4		\$94,242						\$94,242	\$94,242					
59457	Lewistown	Crew Chief Bld Shop All Purpose	1942		Frame	N	2142	4		\$89,372						\$89,372	\$89,372					
59457	Lewistown	FAA Bldg	1949		Frame	N	1021	4		\$46,392						\$46,392	\$46,392					
59457	Lewistown	T Hangar New	1985		Frame	N	802	4		\$96,547						\$96,547	\$96,547					
59457	Lewistown	T Hangar Old	1965		Metal	N	10230	4		\$350,868						\$350,868	\$350,868					
59457	Lewistown	Steel Hanger	1965		Frame	N	10896	4		\$322,480						\$322,480	\$322,480					
59457	Lewistown	Storage Shed	1942		Frame	N	2254	4		\$114,101						\$114,101	\$114,101					
59457	Lewistown	Training Bldg	1972		Frame	N	104	4		\$4,353						\$4,353	\$4,353					
59457	Lewistown	Camo Bldg	1942		Frame	N	104	4		\$100,424						\$100,424	\$100,424					
59457	Lewistown	AT & T Bldg	1942		Frame	N	4869	4		\$184,326						\$184,326	\$184,326					
59457	Lewistown	Dwelling	1993		Metal	N	112	4		\$13,909						\$13,909	\$13,909					
59457	Lewistown	Garage	1942		Frame	N	1322	4		\$116,036						\$116,036	\$116,036					
59457	Lewistown	Pump House	1942		Frame	N	1466	4		\$27,141						\$27,141	\$27,141					
59457	Lewistown	EMS Supply	1942		Frame	N	310	4		\$17,568						\$17,568	\$17,568					
59457	Lewistown	Water Tower	1942		Masonry	N	0	4		\$57,800						\$57,800	\$57,800					
59457	Lewistown	Snow Plow Garage	1943		Metal	N	0	4		\$361,000						\$361,000	\$361,000					
59457	Lewistown	Heller Bldg	1985		Metal	N	4000	4		\$172,147						\$172,147	\$172,147					
59457	Lewistown	S & R Bldg	1975		Frame	N	12838	4		\$426,913						\$426,913	\$426,913					
59457	Lewistown	Pit Privy	1980		Frame	N	3377	4		\$98,082						\$98,082	\$98,082					
59457	Lewistown	Picnic #1	1994		Masonry	N	36	9		\$5,742						\$5,742	\$5,742					
59457	Lewistown	Picnic #2	1994		Frame	N	209	9		\$5,938						\$5,938	\$5,938					
59457	Lewistown	Trade Center	1994		Frame	N	209	9		\$5,936						\$5,936	\$5,936					
59457	Lewistown	Ag Bldg	1980		Masonry	N	14202	4		\$1,318,071	\$71,000					\$1,389,071	\$1,389,071					
59457	Lewistown	Shop 1	1917		Masonry	N	11085	4		\$567,767	\$23,000					\$590,767	\$590,767					
59457	Lewistown	Shop 2	1930		Frame	N	960	4		\$56,356						\$56,356	\$56,356					
59457	Lewistown	Horse Barn 1	1930		Frame	N	1683	4		\$88,927						\$88,927	\$88,927					
59457	Lewistown	Horse Barn 2	1940		Frame	N	3063	4		\$111,526						\$111,526	\$111,526					
59457	Lewistown	Horse Barn 2	1940		Frame	N	2028	4		\$77,709	\$19,500					\$97,209	\$97,209					

59457	Lewistown	Horse Barn 3	1940		Frame	N	4140	4		\$124,938					\$124,938	\$124,938				
59457	Lewistown	Horse Barn 4	1960		Frame	N	2008	4		\$59,602					\$59,602	\$59,602				
59457	Lewistown	Horse Barn 5	1940		Frame	N	1660	4		\$47,190					\$47,190	\$47,190				
59457	Lewistown	Draft/Barn 6	1930		Frame	N	5600	4		\$137,255					\$137,255	\$137,255				
59457	Lewistown	Sheep Barn	1930			N		4							\$0	\$0	113,638			
59457	Lewistown	Small Animal	1960		Frame	N	6900	4		\$138,417					\$138,417	\$138,417				
59457	Lewistown	Pavilion	1986		Metal	N	39360	4		\$2,177,901	\$34,000				\$2,211,901	\$2,211,901				
59457	Lewistown	Comfort Station	1980		Frame	N	924	4		\$58,894					\$58,894	\$58,894				
59457	Lewistown	Restroom	2002		Metal	N	576	4		\$70,777					\$70,777	\$70,777				
59457	Lewistown	4H Food Booth	1940		Frame	N	1440	4		\$59,742	\$2,500				\$62,242	\$62,242				
59457	Lewistown	4H Restroom	1940		Frame	N	384	4		\$24,075					\$24,075	\$24,075				
59457	Lewistown	Wash Barn	2002		Frame	N	643	4		\$18,826					\$18,826	\$18,826				
59457	Lewistown	Sec Office	1980		Frame	N	752	4		\$64,205					\$64,205	\$64,205				
59457	Lewistown	Beer Booth	1960		Frame	N	667	4		\$40,822	\$23,000				\$63,822	\$63,822				
59457	Lewistown	Snack Shack	1960		Metal	N	480	4		\$26,064					\$26,064	\$26,064				
59457	Lewistown	Picnic Canopy	1990		Frame	N	600	4		\$9,544					\$9,544	\$9,544				
59457	Lewistown	Grandstands	1989		Metal	N	34440	4		\$2,022,907	\$23,000				\$2,045,907	\$2,045,907				
59457	Lewistown	Arena Sound	1989		Frame	N	3	4		\$12,798					\$12,798	\$12,798				
59457	Lewistown	Ticket Booth 1	198+		Frame	N	160	4		\$5,546					\$5,546	\$5,546				
59457	Lewistown	Ticket Booth 2	1980		Frame	N	52	4		\$2,569					\$2,569	\$2,569				
59457	Lewistown	Ticket Booth 3	1980		Frame	N	52	4		\$2,453					\$2,453	\$2,453				
59457	Lewistown	Ticket Booth 4	1980		Frame	N	52	4		\$2,422					\$2,422	\$2,422				
59457	Lewistown	Rodeo Grds	1989		Frame	N	3	4		\$54,516					\$54,516	\$54,516				
59457	Lewistown	Gazebo	1995		Frame	N	277	4		\$17,148					\$17,148	\$17,148				
59457	Lewistown	Dwelling	1920		Frame	N	2167	9		\$161,644					\$161,644	\$161,644				
59457	Lewistown	Garage	2000		Frame	N	1200	9		\$50,809					\$50,809	\$50,809				
59457	Lewistown	Barn	1920		Frame	N	4861	9		\$164,626					\$164,626	\$164,626				
59457	Lewistown	Storage Bldg	1920		Frame	N	310	9		\$26,598					\$26,598	\$26,598				
59457	Lewistown	Smoke House	1920		Frame	N	77	9		\$7,787					\$7,787	\$7,787				
59457	Lewistown	Well House	1920		Frame	N	60	9		\$9,111					\$9,111	\$9,111				
59457	Lewistown	Root Cellar	1920		Frame	N	50	9		\$12,100					\$12,100	\$12,100				
59457	Lewistown	S & R Bldg	2000		Masonry	N		10		\$74,650			\$15,000	\$74,650	\$74,650					
59457	Lewistown	Sheriff's Tower										\$30,000		\$0						
59457	Lewistown	Family Planning	1920		Brick	N	800	4			\$30,000				\$30,000					

Appendix H
Bridge Capital Improvements Plan and County
adopted Road and Bridge Standards

RESOLUTION ~~2013~~ - 5-2014

WHEREAS, Section 7-6-616, MCA 2003, authorizes the governing body of any county to establish a Capital Improvement Fund for the replacement, improvement, and acquisition of property; and

WHEREAS, pursuant to Section 7-6-616(3), MCA 2003, the capital improvement fund may receive money from any source, and invest as provided by law; and

WHEREAS, it would be in the best interest of Fergus County to establish a capital improvement fund for the Bridge Fund; and

WHEREAS, a Fergus County Bridge Capital Improvement Plan has been developed.

NOW, THEREFORE BE IT RESOLVED, that the Bridge Capital Improvement Fund be established and the Fergus County Bridge Capital Improvement Plan be adopted and attached to this resolution for future reference.

DATED THIS 19th day of March, 2014 in Lewistown, Montana.

BOARD OF COMMISSIONERS
FERGUS COUNTY, MONTANA

Ken Ronish
Ken Ronish, Chair

Sandra K. Youngbauer
Sandra K. Youngbauer, Member

Absent
Carl Seilstad, Member

ATTEST:

Vivian Shammel
Vivian Shammel, Commissioner Assistant

AGENDA
Board of Fergus County Commissioners
Open Meeting – March 19, 2014
Fergus County Commissioners Office
712 W Main St. Suite 210 Lewistown, MT 59457

TENTATIVE AGENDA

Call to Order

Approval of Minutes February 19, 2014 Meeting Minutes

PUBLIC HEARING:

PUBLIC COMMENT ON AGENDA ITEMS:

ANNOUNCEMENTS/REPORTS:

1. DNRC CAV Audit. Pam Vosen received a letter from the DNRC Floodplain Program and FEMA regarding the Community Assistance Visit and Audit they performed on Fergus County in August of 2013. Fergus County came back with absolutely zero infractions and was commended on the status of documentation and regulating of the designated floodplain under the National Flood Insurance Program.

BID OPENINGS

COMMUNITY COUNCIL REPORT:

DISCUSSION/ACTION ITEMS:

1. Floodplain Permit #01-2014-FC-Montgomery Stabilization
2. Mill Levy Resolution for the Fairgrounds Sewer and Water project
3. 5-year Bridge Capital Improvement Plan (CIP)

APPOINTMENTS:

PUBLIC INPUT:

OTHER BUSINESS:

NEXT MEETING DATES:

March 25 , 2014 Tuesday-- 2:00 p.m.	Business Meeting	Fergus County Commissioners 712 W Main St., Suite 210 Lewistown MT 59457
April 10, 2014 Thursday – 2:00 p.m.	Business Meeting	Fergus County Commissioners 712 W Main St., Suite 210 Lewistown MT 59457
April 16, 2014 Wednesday – 5:15 p.m.	Open Meeting	Fergus County Commissioners 712 W Main St., Suite 210 Lewistown MT 59457

Reminder: All agenda items are due to the Commissioners 10 days prior to the meeting.

Fergus County, Montana

Bridge – 5 year Capital Improvements Plan

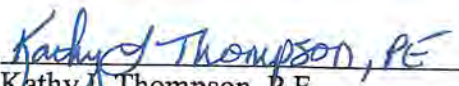
March 2014

Prepared for:

Fergus County
712 W. Main St.
Lewistown, MT 59457-2562

Prepared by:

Stahly Engineering & Associates
7585 Shedhorn Drive
Bozeman, MT 59718


Kathy A. Thompson, P.E.

Executive Summary

The "County Bridge and Road Capital Improvement Planning and Financing Manual" prepared for the Montana Department of Commerce in 1997 and revised in 2001, was used as a general guideline to create the Fergus County Bridge Capital Improvement Plan (CIP). This manual was developed as a general guideline for counties to develop a comprehensive strategy for the planning and financing of bridge and road infrastructure.

The document outlines the following process to develop a CIP:

- Assessing Need and Setting Priorities
- Evaluating Alternatives
- Evaluating Funding Options
- Adopting and Implementing the Capital Improvements Plan

Montana's bridges are divided into two general classifications, On-System Bridges and Off-System Bridges. Counties are generally responsible for all Off-System Bridges, although they may also be responsible for a select few On-System Bridges. This CIP considers only the bridges in Fergus County that the County is responsible to maintain. At the time, Fergus County is responsible for 107 bridges over 20-feet in length, which are inspected by the Montana Department of Transportation (MDT) on a 2-year cycle. In addition, Fergus County is responsible for 17 bridges under 20-foot in length, which are inspected by Stahly Engineering & Associates on a 4 year cycle. The bridges were last inspected in October 2013 by Kathy Thompson, P.E., and Nate Peressini, E.I., both NBI Certified Bridge Inspectors.

The following is a list of all the funding sources for the bridges listed in the Bridge and Road CIP Manual, Revised January 2001. The funding sources listed below are generally available to most Counties for their bridge system.

Local Financing Tools: (County Funds)

- Bridge and Road Mills
- Depreciation Reserve Funds
- County CIP Funds
- Gas Tax Allocation
- PILT
- Optional Motor Vehicle Tax
- Local Option Motor Vehicle Tax
- Oil and Gas Leases
- Rural Improvement Districts
- General Obligation Bonds
- Revenue Bonds
- Tax Increment Financing
- Impact Fees
- Voluntary Programs

MDT Programs: Highway Bridge Replacement or Rehabilitation Program (HBRRP)
Forest Highway Funds
Federal Hazard Elimination Program (STPHS)

Other State &
Federal Funding: Treasure State Endowment Program (TSEP)
Montana Intercap Program
Community Development Block Grant (CDBG)
Economic Development Block Grant (EDA)–Public Works
Wood in Transportation Program
Federal Emergency Management Agency Funds (FEMA)
Federal Highway Administration Emergency Relief

The funds that are readily available for non-emergency, planned bridge improvements to Counties are generally limited to County Funds, HBRRP, and TSEP. Fergus County will not rule out any viable options to fund bridges in the County. However, for planning purposes, Fergus County will proceed with funding the 5-year CIP with these three funding sources.

Listed on the following pages is a summary of the actions Fergus County has implemented to complete its Capital Improvements Plan.

Fergus County Bridge CIP History

Fergus County contracts with Stahly Engineering & Associates (SE&A) to assess the County's complete bridge inventory on a four-year cycle. The initial overall bridge system assessment was performed by SE&A in 2003, and in 2004 a Fergus County Bridge 5-year CIP was adopted. Included in that CIP, twelve bridges were identified as being significant to the County, and were slated for bridge replacement projects. Since that time, eight (8) of the structures have been replaced, in addition to six (6) additional bridges that were damaged during a flood event in 2011.

Bridges Identified in the 2004 Fergus County Bridge CIP

6 Miles SW Lewistown	Replaced in 2012	FEMA Funding
8 Miles SW Lewistown	Replaced in 2009	TSEP Funding
5 Miles N Denton	Replaced	Fergus County Funds
4 Miles SE Lewistown	Replaced in 2012	Fergus County Funds
Upper Fort McGennis	Replaced in 2012	FEMA Funding
Kendall Road South	Replaced	Fergus County Funds
2 Miles NE Danvers		
4 Miles NE Danvers	Replaced in 2010	TSEP Funding
5 Miles NW Lewistown	Replaced in 2009	TSEP Funding
5 Miles N Danvers		
Paradise Road		
Coyote Creek	Replaced in 2013	Fergus County Funds

Bridges Replaced Due to 2011 Flooding (FEMA Funding)

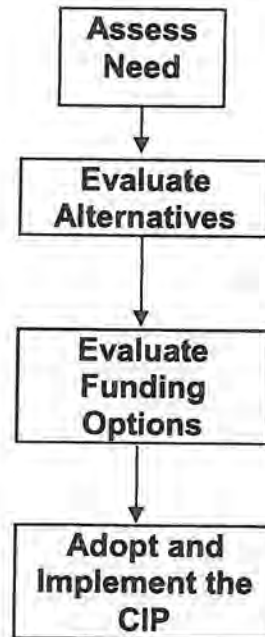
Grassrange – S. Fork McDonald Creek
7 Miles SW of Lewistown – Cottonwood Creek (Apples Bridge)
1 Mile N Glengarry – Cottonwood Creek (Glengarry Bridge)
5 Miles S Glengarry – Beaver Creek (Carroll Trail)
9 Miles SW Lewistown – Cottonwood Creek (McCollum Bridge)
10 Miles S Moore – Rock Creek (Stone Barn Lane)

Fergus County also expends local funds and personnel to maintain and improve bridge structures as needed. In 2013, Fergus County replaced timber abutments on a number of structures, which served to extend the service life of the bridge.

Fergus County Bridge CIP Development Procedure

Shown below is a diagram taken from the "County Bridge and Road Capital Improvement Planning and Financing Manual", second edition, summarizing the CIP process.

The Capital Improvements Planning Process



Assess Needs

The inventory assessment begins with a complete review of all MDT bridge ratings. At this time, Fergus County is responsible for maintaining 107 bridge structures over 20-ft in length, which are inspected on a two year cycle by MDT staff. Bridges with a low sufficiency rating and/or element condition rating were identified and presented to Fergus County for discussion and review. Fergus County designated the bridges that were of highest priority to the County, and a site visit was performed to better assess the deficiencies of these bridges. A list of the MDT rated bridges is included in the Fergus County Bridge Inventory Report along with the individual MDT Assessment Forms and photos from the site visits.

In addition, Fergus County is responsible for 17 bridge structures under 20-ft in length. Since these bridges are not inspected by MDT staff, each bridge was inspected following the general guidelines of the MDT Field Inspection Guide and the National Bridge Inventory (NBI) element condition rating criteria. An evaluation of each bridge was performed following the guidelines of the AASHTO Manual for Condition Evaluation of Bridges, Second Edition. Based

on the information collected, a sufficiency rating and load rating for each bridge was determined. The Inventory Data Sheet, Sufficiency Rating Form and photos for each bridge are included in the Inventory Report.

Setting Priorities

Based on findings from the Bridge Inventory Report, a bridge system summary and replacement recommendations were provided to Fergus County. Fergus County reviewed the assessment and set priorities for bridge replacements. The CIP was prepared by SE&A, and was made available for public comment.

The CIP identifies the bridges that will require the greatest attention first, and addresses the funding strategy required to satisfy the bridge needs. A brief narrative of deficiencies for the highest priority bridges in Fergus County are listed below. Funding is not available to retrofit or replace all the highest priority bridges. Bridges included in the 5-year CIP have been listed first.

Identifying Projects

Bridges included in the 5-year CIP are listed below.

2M S Lewistown – Big Spring Creek (MDT #L14410000+01001)



This bridge consists of a two span timber stringer superstructure founded on timber piles. The primary deficiencies of this bridge are the poor condition of the deck and railing, the posted 7-ton load limit, and the poor structure rating. The timber stringers show diagonal cracking and crushing at the bearing locations. The timber backwalls have significant areas of decay and failure, and the timber piles shown signs of decay. There is no approach railing, and the existing timber bridge railing has significant wreathing and decay.

Paradise Road Bridge – 1 Mile West Winifred (Fergus County Bridge #213)

This bridge consists of a single span timber girder superstructure founded on timber piles. The primary deficiencies of this bridge are the decay of the timber girders and timber abutments. The timber girders have significant crushing at the bearing points due to decay and rot. The timber abutments also show signs of decay, with areas of cracking and rot, in addition to bulging from soil pressure of the backfill. The bridge can only safely accommodate one-lane traffic.



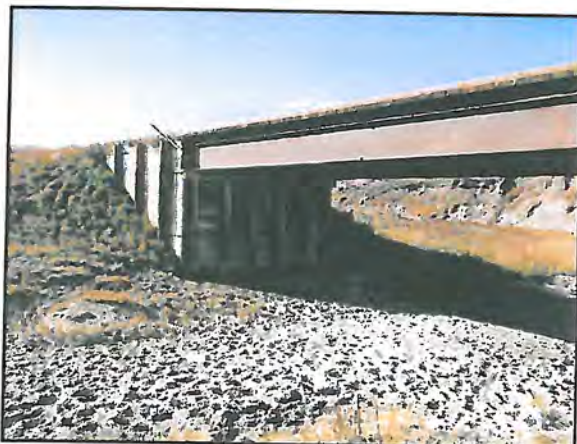
2 Miles NE Danvers – Judith River (MDT #L14326002+07001)

This bridge consists of a single span steel truss superstructure founded on concrete abutments. Although the bridge used to cross the Judith River, during the flood event of 2011 the Judith River reestablished its banks, and the bridge now crosses a dry bed. The primary deficiency of this bridge is the poor roadway approach alignment and narrow deck width. The structural condition of the bridge is poor. The bridge can only safely accommodate one-lane traffic. The concrete deck has extensive spalling and corrosion of the reinforcing steel. The steel truss also has corrosion throughout and some damage caused by vehicle impact. The current inventory load rating and load posting on this bridge is 7-ton.



7 Miles N Winifred – Taffy Creek (MDT #L14101008+01001)

This bridge consists of a single span steel girder superstructure founded on timber piles. The primary deficiencies of this bridge are the deterioration of the timber piles and timber abutments. The timber piles have significant checking and splitting, some of which can be attributed to rotating pile caps. In addition, the timber abutments have decay, with localized plank failure in the lower portions. The bridge can only safely accommodate one-lane traffic. The current inventory rating and posted load limit is 11-ton.



5 Miles SW Grassrange – S. Fork McDonald Creek (MDT #L14202020+01001)

This bridge consists of a three span timber girder superstructure founded on timber piles. The primary deficiencies of this bridge are the deterioration of the timber girders and timber abutments. The timber girders have significant splitting and decay, with crushing at the bearing areas. The timber abutments have advanced decay as well, with cracking, checking and splitting present throughout. The bridge can only safely accommodate one-lane traffic. The current inventory load rating is 17-ton, with a posted load limit of 15-ton.



6 Miles SW Grassrange – S. Fork McDonald Creek (MDT #L14202018+03001)

This bridge consists of a single span steel girder superstructure founded on timber piles. The primary deficiencies of this bridge are the deterioration of the timber abutments and timber piles. The timber abutments have advanced decay throughout, with areas of undermining and fill pressure. There is decay present in the timber piles at the wing walls, and minimal decay at the abutment piles. The bridge can only safely accommodate one-lane traffic. The current inventory load rating and posted load limit is 11-ton.



Beaver Creek East – Beaver Creek (Fergus County Bridge #86)

This bridge consists of a single span steel girder superstructure founded on concrete abutments and timber retaining walls. The concrete abutments are severely delaminated and have exposed rebar. The timber retaining walls show signs of rot, and some boards are loose from the foundation. At the west end of the bridge, a large scour hole has formed at the backwall, reaching from the road grade to water level. The bridge can only safely accommodate one-lane traffic.



3rd Avenue South – Casino Creek (Fergus County Bridge #232)

This bridge consists of a single span steel girder superstructure with concrete/masonry substructure elements. The approach spans are supported by timber grade beams. The masonry substructure is severely deteriorated, with portions of complete failure, and the concrete substructure has spalling present at the bottom of the wall. It appears that the structure was widened at one time, and the additional width is supported on masonry units, which have some deterioration present. The bridge deck is comprised of timber planks, which show significant wear.



Evaluating Funding Options

As previously mentioned, the three funding sources which are being pursued for the 5-year CIP plan are the County Funds, HBRRP, and TSEP. These and other funding options are outlined in this CIP.

Scheduling Activities

The schedule for proposed bridge improvements is attached to this CIP. The timing for each project matches the grant cycles and anticipated funding availability.

Adopting the Capital Improvement Plan (CIP)

This CIP will be adopted by Fergus County by resolution after a public hearing is held regarding the recently completed bridge assessment and draft CIP. Fergus County will provide regular periodic reviews and updates of the CIP. This will be done annually in conjunction with Fergus County's budgeting process with input obtained by the road and bridge supervisor at annual public meetings.

Implementing the Plan (Financing and Constructing Specific Projects)

The formal adoption of the CIP, in conjunction with formal reviews and updates of the CIP, provides Fergus County the mechanism to implement the bridge projects identified. The information collected in the preparation of the CIP will be used to complete funding applications. Also, County crews will be assigned tasks to complete with County funds as identified in the CIP. The hiring of engineering consultants and contractors will be implemented as needed to complete the projects identified in the CIP. The CIP will also provide easily accessible, concise information to elected officials who change over time but are obligated to follow a previously adopted course of action.

FERGUS COUNTY - BRIDGE 5 YEAR CAPITAL IMPROVEMENTS PLAN

BRIDGES OVER 20 FEET

(Assessed by Montana Department of Transportation)

Priority	Bridge	Name	Bridge or Road Number	Crossing	Road Surface	Bridge Type	Spans	Length	Width	Traffic	Sufficiency Rating	Improvement Needed	Approx Cost	Source of Funding	Improvement Year
1	2M S Lewistown		L14410000+01001	Big Spring Creek	Gravel	Timber	2	11.89m	7.71m	Med	35.8	Replace	\$346,500	TSEP / County	2015
3	2 M NE Danvers		L14326002+07001	Judith River	Gravel	Steel	1	33.53 m	4.51 m	Low	15.8	Remove / Abandon		County	2016
4	7M N Winifred		L14101008+01001	Taffy Creek	Gravel	Steel	1	15.54m	5.70m	Med	49.3	Replace	\$354,622	TSEP / County	2017
5	5 M SW Grassrange		L14202020+01001	S.Fork McDonald Creek	Gravel	Timber	3	14.02 m	5.31 m	Med	50.5	Replace	\$319,936	TSEP / County	2019
6	6 M SW Grassrange		L14202018+03001	S.Fork McDonald Creek	Gravel	Steel	1	12.50 m	5.73 m	Med	42.6	Replace	\$285,250	TSEP / County	2019

FERGUS COUNTY - BRIDGE 5 YEAR CAPITAL IMPROVEMENTS PLAN

BRIDGES UNDER 20 FEET

(Assessed by Stahly Engineering & Associates)

Priority	Bridge	Name	Bridge or Road Number	Crossing	Road Surface	Bridge Type	Spans	Length	Width	Traffic	Sufficiency Rating	Improvement Needed	Cost	Source of Funding	Improvement Year
2	Paradise Road		#213	Dog Creek	Gravel	Timber	1	16'-8"	20'-0"	Med	38.8	Replace w/ culvert	\$70,000	TSEP / County	2015
7	Beaver Creek Overflow		#86	Beaver Creek	Gravel	Concrete	1	15'-0"	20'-6"	Low	36.7	Replace w/ culvert	\$63,000	County	2015
8	3rd Avenue South		#232	Casino Creek	Asphalt	Steel	1	25'-0"	32'-0"	High	47.5	Replace w/ culvert	\$120,000	TSEP / County	2021

Fergus County Road & Bridge Standards

***Adopted by the:
Fergus County Commissioners***

March 24, 2011



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Board of Commissioners Message

The following shall remain in effect until such time as they are amended or revised by the Fergus County Board of County Commissioners. Any and all changes must be reviewed and approved by the Board of County Commissioners in writing.

The Fergus County Board of County Commissioners reserves the right to have ultimate authority over decisions made regarding these standards. Variances may be granted in circumstances that warrant deviations from the requirements included herein.

These Standards/Policies have been adopted by the Fergus County Board of County Commissioners by:

RESOLUTION # _____5-2011_____

DATED this 24th day of March, 2011

Statutory Requirements

These Standards are devised from the Laws of the State of Montana. To research any references to the Montana Code Annotated (State Laws), use the following website:

http://data.opi.mt.gov/bills/mca_toc/index.htm

SECTION ONE Requirements for Fergus County Roads

GENERAL ROAD STANDARDS

All roadways shall meet the following minimum standards, except where in the opinion of the governing body, these minimum standards are inappropriate, or the governing body establishes lesser standards.

1. Variances may be granted by the Board of County Commissioners and/or Road Supervisor regarding all Road and Bridge Standards
2. The preferred grade for dedicated and private roads is less than 10%. Anything greater than 10% will require a variance.
3. In flat and rolling terrain, all grades should flatten to 4% or less for at least 100 feet to an approaching intersection, and for at least 500 feet entering or leaving turnarounds or cul-de-sacs. In hilly terrain, all grades should flatten to 6% or less for at least 25 feet entering and leaving switchbacks or cul-de-sacs.
4. Sub-grades subject to poor drainage, underground seepage, or a high water table must adequately drain for roadbed stabilization. Drains will be installed to control or prevent the high ground water level from coming within four feet of the roadway surface.
5. On obviously hazardous steep terrain or high embankments, so deemed by the Road and Bridge Supervisor, may warrant the installation of State approved guardrails.
6. All excavations must be made to sub-grade elevations and must be true to grade. Plowing, grading, etc. shall not loosen material below sub-grade elevations in cuts during the progress of the work, except with the prior written approval of the governing body. No excavation will be made below sub-grade elevation except to remove spongy material, as ordered or approved by the governing body. In the event the contractor does excavate below sub-grade elevation, the contractor shall replace the excavated material with satisfactory material and will thoroughly compact the same.
7. The contractor shall at all times take proper precautions for the protection of utility lines, culverts, irrigation crossings, and all other public and private installations which may be encountered during construction. The contractor will be financially responsible for the repair, replacement, or restoration of any damaged facilities.
8. Driveways and roadways will not be constructed so as to drain onto intersecting roads.
9. Cul-de-sac roads which exceed the maximum length of 800 feet may be allowed, provided that such cul-de-sac roads shall not serve more than 15 lots that require their access from this cul-de-sac road. The length of the cul-de-sac will be measured from the center of the turn around to the center line of the intersecting street, along the center line of the cul-de-sac road.
10. For new construction of private roads providing access to three (3) lots or less: the driving surface shall be 20 feet, and for private road providing access to four (4) lots or more the road right-of-way shall be 24' driving surface and all roads shall have a right-of-way of 60'. The governing body may require additional right-of-way when topography, road design, or use dictates such.

- a) The sub-base should consist of at least 8 inches of pit gravel run, not to exceed 4 inches in size.
- b) The base will consist of at least 4 inches of 1 inch minus crushed or screened gravel.
(see section five for cross section of county road)
- 11. Dust abatement or paving may be required by the governing body.
- 12. A weed control plan for any subdivision or any areas to be disturbed must be submitted to the Fergus County Weed District for approval by the Fergus County Weed Board. This plan will be subject to review and updating on an annual basis.
- 13. Road signs shall be purchased by the developer or sub-divider and installed on all newly constructed roads within the subdivision and all roads intersecting with other private, County, and State roads. Fergus County Road & Bridge Department will review and approve the installation of all road signs and the Fergus County Planning Office will assign a physical address for each lot created and/or developed. Private roads or lanes will not be considered County roads and signs will need to be purchased by the individuals on that road.
(See section five for sign placement distances).
- 14. A Rights of Way Construction Permit Application is available at the Fergus County Planning Office and after review by that office, it will be sent to the Fergus County Road and Bridge Supervisor for approval on all new and altered approaches to County roads. State highway approaches must be approved by the Montana Department of Transportation. If a culvert is necessary under the approach, it must be installed per the County Road and Bridge Standards and at the Landowners' expense.
- 15. The sub divider is responsible for the improvement of access road(s) onto any County road(s) according to County standards. Upon approval of a new subdivision, all improvements will need to be installed and approved or a bond equal to 125% (the cost of construction) and a subdivision improvement agreement approved and in place.

STANDARD ROAD TYPES

- 1. **DIRT ROADS:** These roads are maintained when possible. There is not any width or grading standards at the time of the adoption of these Standards.
- 2. **BASE COURSE ROADS:** These roads are constructed with pit run gravel that is mixed with natural dirt substances from surrounding areas. The standard width of the road top is 20' to 24' with approximately 6' of the road on each side of the road top sloping at a 3 to 1 angle away from the road top.
- 3. **CRUSHED GRAVEL ROADS:** These roads are surfaced with a crushed gravel surface and may either have crushed gravel laid on them or pit run laid on prior to crushing or have shoulders pulled inward to center of road top then crushed & re-laid. These will have the same standard width as the base course roads.
- 4. **MILLED ASPHALT ROADS:** These roads are designed to reuse the asphalt removed from State Highways by the Montana Department of Transportation (or other entities) when they are laying a new surface. These roads will have the same standard width as the base course roads.
- 5. **ASPHALT SEAL COAT ROADS:** An asphalt seal coat shall be used to maintain the road top surface. This shall consist of an application of asphalt material followed by

spreading a seal coat aggregate. These roads will have the same standard width as the base course roads.

ROAD APPROACHES

Acceptable approaches will be constructed as near to a 90 degree angle from the existing road surface as possible. The intersection design shall provide acceptable visibility for safe traffic flow. Hill top and small intersections are greatly discouraged and will not be allowed where adequate sight distance cannot be assured.

Minimum approach width shall be 32' and sight distance shall be 200' for both public and private roads. (See section five for example)

Road and Bridge Supervisor & County Road Districts.

County road supervisor

The Board of County Commissioners may in its discretion employ a competent road supervisor, who shall serve at the pleasure of the Board.

Under the direction and control of the Board, the road supervisor shall:

- (a) prescribe the times and places for all work to be done on the county roads;
- (b) report any delinquency or inefficiency of a person employed on a road;
- (c) perform other duties that are prescribed by the Board.

County road districts

The Board of County Commissioners may in its discretion divide the county into suitable road districts and place each district in the charge of a competent district road supervisor. The Board shall order and direct each supervisor in the work to be done in the district.

The road districts at the time these standards were adopted are:

501	Denton	504	Moore
502	Grass Range	505	Roy
503	Lewistown	506	Winifred

Standard FCR-1-11-1

PETITION FOR NEW ROADS OR ROAD ABANDONMENT

The Board of County Commissioners has a procedure to establish, alter, or abandon a county road.

Fergus County requires compliance with the petition procedure in requesting the establishment, alteration or abandonment of any county road.

Petitions shall be presented on a Road Petition Form to the Board of County Commissioners. The governing body has the authority to request any new County road be built to the road standards of the County.

It is the policy of Fergus County that a non refundable fee is paid by those persons requesting this procedure. This fee is imposed to recover administrative and other costs. This fee is to be made payable to the Fergus County Road Department and shall be submitted with petition application.

(see Title 7, Chapter 12, Part 26 MCA for further information on road abandonment or contact the Board of Commissioners with questions)

Standard FCR-1-11-2

RIGHTS OF WAY (ROW) CONSTRUCTION PERMIT

Anyone requesting to encroach on Fergus County Rights of Way for the purpose of doing construction must obtain a ROW Construction Permit Application.

All (ROW) Construction Permits will begin at the Fergus County Planning Office prior to receiving a physical inspection by the Road and Bridge Department.

It is the policy of Fergus County that a non-reimbursable fee be charged for inspection and review for all ROW Construction Permits. Payment should be made to the Fergus County Road & Bridge Department, and shall be submitted with any request for a ROW Construction Permit. The applicant must also notify the Road and Bridge Department upon completion of the project for final inspection and approval.

Standard FCR-1-11-3

ROAD DEDICATION

The Board of County Commissioners and the Fergus County Road Department regulates road design standards for all dedicated roads to facilitate road maintenance and utilization.

A road must intersect with a county road and be continuous in order to be donated to the Board of County Commissioners and must also meet minimum Road Standards. Fergus County will consider all dedicated roads on a case by case basis.

Standard FCR-1-11-4 ROAD MAINTENANCE

"Maintenance" means the preservation of the entire road, including surface, shoulders, roadsides, structures, and traffic control devices as are necessary for its safe and efficient utilization.

The county will maintain all county roads, public bridges (except those maintained by The Montana Department of Highways), and any roads agreed upon with adjacent counties as funding permits. The Fergus County Road Department maintains County roads and roads which, by agreement are the responsibility of the County (including secondary highways and road agreements with adjacent Counties and the Forest Service and the Bureau of Land Management and other government agencies.)

The county will maintain all petitioned county roads as funding permits. For roads dedicated on plats pursuant to the 1973 Subdivision and Platting Act, the County has the authority to place maintenance on the developer.

Whenever any county road becomes obstructed, the Board of County Commissioners shall require the obstruction removed upon being notified of the obstruction. Nothing in this section shall be construed as holding the Board of County Commissioners or any member responsible or liable for anything other than willful, intentional neglect or failure to act. If a blade operator approaches a closed gate across a county road, he will not open the gate and continue blading. The blade operator shall notify the Road Supervisor for removal of the obstruction.

Road maintenance will be done in the individual districts on the following basis if funding exists: School Bus Routes, Missile Roads, all other county roads.

Standard FCR-1-11-5 ROAD CUTS

Anyone excavating across a county road, easement, or right-of-way is responsible for the maintenance of the site for one (1) year after completion of the project.

Whenever the natural sod cover on the right-of-way areas is disturbed by irrigation ditches, drain ditches, or otherwise, the Board of County Commissioners may require that such disturbed areas be seeded to an adaptable perennial grass or combination of perennial grasses and legumes. Every effort will be made to establish a sod cover on the disturbed area. All seed used must meet certified standards.

Time and method of seeding, fertilizing practices, and grass species shall be those recommended to the Road Supervisor by the Fergus County Extension Service.

Any person contemplating the excavation or construction of any ditch, dike, flume, or canal across a public roadway shall obtain a written permit from the Fergus County Planning Office prior to commencement of work.

Every person who excavates or constructs or owns any ditch, dike, flume or canal or stores, distributes, or uses water, for any purpose and permits the water to flow over any roadway to the injury thereof, upon notification by the Board of County Commissioners, road supervisor or planner of the area where such overflow occurred, must repair the damages occasioned. If such repairs are not made within a reasonable time (to be determined by the Board of County Commissioners) they must make restitution and the county will recover the expense thereof in an action at law. Every person constructing, owning, or using such a ditch or flume who permits an overflow is liable as provided in 45-8-111 (Public Nuisance).

A Fergus County (ROW) Rights of Way Construction Permit Application Permit must be filled out and the site inspected before the Board of County Commissioners will approve a permit. The applicant must notify the Road Supervisor for site inspection (prior to) and site review (upon completion) of the road cut project.

The Board of County Commissioners shall determine whether or not the permit is approved and may make comments, plan changes, or provide specifications.

The project must be completed at once in accordance with the plans and specifications furnished by the Board of County Commissioners. Water lines (that are used all year) must be buried at least 6 (six) feet. Construction must not interfere with road use. Signing will be used to deter or reroute traffic during the construction of the road cut. The permit holder shall be responsible for public safety during construction; is liable for construction operations; must bury structure (power lines, water lines, telephone lines, etc.) a minimum of 30 inches beneath the road surface (including ditch bottom and right-of-way); must return the roadway to its former condition and reseed the right-of-way, as recommended by the Road Supervisor, if the natural sod cover is disturbed by construction; maintain settlement of the site for one year after construction; and keep the structure in repair.

Fergus County is not liable for damages done to underground structures in the event of normal road maintenance. Relocation or reconstruction of the structure, if necessary, must be done at the expense of the owner.

Persons requesting road cut permits must pay a minimum fee (depending on the nature of the proposed project) for inspection and review of the site. The fee is payable to the Fergus County Road and Bridge Department.

Standard FCR-1-11-6

SNOW REMOVAL

The Board of County Commissioners' policy is that no private lanes or driveways will be plowed out by the County except in the case of an emergency. Should someone falsify an emergency, they will be charged for the cost of the emergency plowing by the County Road Department, including but not limited to any overtime that may have been incurred as a result of false reporting.

The County does not have the duty to patrol and clean up snow that has been deposited on County roads as a result of the plowing of a private road or lane. The owner of the private road or lane has the liability in a case of an accident caused by the snow. The County is not responsible to open driveways plowed shut in the course of snow plowing.

Fergus County will plow the Missile Roads, School Bus Routes, the mail route roads, and then all other roads as soon as they can be plowed in a safe and prudent manner. Emergencies take precedence over any other schedule. There are roads in Fergus County that have no winter maintenance unless in emergency situations.

To decide exactly which of these routes need plowing, the Road Supervisor will make calls to areas of the County (on days when snow needs to be plowed) to find out where roads are the worst. For bus routes, the School Bus Transportation Director calls the Road Supervisor and tells him which routes should be plowed first.

Snow plowing in Fergus County is the responsibility of the County Road and Bridge Department. Provisions (including equipment and manpower and funding) for snow plowing must be made from the general maintenance division of the County Road Department.

The Fergus County Commissioners may find it necessary to contact the State of Montana, (through the Governor) to declare a disaster or emergency, and possibly emergency funds would be made available. If a disaster is great enough, the counties and State may request the President to declare a federal disaster.

No private roads will be plowed by the County except in cases of human life emergencies.

Private individuals will not be paid for the plowing of County roads unless pre-authorized in writing by the Board of County Commissioners or the Road Supervisor.

Damage to any structure or obstruction (including parked vehicles) within the County right-of-way boundaries is not the responsibility of the Board of County Commissioners. The County is not responsible for damage done to existing cattle guard wings. The County is not responsible for damage to mailboxes on County roads unless they are installed to meet the County Road Standards.

See Section Five for examples.

Standard FCR-1-11-7

UTILITY EASEMENTS

The Board of County Commissioners shall have the power and authority to grant to any person, association, or corporation the right to construct and maintain in, along, and under any public road or highway within such County, any pipeline for the conveyance of natural or artificial gas, water, or any other substance for the use of any county, city, or town.

All necessary easements & permits must be completed prior to construction.

Discontinuation of a road does not affect the right-of-way of public utility to maintain equipment in any roadway.

An easement is the right acquired to use or control property for a designated purpose. Fergus County regulates easements onto County roads and rights-of-way to prevent damage to them and to assure that they are returned to their former condition.

Standards FCR-1-11-8 MAILBOXES

An adopted County policy on mailbox construction and placement is in the public interest.

No mailbox or newspaper delivery box will be installed on a County road after June 15, 1993 unless it complies with Montana Department of Transportation requirements. The requirements include, but are not limited to, those pertaining to construction and maintenance of mailboxes and newspaper delivery box set-backs and pullouts. New installations of mailboxes complying with the guidelines will be solely the obligation of the postal customer using the box, or the landowner, in the event of a postal customer no longer resides at the delivery address. Mailboxes are not the obligation of Fergus County.

Mailboxes or newspaper delivery boxes which have been determined to be hazardous by the local postmaster and/or Road Supervisor must be removed by the postal customer / landowner. Replacement or repair of mailboxes found to be hazardous and those which do not comply with the adopted Montana Department of Transportation Guide will be solely the obligation of the postal customer / landowner.

It is further noted that the U. S. Postal Service and the Road Supervisor are authorized to remove boxes not in compliance with adopted regulations and that the U. S. Postal Service will not continue to deliver mail to a customer who, after warned of the nonconforming or unsafe condition, does not correct the situation.

Fergus County is not liable for replacement or repair of any mail box damages in the course of County road work if the damaged box does not comply with the adopted regulations. (See Section Five for placement of mailboxes)

Standard FCR-1-11-9 ROAD SPEED LIMITS

It is the policy of Fergus County that speed limits within all platted, unincorporated town sites in Fergus County shall be 25 miles per hour. School zones in these areas may be posted with further restricted speed limits. (Normally 15 m.p.h.) This is in effect when school is in session and children are present.

All other speed limits (unless otherwise posted) follow State standards.

Standard FCR-1-11-10 RIGHTS-OF-WAY

Fergus County has the right to the acquisition of property for controlled access facility. Counties may procure private or public property and property rights for controlled access highways, facilities and service roads. A right-of-way is given, dedicated, and set apart for controlled access highways and facilities through, over, upon, or across any county road.

When a right-of-way is procured or condemned, an instrument in writing conveying the right-of-way, incidents, and land description must be signed, acknowledged by the person making it, and filed in the County Clerk and Recorder office.

When county road construction disturbs a right-of-way, the right-of-way may be seeded to perennial grass or perennial grass and legumes; the seed must be certified, and the time and method of seeding, fertilizing, and plant species must be recommended by the county extension service.

SECTION TWO

REQUIREMENTS FOR FERGUS COUNTY BRIDGES AND CULVERTS

Standard FCR-2-11-1 BRIDGES

GENERAL BRIDGE STANDARDS

The Fergus County Road and Bridge Department has replaced deficient bridges with culverts when the hydraulics and site conditions allow. Any bridge that cannot be replaced with a culvert will be replaced with a new bridge. If it is possible to abandon an existing bridge due to lack of use or an alternate route, the Board of Commissioners may consider simply removing an existing bridge and not replacing it with either a culvert or a new bridge. All new bridge and culvert designs are subject to the approval of the Fergus County Road and Bridge Department.

Should replacement with a culvert not be an option, a new bridge shall be constructed to meet AASHTO (American Association of State Highway Transportation Officials) and MDT (Montana Department of Transportation) standards as modified or amended by this bridge standard.

Permits

Necessary permits shall be obtained to construct the new structure unless directed by the Board of County Commissioners. The Guide to Stream Permitting in Montana shall be followed to determine which permits are required for various types of work. A 124 permit (FWP) Fish Wildlife and Parks; a 318 permit (DEQ) Department of Environmental Quality, 404 Permits (Corps). The Fergus County Planning office needs to be contacted regarding floodplain and zoning issues.

Signing

Object markers will be installed at each corner of the new bridge or at the ends of the guardrail leading to the fill section over a culvert.

Riprap

Riprap must be installed per the direction of the Fergus County Road and Bridge Supervisor or the hired Engineers' recommendation for erosion protection on bridge abutments and culverts outfalls.

The Board of Fergus County Commissioners with the Supervisor of the Road and Bridge Department must prioritize bridges requiring rehabilitation or replacement annually. With the exception of emergency situations and special exemptions, replacement of existing structures shall follow the order of the priority list.

The Fergus County Road and Bridge Department shall maintain every bridge over a natural stream necessary to be constructed and maintained in any city or town. The city or town in which any such bridge is situated shall pay the whole or part, not less than one-half, to be determined by the Board of County Commissioners, of the cost of planking, re-planking, paving, or repaving the bridge. The city or town shall construct and maintain in good repair the bridge approaches. Such bridges and all persons on them shall be subject to the reasonable police regulations of the city or town in which any such bridge is situated.

GENERAL CULVERT STANDARDS

Standard FCR-2-11-2 CULVERTS

The Board of County Commissioners may authorize repairs to streambeds and watercourses and the banks thereof when any bridge is in danger of being damaged or lost because of erosion or changes in the beds or banks. The proper permits will be obtained for these projects.

Every person who excavates or constructs or owns any ditch, dike, flume or canal or stores, distributes, or uses water, for any purpose and permits the water to flow over any roadway to the injury thereof, upon notification by the Board of County Commissioners, road supervisor or planner of the area where such overflow occurred, must repair the damages occasioned. If such repairs are not made within a reasonable time (to be determined by the Board of County Commissioners) they must make restitution and the county will recover the expense thereof in an action at law. Every person constructing, owning, or using such a ditch or flume who permits an overflow is liable as provided in 45-8-111 (Public Nuisance).

The road department of Fergus County is responsible for the installation and maintenance of culverts across County roads. Culverts are placed in roads to prevent excess water flow from crossing road tops and from washing out the existing roads.

The sizes and locations of culverts are left to the discretion of the Road Supervisor. Sizes are determined by the Road Supervisor and his crew based on the amount of water running at present, and by the history of run-off water amounts in the area. When installing the culvert, the ends are extended past the actual width of the road. All necessary permits will be obtained prior to installation or replacement of culverts when necessary.

When diversions are created by an individual that change the normal flow of water to culverts on County roads, it will be that individuals' responsibility to mitigate costs due to damages on County roads.

Standard FCR-2-11-3 CATTLE GUARDS (also called car gates)

Cattle guards, appurtenances, and gates may be constructed and maintained adjacent to county roads. Where a county road connects with a state or federal highway which is fenced on both sides, the Board of County Commissioners may construct and maintain extensions of the fence across the right-of-way of the intersecting county road. The Board shall construct a pass which will permit passage of vehicles but will prevent loose livestock from passing onto the state or federal highway. In the extensions of the fence, there shall be maintained a gate to permit the passage of livestock and vehicles. Such passes may be removed when, in the judgment of the board, the need therefore no longer exists.

Fergus County may replace, install, improve, maintain, and or abandon cattle guards on the County roads within Fergus County. The landowner of said cattle guards is to

assume responsibility of fencing in the immediate area on both sides of the cattle guard which is necessary to attach the pre-existing fences with the new or repaired cattle guard.

Placement of existing cattle guards will be the responsibility of the Fergus County Road & Bridge Department and they will provide all labor and equipment for the replacement or repair of cattle guards with the Fergus County's accepted standard cattle guard at Fergus County's expense. The cost of the cattle guard is the responsibility of the land owner. Maintenance of cattle guards within the County's rights-of-way will be the responsibility of the Road and Bridge Department. When a property owner requests maintenance of a cattle guard within the County's right-of-way, it will be at the discretion of the County as to the extent of the maintenance. Maintenance shall be sufficient to allow safe travel and efficient retention of cattle. Should the County Road and Bridge Supervisor determine that a cattle guard cannot be repaired for safe travel; the cattle guard will have to be replaced at the landowners' cost.

If there is not currently a cattle guard on a County road, a landowner may formally request the placement of a cattle guard. When a landowner requests the installation of the new cattle guard, the landowner will need to complete a petition and submit it to the Board of County Commissioners. The Board of County Commissioners will consider such petitions on a case by case basis. The cost of purchasing the cattle guard is the landowners' responsibility and the Fergus County Road and Bridge Department will provide all labor and equipment for the new installation if the request is approved.

NOTE: The Fergus County Board of County Commissioners reserves the right to place conditions upon the approval of a new cattle guard and its installation. These conditions may include, but are not limited to the landowners' purchase of the cattle guard, location requirements and scheduling by the road and bridge department.

Abandonment of a cattle guard will happen when it has been determined by the Road Supervisor that an existing cattle guard on a County right-of-way is no longer needed, the Board of County Commissioners will notify affected property owners in writing of its intention to abandon and remove the cattle guard. Affected property owners may appeal the abandonment in writing to the Board of County Commissioners within thirty (30) days. Upon receiving the written appeal, the Board of County Commissioners will decide upon the merits or demerits of the request and take appropriate action. (See Section Five for a sample of approved Cattle Guard Construction)

SECTION THREE

SUBDIVISIONS

Standard FCR-3-11-1

SUBDIVISIONS

Any person dividing their property into any type of subdivision will need to contact the Fergus County Planning office for instruction and to have the subdivision rules and regulations made available to them. The Road and Bridge Department and the Fergus County Planning office work together to provide safe roads and adequate and legal access on to County roads.

A proposed subdivision access road from a County road on to a proposed subdivision must meet the standards described in earlier chapters.

It is the policy of Fergus County that any person subdividing property within Fergus County shall contact the Fergus County Planning Office for Rights of Way Construction Permit Application and instructions on how to proceed further with the division of the land.

SECTION FOUR

NOXIOUS WEEDS

Standard FCR-4-11-1

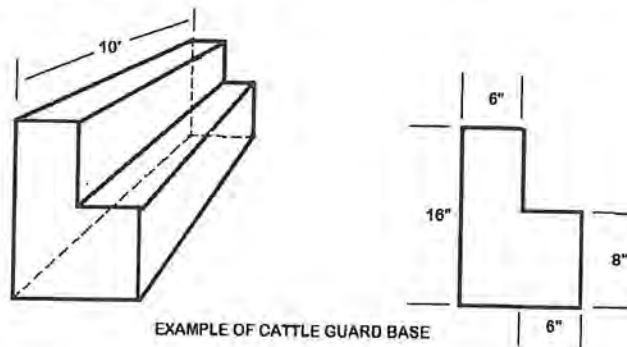
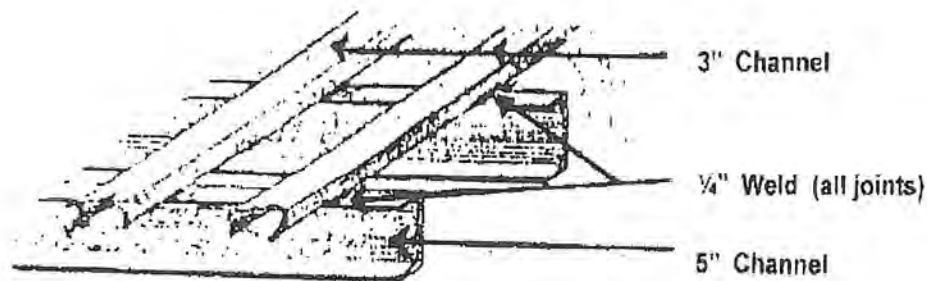
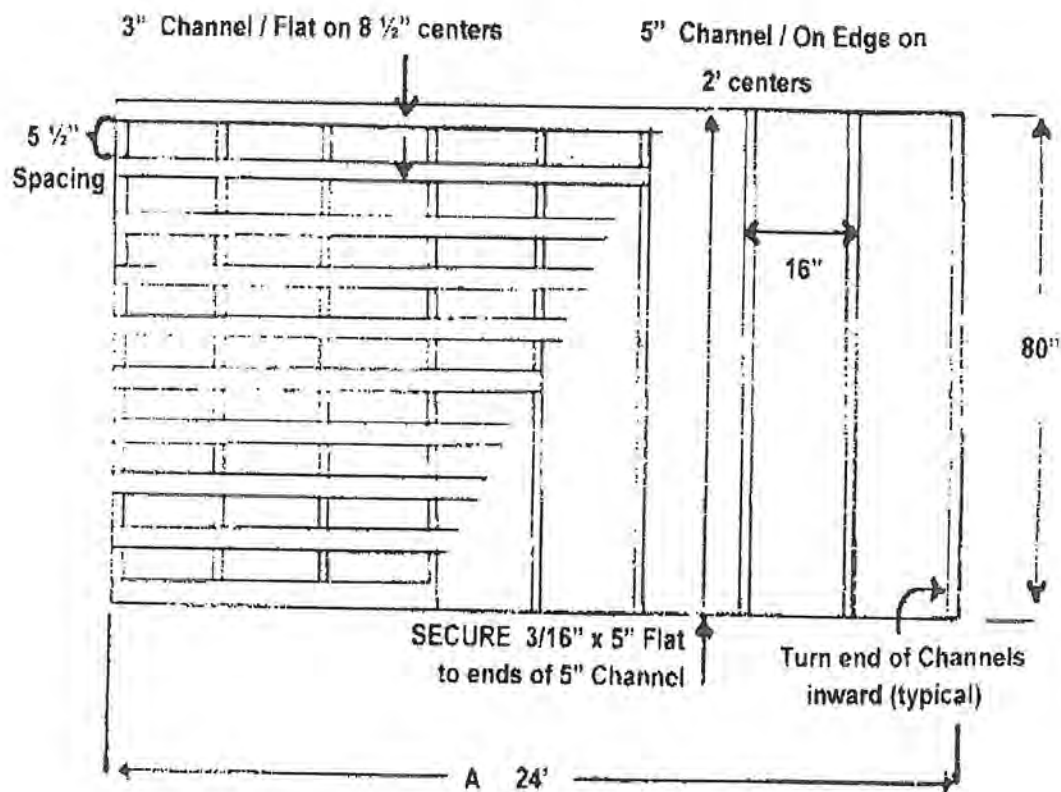
NOXIOUS WEEDS CONTROL

Section 7-22-2116 MCA Unlawful to permit noxious weeds to propagate -- notice required in sale.

The Weed District has a County Weed Management Plan that is available for review from the Weed Coordinator.

The Fergus County Road and Bridge Department works closely with the Weed District Coordinator to locate, identify, and control the noxious weeds on County roads within the County rights-of-way.

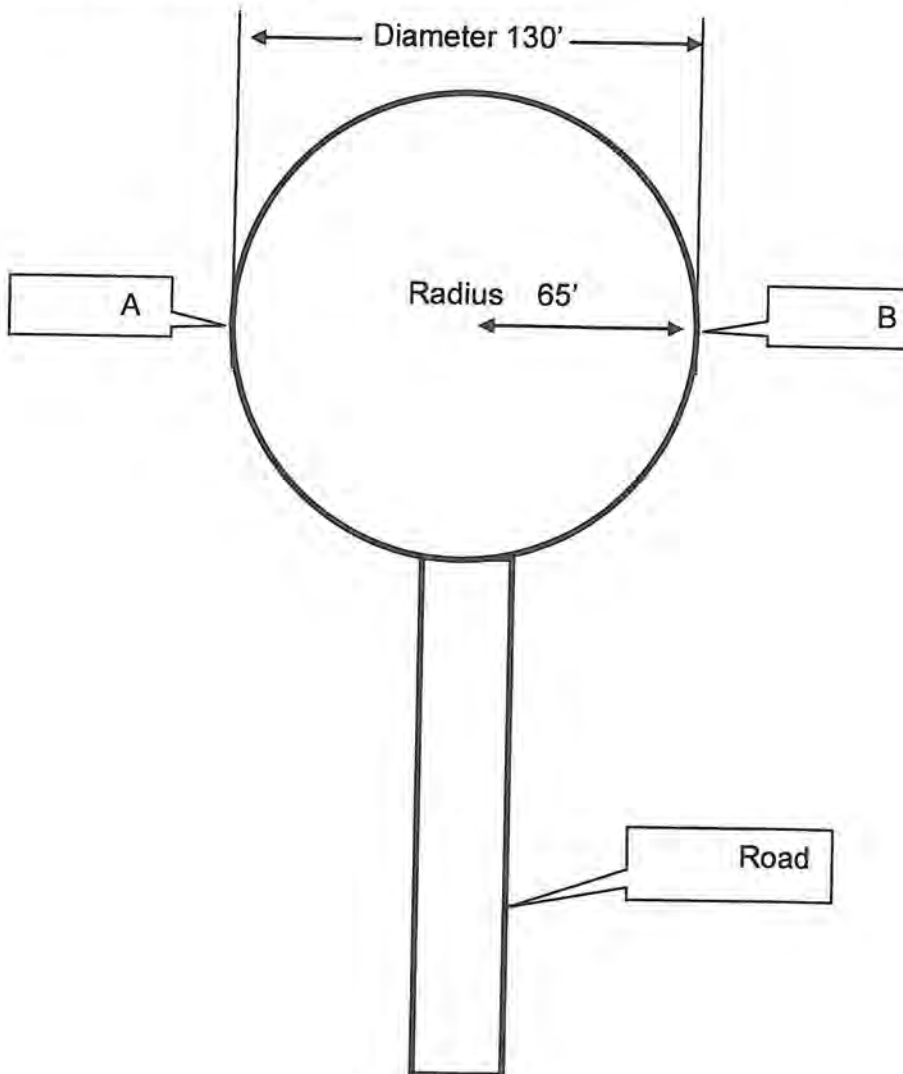
CATTLE GUARD ACCEPTED STANDARD



CUL DE SAC SIZE SPECIFICATIONS

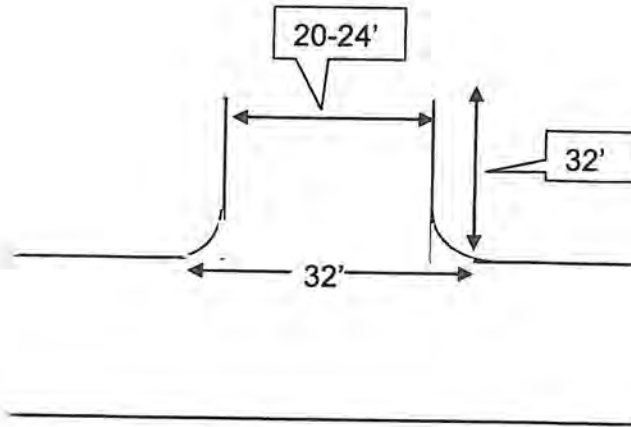
Cul de sac **Radius** is 65 feet from center, Diameter being 130 feet from point A to B.

Road width 20 to 24 feet.



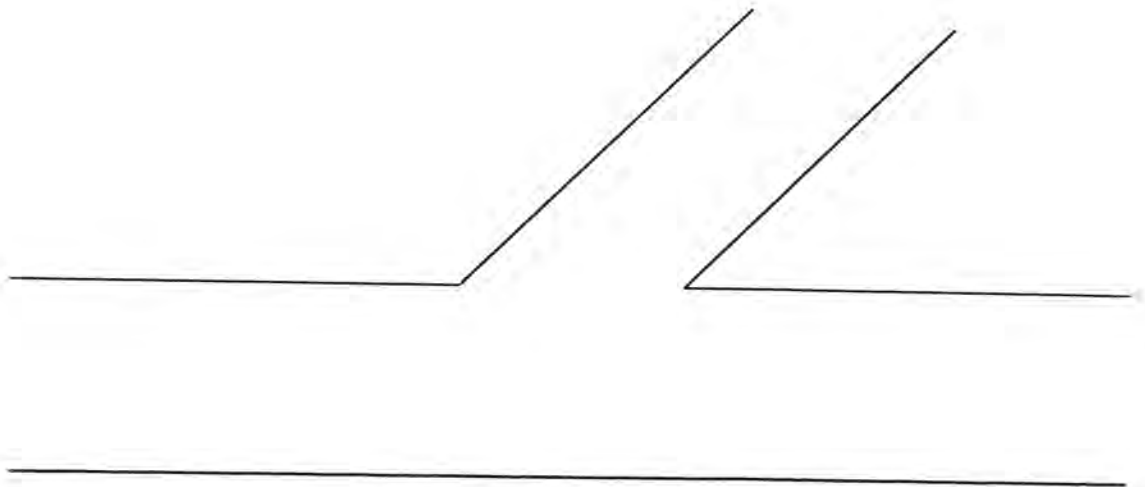
PROPER APPROACH INSTALLATION ON TO A COUNTY ROAD

Note approach enters County Road at 90° angle for minimum of 32 feet

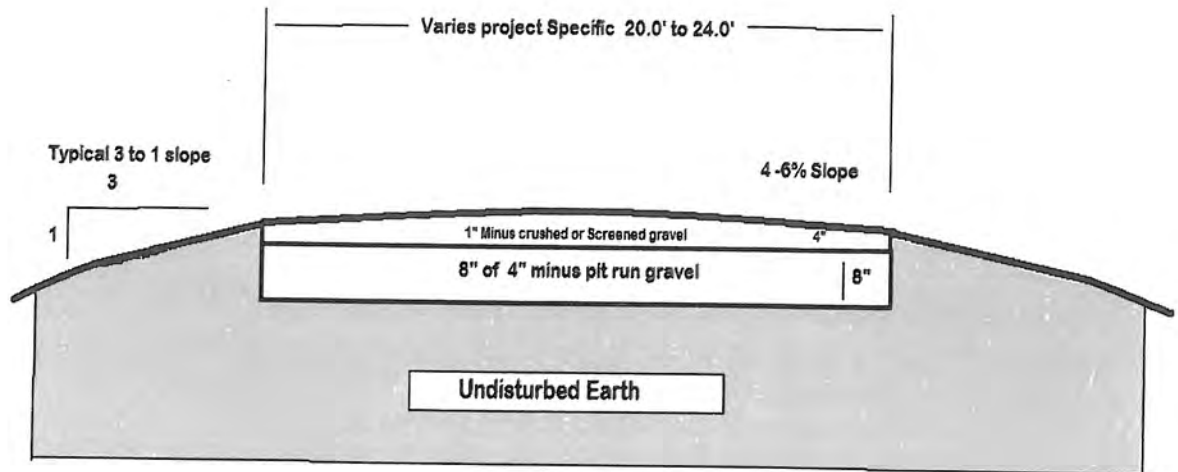


IMPROPER APPROACH INSTALLATION ON TO A COUNTY ROAD

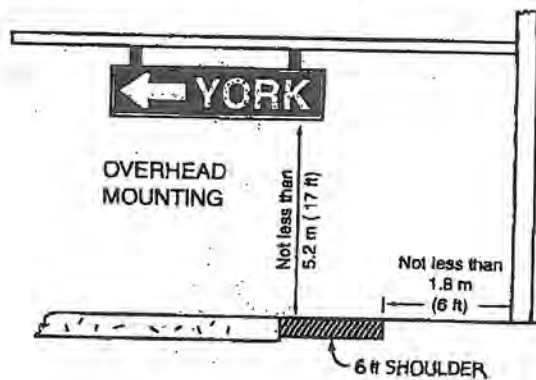
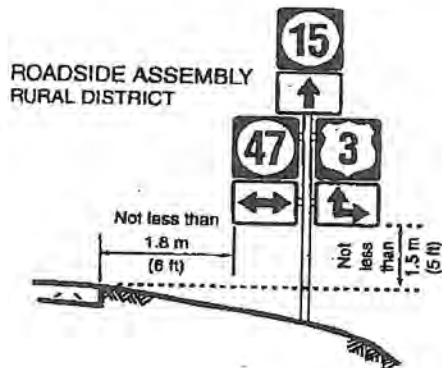
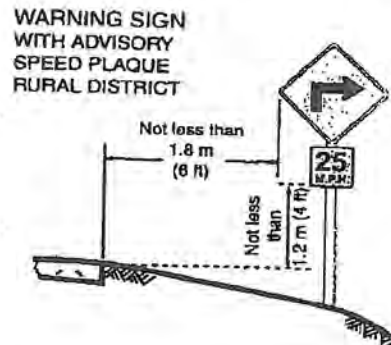
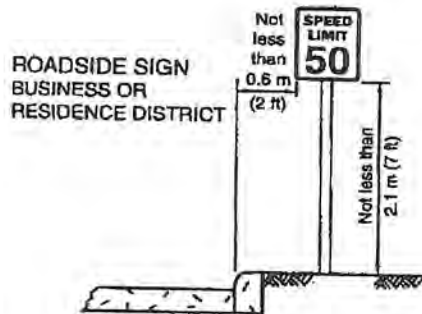
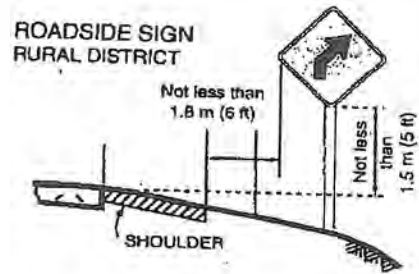
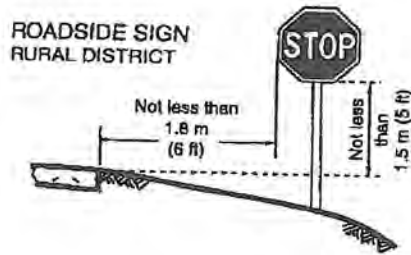
Note approach does not enter County Road at 90° angle



TYPICAL ROAD SECTION



HEIGHTS AND LATERAL LOCATIONS OF SIGNS FOR TYPICAL INSTALLATION



PROPER INSTALLATION OF MAILBOX ON A COUNTY ROAD

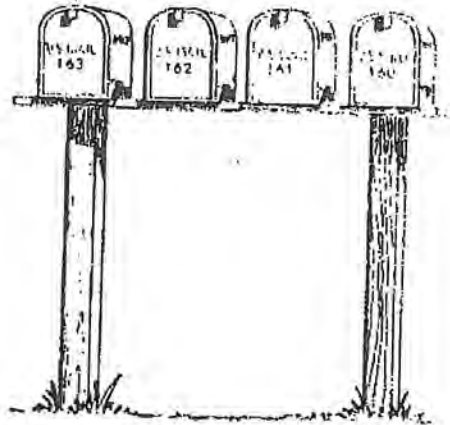
Suggested Way to Group Boxes (Single or Double Tier)

Whenever possible boxes must be located so that carrier's vehicle is off pavement when serving them.

Box number must be painted on box in numerals not less than one inch high.

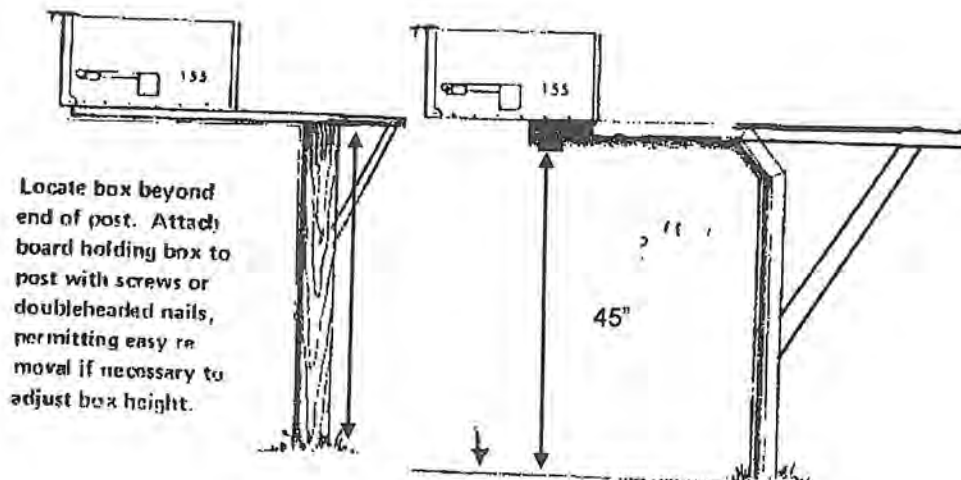
Post must be neat and of adequate strength and size.

Approach to box should be a hard level surface (gravel, cinders, stone).



Suggested installation of a single box.

Suggested installation where snow removal is a problem.



Locate box beyond end of post. Attach board holding box to post with screws or doubleheaded nails, permitting easy removal if necessary to adjust box height.

POST MAY NOT BE INSTALLED IN THE COUNTY ROAD BED

For more information see "Montana Guide to Mailbox Safety and Placement 2004"
Fergus County's Adopted Mailbox Standards
Appendices R Fergus County Subdivision Regulations September 2006

Section Six

Resources

The following are resources used in the design and completion of these standards.

County Township Maps
Montana Road and Bridge Standards
MCA – Montana Codes Annotated (Title 7, Chapter 14)
ARM – Administrative Rules of Montana
Manual of Uniform Traffic Control Devices (Millennium Edition)
Fergus County Weed Management Plan
Montana Noxious Weed Act
Fergus County Subdivision Requirements
Fergus County Community Council
LTAP-Local Technical Assistance Program

For further information or more detail, go to:

http://data.opi.mt.gov/bills/mca_toc/index.htm

Petition for Establishment, Alteration
or Abandonment of a County Road

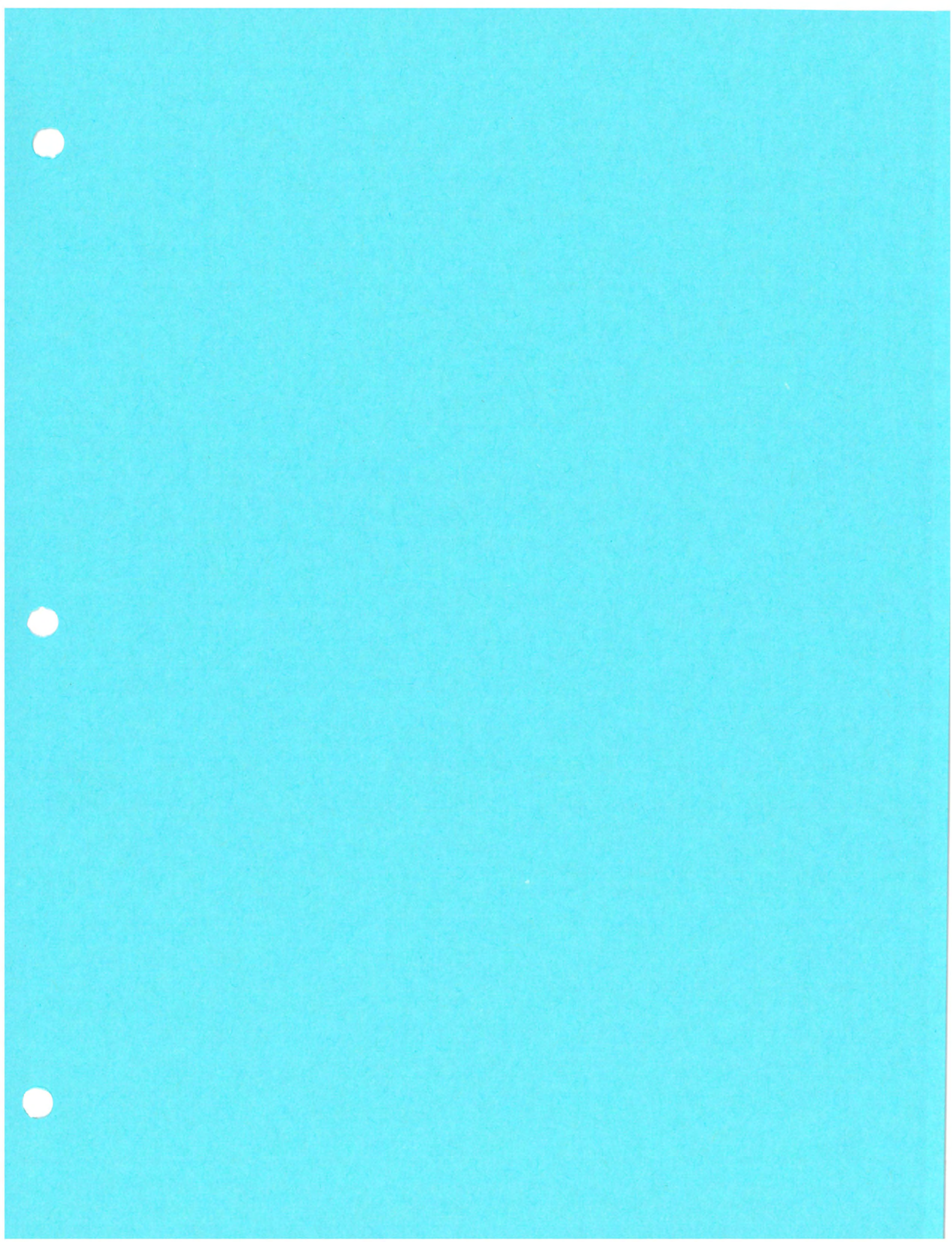
..... County Commissioner office

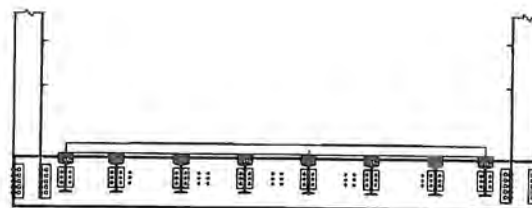
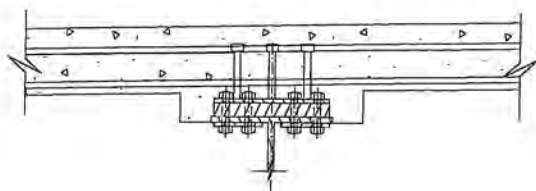
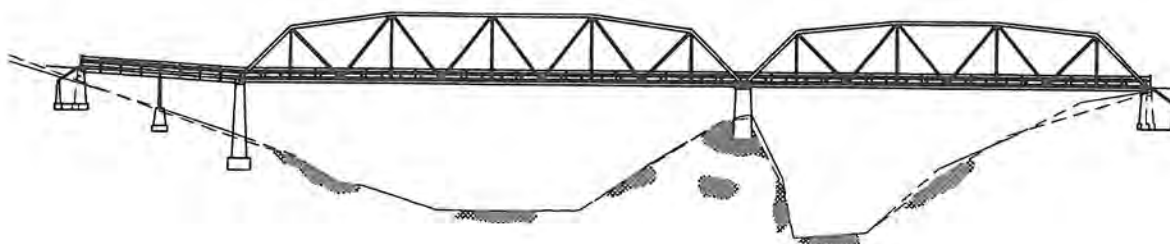
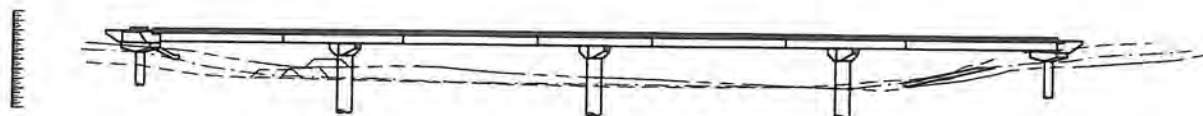
Petition for a Cattle Guard (Car Pass)
In an Established County Road

.....County Commissioner office

Fergus County Rights of Way
Construction Permit Application

..... Fergus County Planning office





MONTANA DEPARTMENT
OF TRANSPORTATION

Bridge Design Standards

(Metric and English Units)

Bridge Design Standards and Guidelines

The following text and figures provide a summary of geometric design guidelines to assist the designer in preparing bridge plans. Consider the material as Standards for those projects with full Federal Oversight (those on the Interstate and NHS Systems) and as design guidelines for projects without full federal oversight. (STP, Secondary and Off-system projects)

Standards: Strict design policies that the designer must either follow or obtain a formal Design Exception to modify. The appropriate authority, usually the Road or Bridge Engineer, must grant and approve the Design Exception. The Design Exception request must include thorough justification of the reasoning for not meeting a standard. Right of Way availability and cost saving may form part of the discussion addressing design standards, but only as secondary issues. The primary focus must always remain the safety of the traveling public.

Guidelines: General rules that assist the designer to develop a project and to maintain similarity among projects, systems, and design teams. Guidelines provide flexibility within each design to allow incorporation of context-sensitive elements in the design. Document unusual design elements, including non-standard roadway geometry, bridge load capacity, or widths, and obtain agreement to their implementation in the Scope of Work Report. These variations from standards typically do not require formal Design Exceptions. The safety of the traveling public must take highest priority when considering approval of unusual or unique design features.

BRIDGE DESIGN STANDARDS

NATIONAL HIGHWAY SYSTEM (NHS) (INTERSTATE)

A) DESIGN STANDARDS

- 1) LIVE LOADING – HL 93 (LRFD Specifications)
HS 25 (MS 22.5) (AASHTO Standard Specifications)
- 2) DESIGN AND ANALYSIS PROCEDURES
Perform all structural designs with the current edition of the AASHTO LRFD Bridge Design Specifications or the AASHTO Standard Specifications for Highway Bridges and the Montana Department of Transportation Bridge Design Manual. If there is a difference between AASHTO and the Montana standards, the Montana standards control, because they tailor designs to local conditions.

B) HORIZONTAL AND VERTICAL CLEARANCES

See Attachment I-A

C) BRIDGE WIDTH

1) NEW BRIDGES

New bridges on the interstate system will have a roadway width of 38.0 ft (11.4 m). This width breaks down as follows:

- a) One 4.0 ft (1.2 m) inside shoulder
- b) Two 12.0 ft (3.6 m) lanes, and
- c) One 10.0 ft (3.0 m) outside shoulder.

See Attachment I-B for face to face of rail dimensions.

2) BRIDGES TO REMAIN IN PLACE

Consider bridges on the Interstate system with a roadway less than a 38.0 ft (11.4 m) for widening if they form part of a project already requiring major rehabilitation work to correct a deck problem or for a major seismic retrofit. Do not consider them for widening in projects consisting only of minor rehabilitation work.

Evaluate bridges requiring major rehabilitation work to determine if a cost/benefit analysis justifies widening them. Perform an engineering study for each bridge that considers sight distances, grades, roadway widths, bridge width, ADT, etc., prior to making the decision on whether to widen the bridge.

Where the project will not widen bridges, the Preconstruction Bureau will make recommendations about putting narrow bridge signs on bridges with a roadway width less than 38.0 ft (11.4 m).

D) SCOPE OF WORK (BRIDGES TO REMAIN IN PLACE)

Most of the work done on Interstate structures that remain in place will fall into one of three categories.

1) SAFETY WORK

Safety work will generally form part of a roadway resurfacing project, but can constitute a "stand alone" bridge project to correct a specific safety problem. Safety projects do not require widening bridges.

a) Bridge Rail

Modify bridge railing to comply with bridge rail policy (See Attachment I-G). Try to obtain a 31.0 ft (9.4 m) minimum roadway width for long bridges (over 200 ft (60 m)), if the cost/benefit analysis justifies doing so, when modifying rail to comply with policy.

- b) Anti-skid treatment for decks.

2) MINOR REHABILITATION WORK

Minor rehabilitation work will generally consist of the items listed below and will usually form part of a roadway resurfacing project. It may include other items. Minor rehabilitation work does not require widening the bridge.

- a) Guard Angles
- b) Expansion joints
- c) Deck Seal (silane, HMWM, etc.)
- d) Spot painting of the structural steel
- e) Drains and Drainage systems
- f) Elevation adjustments
- g) Lighting upgrades

3) MAJOR REHABILITATION WORK

Usually the work under this category requires more plan development time than the corresponding roadway plans for a roadway resurface or overlay project. This work often requires a "stand alone" bridge project.

a) Deck Rehabilitation

i) Replacements

If it becomes necessary to replace a deck, evaluate the cost effectiveness of widening the structure to a roadway width of 38.0 ft (11.4 m). Give higher priority to bridges less than 200 ft (60 m) in length, as our limited resources will widen more bridges that way.

ii) Deck overlays

When deck conditions warrant and sufficient lead time exists time to obtain the deck survey a deck overlay can form part of a roadway overlay or a widen and overlay project. If sufficient lead time does not exist to match the road project, pursue the deck overlay as a "stand alone" project. Placing a deck overlay does not require widening the bridge.

b) Repainting or overcoat painting

c) Scour countermeasures

Give no consideration to widening a bridge where the project includes only scour counter-measures.

d) Structure condition ratings

Bring all structural elements to a condition rating of at least (7) as defined in Attachment I-C.

e) Miscellaneous

Any safety or minor rehabilitation work listed in D)1) or D)2) above may also form part of a major rehabilitation project.

4) SEISMIC RETROFITTING

The Seismic Crew has screened all bridges for seismic requirements in accordance with the Bridge Bureau Seismic Screening procedure. (See Attachment 1-D). Base retrofit needs on their ratings.

NATIONAL HIGHWAY SYSTEM (NHS)
(NON - INTERSTATE)

A) DESIGN STANDARDS

- 1) LIVE LOADING – HL 93, HS 25 or MS 22.5 for new construction
HS 15 or MS 13.5 for bridges to remain in place
- 2) DESIGN AND ANALYSIS PROCEDURES
Perform all structural designs in accordance with the current edition of the AASHTO LRFD Bridge Design Specification or of the AASHTO Standard Specifications for Highway Bridges and the Montana Department of Transportation Bridge Design Manual.
If there is a difference between AASHTO and the Montana standards, the Montana standards control, because they tailor designs to local conditions.

B) HORIZONTAL AND VERTICAL CLEARANCES

See Attachment I-A

C) BRIDGE WIDTH

1) NEW BRIDGES

New bridges on the NHS system (non-interstate) will have a roadway width in accordance with the table below, but the roadway width must also at least equal that shown on the NHS Route Segment Map. (See Attachment I-B for face-to-face of rail dimensions.)

FROM TABLE VII-2 P 499 1990 AASHTO GREEN BOOK FOR 50, 60 and 70 mph
(80, 100, and 110 kph) DESIGNS

Minimum Roadway Widths for New Bridges		
Projected Traffic	Bridge Roadway Width	
	English	Metric
ADT < 400	32.0 ft (60 & 70 mph)	9.6 m (100 & 110 kph)
ADT ≥ 400	36.0 ft	10.8 m
DHV* 100-200	36.0 ft	10.8 m
DHV > 200	40.0 ft	12.0 m

* Design Hourly Volume

FROM THE ROUTE SEGMENT MAP

Minimum Roadway Widths		
Road	English	Metric
Green Road	32.0 ft	9.6 m
Blue Road	36.0 ft	10.8 m
Red Road	40.0 ft	12.0 m

2) BRIDGES TO REMAIN IN PLACE

Bridges on the Non-Interstate NHS must have a roadway width of at least 28.0 ft (8.4 m) to qualify for consideration to remain in place. If a bridge within the limits of a project is functionally and structurally adequate and has a roadway width less than 28.0 ft (8.4 m) the project must widen it to meet the requirements of section C)1) above.

The Preconstruction Bureau will make recommendations about putting up narrow bridge signs when the bridge width is less than the roadway width.

D) SCOPE OF WORK (BRIDGES TO REMAIN IN PLACE)

Most of the work required on bridges that remain in place will fall into one of three categories.

1) SAFETY WORK

Safety work will generally form part of a roadway overlay or overlay and widen project, but can constitute a "stand alone" bridge project to correct a specific safety problem. If the bridge lies within the limits of a roadway overlay or overlay and widen project, the bridge's final roadway width must comply with Section C) 2) above.

a) Bridge Rail

Modify bridge railing to comply with bridge rail policy. (See Attachment I-G).

b) Anti-skid treatment for decks.

2) MINOR REHABILITATION WORK

Minor rehabilitation work will generally consist of the items listed below and will usually form part of a roadway overlay or overlay and widen project. It may include other items. Widen the bridge if its roadway width does not meet the requirements of section C) 2).

a) Guard Angles

b) Expansion joints

c) Deck seal (silane, HMWM, etc.)

d) Spot painting of structural steel

e) Drains and Drainage systems

f) Elevation adjustments

g) Lighting upgrades

3) MAJOR REHABILITATION WORK

Usually the work under this category requires more plan development time than the corresponding roadway plans for an overlay or overlay and widen project. This work often requires a "stand alone" bridge project.

a) Deck Rehabilitation

i) Replacements

If it becomes necessary to replace a deck, perform a cost benefit analysis to determine whether to widen the bridge to the width indicated in section C) 1).

ii) Deck overlays

When deck conditions warrant and sufficient lead time exists to obtain the deck survey and prepare plans, a deck overlay can form part of a roadway overlay or overlay and widen project. If the road project schedule does not allow time to perform deck testing, execute the deck overlay as a "stand alone" project. If the bridge meets the minimum roadway width requirement of 28.0 ft (8.4 m) widening the deck is not a required part of the overlay.

b) Repainting or overcoat painting

c) Scour counter-measures

Give no consideration to widening a bridge where the project includes only scour counter-measures.

d) Structure condition ratings

Bring all structural elements back to a condition rating of at least (7), as defined in Attachment I-C.

e) Miscellaneous

The project may include any safety or minor rehabilitation work listed in section D) 1) or D) 2).

4) SEISMIC RETROFITTING

The Seismic Crew has screened all bridges for seismic requirements in accordance with the Bridge Bureau Seismic Screening procedure. (See Attachment 1-D). Base retrofit needs on their ratings.

SURFACE TRANSPORTATION PROGRAM (STP)
(NON-NHS PRIMARY)

A) DESIGN STANDARDS

- 1) **LIVE LOADING** – HL 93, HS 25 or MS 22.5 for new construction
-- HS 15 or MS 13.5 for bridges to remain in place

2) **DESIGN AND ANALYSIS PROCEDURES**

All structural designs will be done in accordance with the current edition of the AASHTO LRFD Bridge Design Specification or of the AASHTO Standard Specifications for Highway Bridges and the Montana Department of Transportation Bridge Design Manual. In the case of a difference between AASHTO and the Montana standards, the Montana standards control, because they tailor designs to local conditions.

B) HORIZONTAL AND VERTICAL CLEARANCES

See Attachment I-A

C) BRIDGE WIDTH

1) **NEW BRIDGES**

New bridges on the STP system (NON-NHS PRIMARY) will have a roadway width in accordance with the table below, but the roadway width must also at least equal that shown on the STP Route Segment Map. (See Attachment I-B for face-to-face of rail dimensions)

FROM TABLE VII-2 P 499 1990 AASHTO GREEN BOOK FOR 45, 55 and 60 mph (70, 90, AND 100 kph) DESIGNS

Minimum Roadway Widths for New Bridges		
Projected Traffic	Bridge Roadway Width	
	English	Metric
ADT < 400	30.0 ft (45 mph)	9.0 m (70 kph)
	32.0 ft (55 & 60 mph)	9.6 m (90 & 100 kph)
ADT ≥ 400	36.0 ft	10.8 m
DHV* 100-200	36.0 ft	10.8 m
DHV > 200	40.0 ft	12.0 m

* Design Hourly Volume

FROM THE ROUTE SEGMENT MAP

Minimum Roadway Widths		
Road	English	Metric
Black Road	Maintain Existing Level of Service	Maintain Existing Level of Service
Yellow Road	28.0 ft	8.4 m
Green Road	32.0 ft	9.6 m
Red Road	40.0 ft	12.0 m

2) **BRIDGES TO REMAIN IN PLACE**

The table below shows the minimum roadway width of bridge for consideration to remain in place at the present width on the STP (NON-NHS PRIMARY).

If a bridge within the limits of a project is functionally and structurally adequate to remain in place but has less roadway width than indicated in the table below widen it to the roadway width shown in C) 1).

The Preconstruction Bureau will make recommendations about putting narrow bridge signs up when the bridge width is less than the roadway width.

Minimum Bridge Roadway Width		
Route	English	Metric
Black Route	24.0 ft	7.2 m
Yellow Route	24.0 ft	7.2 m
Green Route	28.0 ft	8.4 m
Red Route	28.0 ft	8.4 m

D) SCOPE OF WORK (BRIDGES TO REMAIN IN PLACE)

Most of the work required on bridges that are to remain in place will fall into one of three categories shown below.

1) SAFETY WORK

Safety work will generally form part of a roadway overlay or overlay and widen project, but can constitute a "stand alone" bridge project to correct a specific safety problem. If the bridge lies within the limits of a roadway overlay or overlay and widen project the bridge's final roadway width must comply with the minimum roadway widths listed in paragraph C) 2) above.

a) Bridge Rail

Modify bridge railing to comply with the bridge rail policy. (See Attachment I-G).

b) Anti-skid treatment for decks

2) MINOR REHABILITATION WORK

Minor rehabilitation work will generally consist of the items listed below and will usually form part of an overlay or overlay and widen project. It may include other items. Widen the bridge if its roadway width does not meet the requirements in paragraph C) 2) above.

- a) Guard Angles
- b) Expansion joints
- c) Deck seal (silane, HMWM, etc.)
- d) Spot painting of structural steel
- e) Drains and Drainage systems
- f) Elevation adjustments
- g) Lighting upgrades

3) MAJOR REHABILITATION WORK

Usually the work under this category requires more plan development time than the corresponding roadway plans for a roadway overlay or overlay and widen project. This work often requires a "stand alone" bridge project.

a) Deck Rehabilitation

i) Replacements

If it becomes necessary to replace a deck, perform a cost benefit analysis to determine whether to widen the bridge to the roadway width indicated in section C) 1).

ii) Deck overlays

When deck conditions warrant and if there is sufficient lead time to obtain the deck survey and prepare plans, a deck overlay can form part of a roadway overlay or overlay and widen project. If the road project schedule does not allow time to perform deck testing, execute the deck overlay as a "stand alone" project. As long as the bridge meets the minimum roadway width requirement shown in section C) 2) the overlay can proceed without widening the bridge.

- b) Repainting of overcoat painting
 - c) Scour countermeasures
Give no consideration to widening a bridge when the project contains only scour counter-measures.
 - d) Structure condition ratings
Bring all structural elements back to a condition rating of at least (7), as defined in Attachment I-C.
 - e) Miscellaneous
The project may include any safety or minor rehabilitation work listed in sections D) 1) or D) 2) as part of a major rehabilitation project.
- 4) **SEISMIC RETROFITTING**
The Seismic Crew has screened all bridges for seismic requirements in accordance with the Bridge Bureau Seismic Screening procedure. (See Attachment 1-D). Base retrofit needs on their ratings.

SURFACE TRANSPORTATION PROGRAM (STP)
(SECONDARY & OFF SYSTEM)

A) DESIGN STANDARDS

- 1) LIVE LOADING – HL 93, HS 25 or MS 22.5 for new construction
– MS 13.5 for bridges to remain in place.

2) DESIGN AND ANALYSIS PROCEDURES

All structural designs will be done in accordance with the current edition of the AASHTO LRFD Bridge Design Specifications or of the AASHTO Standard Specifications for Highway Bridges and the Montana Department of Transportation Bridge Design Manual. In the case of a difference between AASHTO and the Montana standards, the Montana standards control, because they tailor designs to local conditions.

B) HORIZONTAL AND VERTICAL CLEARANCES

See Attachment I-A

C) BRIDGE WIDTH

1) NEW BRIDGES

a) Secondary System

New bridges on the STP system (SECONDARY) will have a roadway width in accordance with the table below, but not less than the MDT roadway standard for the Secondary System. (See Attachment I-B for face to face of rail dimensions).

FROM TABLE VI-5 P 475 1990 AASHTO GREEN BOOK FOR 45, 55 and 60 mph (70, 90, AND 100 kph) DESIGNS

Secondary and Local System Bridge Roadway Widths		
Current Traffic	Bridge Roadway Width	
	English	Metric
ADT < 400	28.0 ft	8.4 m
ADT ≥ 400	30.0 ft	9.0 m
DHV* 100-200	30.0 ft	9.0 m
DHV 200-400	32.0 ft	9.6 m
DHV > 400	40.0 ft	12.0 m

* Design Hourly Volume

b) Off-System

Use a minimum roadway width of 28.0 ft (8.4 m) for off-system bridges unless the county has a different standard or if the road has very low volume and a single lane bridge would be adequate. If the county does have a higher standard the bridge width, match the county standard.

Consider using single lane bridges for very low volume roads. The minimum roadway width of a single lane bridge is 16.0 ft (4.8 m). This width breaks down as follows:

- a) One 2.0 ft (0.6 m) inside shoulder
- b) One 12.0 ft (3.6 m) lane, and
- c) One 2.0 ft (0.6 m) shoulder.

When considering bridge roadway widths less than 28.0 ft (8.4 m) or less than the county standard, obtain the District's and the county's concurrence.

2) BRIDGES TO REMAIN IN PLACE

For consideration to remain in place bridges must have a minimum roadway width of 24.0 ft (7.2 m).

If a bridge within the limits of a project is otherwise functionally and structurally adequate to remain, widen it to the width shown in section C) 1).

Truss bridges on off-system (county) routes that can be rehabilitated to the criteria of section D) 3) e) may for remain in place.

The Preconstruction Bureau will make recommendations about putting narrow bridge signs up whenever the bridge width is less than the roadway width.

D) SCOPE OF WORK (BRIDGES TO REMAIN IN PLACE)

Most of the work on bridges that remain in place will fall into one of three categories.

1) SAFETY WORK

Safety work will generally form part of a roadway overlay or overlay and widen project but can constitute a "stand alone" bridge project to correct a specific safety problem. If the bridge lies within the limits of a roadway overlay or overlay and widen project it must comply with the minimum roadway width of 24.0 ft (7.2 m) stated in C) 2) above.

a) Bridge Rail

Modify all bridge railing to comply with bridge rail policy. (See Attachment I-G).

b) Anti-skid treatment for decks

2) MINOR REHABILITATION WORK

Minor rehabilitation work will generally consist of the items listed below and will usually form part of a roadway overlay or overlay and widen project. Minor rehabilitation work may include other items. Widen the bridge if its roadway does not meet the minimum width of 24.0 ft (7.2 m) stated in C) 2) above.

a) Guard Angles

b) Expansion joints

c) Deck seal (silane, HMWM, etc.)

d) Spot painting of structural steel

e) Drains and Drainage systems

f) Elevation adjustments

g) Lighting upgrades

3) MAJOR REHABILITATION WORK

Usually the work under this category requires more plan development time than the corresponding roadway plans for a roadway overlay or overlay and widen project. This work often requires a "stand alone" bridge project.

a) Deck Rehabilitation

i) Replacements

If it becomes necessary to replace a deck, perform a cost benefit analysis to determine whether to widen the bridge to the roadway width indicated in C) 1) above.

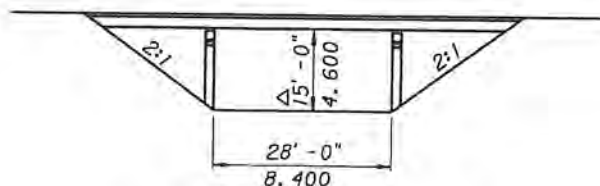
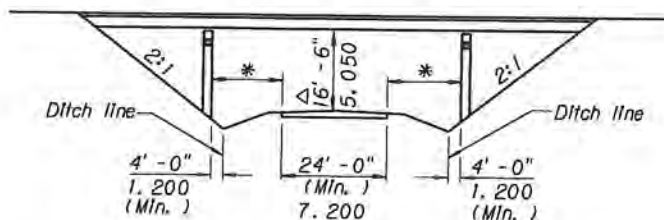
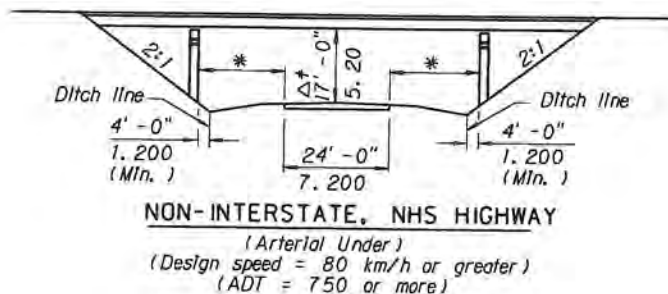
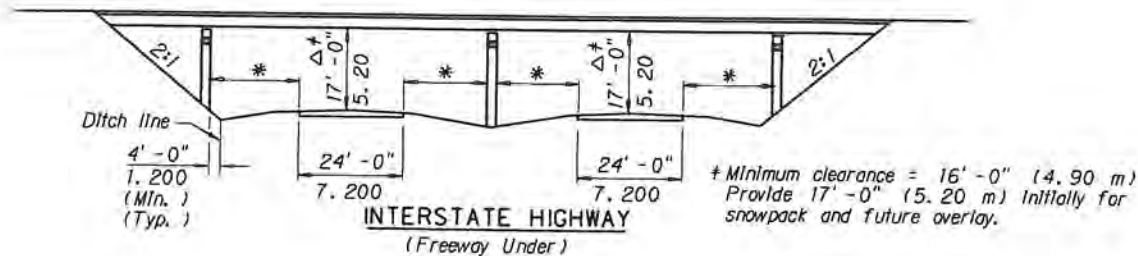
ii) Deck overlays

If the road project allows sufficient time to obtain a deck survey and to prepare plans, a deck overlay can form part of a roadway overlay or overlay and widen project. As long as the bridge meets the minimum roadway width requirement of 28.0 ft (8.4 m) the project may overlay the bridge without widening it.

b) Repainting or overcoat painting

- c) Scour counter-measures
Give no consideration to widening a bridge when the project consists only of scour counter-measures.
- d) Structure condition ratings
Bring all structural elements back to a condition rating of at least (7), as defined in Attachment I-C.
- e) Miscellaneous
The project may include safety or minor rehabilitation work listed in D) 1) or D) 2) above as a part of a major rehabilitation project.
- f) Truss Rehabilitation
 - i) Width
Do not rehabilitate a truss that does not provide a roadway width of at least 16.0 ft (4.90 m).
 - ii) Widening a truss is seldom cost effective because it requires replacement of all floor beams and bracing. Do not consider widening a truss without specific approval from the Bridge Engineer.
 - iii) Load Capacity
Do not rehabilitate a truss that cannot provide capacity for at least HS 15 or MS 13.5 loading when the work is complete. Perform a cost benefit analysis to determine whether to pursue MS 18 loading, MS 13.5, or whether to accept some intermediate value.
 - iv) Vertical Clearance
Do not rehabilitate a truss that cannot provide at least 14.0 ft (4.3 m) vertical clearance.
 - v) Historical Significance
Historically significant structures require special consideration when determining whether to rehabilitate them.

ATTACHMENT I-A **STANDARD HORIZONTAL AND VERTICAL CLEARANCES** **FOR SEPARATION STRUCTURES**



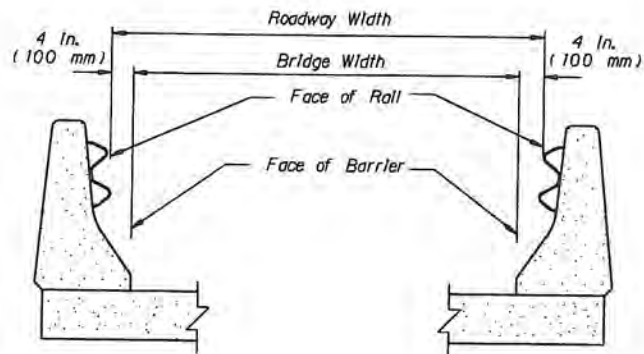
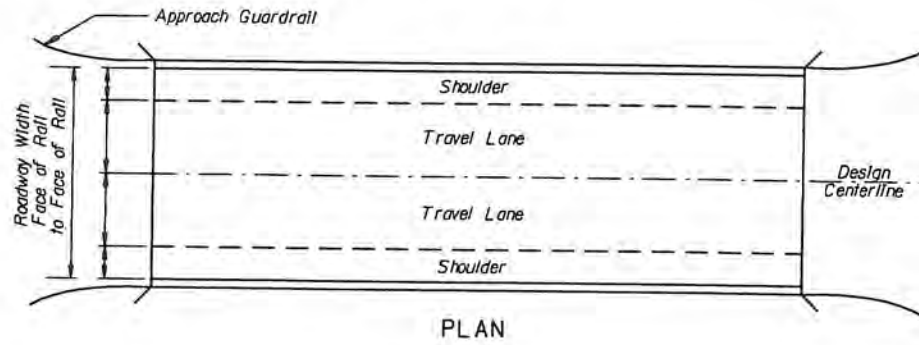
* Follow the standard drawings in placing guardrail where conditions do not allow providing the clear zone distances defined in the Montana Road Design Manual.

△ These values provide room for up to 6 inches (150 mm) of additional surfacing without revising grades

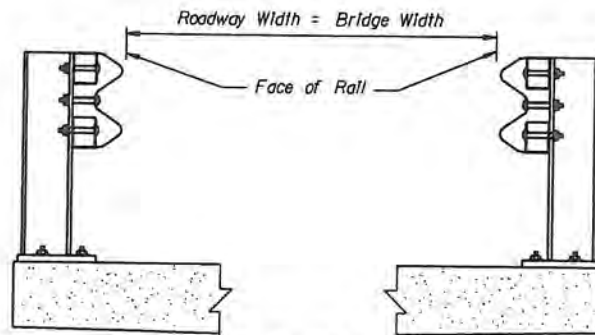
NOTE: See attachment I-F for railroad clearances.

NOTE: Measure vertical clearance to low point between roadway shoulders on exterior beams.

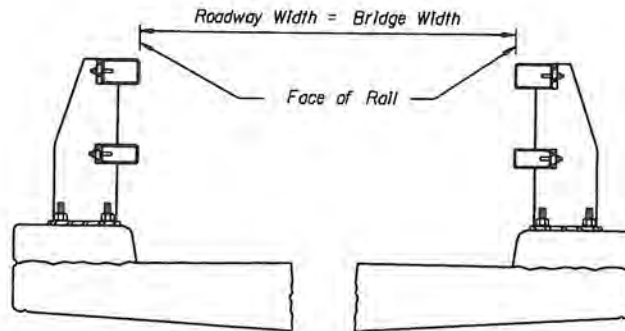
ATTACHMENT I-B



CONCRETE BARRIER RAIL



T101 RAIL



WYOMING RAIL

ATTACHMENT I-C

STRUCTURE CONDITION RATINGS

The below structure condition rating descriptions are those used by our bridge inspectors. The ratings for the structural elements can be found in the inspection file for the structure in question.

- (9) Excellent Condition
- (8) Very Good Condition
No problems noted
- (7) Good Condition
Some minor problems
- (6) Satisfactory Condition
Structural elements show some minor deterioration.
- (5) Fair Condition
All primary structural elements are sound but may have minor section loss, cracking, spalling or scour.
- (4) Poor Condition
Advanced section loss, deterioration, spalling or scour
- (3) Serious Condition
Loss of section, deterioration, spalling or scour have seriously affected primary structural components. Local failures are possible. Fatigue cracks in steel or shear cracks in concrete may be present.
- (2) Critical Condition
Advanced deterioration of primary structural elements. Fatigue cracks in steel or shear cracks in concrete may be present or scour may have removed substructure support. Unless closely monitored it may be necessary to close the bridge until corrective action is taken.
- (1) Imminent Failure Condition
Major deterioration or section loss is present in critical structural components or obvious vertical or horizontal movement affecting structural stability. Bridge is closed to traffic but corrective action may put it back in light service.
- (0) Failed Condition
Out of service and beyond corrective action.

ATTACHMENT I-D

PRELIMINARY SCREENING OF BRIDGES FOR SEISMIC RETROFITTING

GENERAL:

An efficient and comprehensive retrofitting program requires that structures be rated according to their need for seismic retrofitting by a preliminary screening process.

The Seismic Rating System, described below, shall be used as a basis for selecting bridges for the more detailed quantitative evaluation.

SEISMIC RATING SYSTEM

Bridges in Seismic Performance Category – A (SPC-A) will be eliminated from review, because they generally do not require retrofitting.

To calculate the seismic rating of a bridge, consideration is given to structural vulnerability, seismicity of the bridge site, and the bridge's importance as a vital transportation link. This is accomplished by making independent ratings of the bridges in each of these three areas. The ratings are added to arrive at an overall seismic rating according to the following procedure:

Seismic Rating = $1.11 (\text{superstructure} + \text{substructure} + \frac{1}{2} \text{liquefaction} + \frac{1}{2} \text{abutment}) + 51.6 (\text{seismicity}) + 8.03 (\text{importance})$

The constants in this equation were derived to give equal weight to the three areas. The total Seismic Rating will typically have a value ranging from 7 to 100.

STRUCTURE VULNERABILITY RATING

The structure vulnerability rating is based on superstructure, substructure, liquefaction and abutment vulnerability ratings. Superstructure and substructure vulnerabilities are based on susceptible structural details. These can be evaluated more accurately than liquefaction and abutment vulnerabilities. The superstructure and substructure vulnerabilities will more likely cause catastrophic failures, whereas abutment vulnerabilities will cause serviceability failures. Therefore, superstructure and substructure vulnerability ratings have been weighted higher in the overall structure vulnerability rating.

Structure Vulnerability Rating = $[\text{Super} + \text{Sub} + \frac{1}{2} (\text{liquefaction}) + \frac{1}{2} (\text{abutment})]$

Superstructure Vulnerability Rating

The superstructure vulnerability rating is based on the connections to the substructure which are mainly the bearing details. The Superstructure Vulnerability Rating is based on the "FHWA Seismic Retrofitting Guidelines for Highway Bridges".

The step-by-step method for determining the vulnerability rating of the superstructure follows:

- Step 1:** Determine if the bridge has non-vulnerable bearing details. These bridges would include:
- a) Continuous structures with integral abutments.
 - b) Continuous structures with seat-type abutments where all of the following conditions are met:

- i) The skew is less than 20°, or the skew is greater than 20° but less than 40° and the length-to-width ratio of the bridge deck is less than 1.5.
- ii) Rocker bearings are not used.
- iii) The bearing seat on the abutment end diaphragm is continuous in the transverse direction and the bridge has in excess of three girders.
- iv) The support length is equal to or greater than one half the minimum required support length.

If the bearing details are non-vulnerable, a vulnerability rating of 0 may be assigned and the remaining steps for bearings omitted.

Step 2: Determine the vulnerability to structure collapse or loss of bridge access due to transverse movement.

Before significant transverse movement can occur, the transverse restraint must fail. Nominal bearing keeper bars or anchor bolts should be considered subject to failure for bridges in SPC-C and D. Nominally reinforced, non-ductile concrete shear keys should be considered subject to failure for bridges in SPC-D only.

When transverse restraint is subject to failure, girders are vulnerable to collapse if either of the following conditions exists:

- a) Individual girders are supported on individual pedestals or columns.
- b) The exterior girder in a 2- or 3- girder bridge is less than 18 inches from the edge of a continuous-bearing support.

In either of these cases, the vulnerability rating should be 10.

Step 3: Determine the vulnerability of the structure to collapse or loss of accessibility due to excessive longitudinal movement. Steel rocker bearings have been known to topple, resulting in a partial superstructure displacement. All bridges assigned to SPC-C or D are vulnerable to this type of failure.

If the longitudinal support length capacity/demand is greater than one, the vulnerability rating shall be assigned a value of 0 unless in addition rocker bearings are vulnerable to toppling, in which case a value of 5 should be assigned.

If the longitudinal support length capacity/demand is less than one, but greater than 0.5, the vulnerability rating shall be assigned a value of 5 unless in addition rocker bearings are vulnerable to toppling, in which case a value of 10 should be used. If the longitudinal support length capacity/demand is less than 0.5, then a vulnerability rating of 10 should be assigned.

The required longitudinal support length will be calculated using AASHTO 4.9.1 (Division I-A). The support length shall be measured normal to the face of an abutment or pier.

For SPC B

$$N = 8 + 0.02L + 0.08H \text{ (in.)}$$

For SPC C & D

$$N = 12 + 0.03L + 0.12H \text{ (in.)}$$

Where:

N = Required longitudinal support length in inches measured perpendicular to the face of the support.

L = length, in feet, of the bridge deck to the adjacent expansion joint, or to end of the bridge deck. For hinges within a span, L shall be the sum of L_1 and L_2 (the distances to either side of the hinge). For single span bridges L equals the length of the bridge deck.

For abutments

H = average height, in feet, of columns supporting the bridge deck to the next expansion joint. H = 0 for single span bridges.

For columns and/or piers

H = column or pier height in feet.

For hinges within a span

H = average height of the adjacent two columns or piers in feet.

Substructure Vulnerability Rating

The substructure vulnerability rating is based on a method used by WSDOT.

Where:

$$VR_{sub} = (V_{splice} + V_{conf} + V_{anch}) (Fr)$$

V_{splice} = 3.5 or 0.0

V_{conf} = 3.5 or 0.0

V_{anch} = 3.0 or 0.0

Fr = 1.0 for single column
= 0.9 for double column
= 0.8 for all others including piers

For Seismic Performance Category B, C & D

If $C/D > 1.0$ then V_{splice} , V_{conf} and V_{anch} = 0.0

Where:

C = Capacity of splice length, splice location, confinement provided by lateral reinforcement, and anchorage of longitudinal bars as determined from As-built plans.

D = Demand as required by AASHTO specifications for splice length, splice location, confinement, and anchorage.

Seismic Performance Category B

- Vsplice: -Need to consider only the length of lap splice.
-No AASHTO Seismic Specification; need to satisfy AASHTO 8.32 (Division I)
- Vconf: -Per AASHTO Seismic Specification 8.4.1(c, d, e) except maximum spacing is six inches.
- Vanch: -No AASHTO Seismic Specification; need to satisfy AASHTO 8.25 through 8.30 (Division I)

Seismic Performance Categories C and D

- Vsplice: -AASHTO sections 8.33 (Division I) and Seismic Specifications 8.41(f) (Division I-A).
- Vconf: -AASHTO seismic specifications 8.4.1 (c, d, e)
- Vanch: -AASHTO Seismic Specifications 8.4.3.

ABUTMENT VULNERABILITY DETERMINATION

Abutment vulnerability is based on the FHWA "Seismic Retrofitting Guidelines for Highway Bridges". Abutment failures during earthquakes do not usually result in total collapse of the bridge. This is especially true for earthquakes of low-to-moderate intensity. Except in unusual cases, the maximum abutment vulnerability rating will be 5.

SCREENING

Step 1:

If bridge is in SPC-B, $V_R=0$

Step 2:

Determine the vulnerability of the structure due to abutment fill settlement in SPC-C and D. The fill settlement can be estimated as follows:

1% of the fill height when $0.19 < A \leq 0.29$

2% of the fill height when $0.29 < A \leq 0.39$

3% of the fill height when $A > 0.39$

The above settlements should be doubled if the bridge is a water crossing. When fill settlements are estimated to be greater than six inches, $V_R = 5$. If less than six inches, $V_R = 0$.

The above settlements should be increased additionally up to twice their new value (adjusted for water crossing) if the bridge inspection reports show problems with settlement or degradation of abutment foundation.

Step 3:

For bridges classified as SPC-D, free standing earth-retaining abutments, with skews greater than 40° and the distance between the seat and the bottom of the footing exceeds ten feet, a vulnerability rating of five should be assigned.

LIQUEFACTION VULNERABILITY DETERMINATION

Bridges with continuous superstructures and supports can withstand large translational deformations and usually remain serviceable. Bridges with discontinuous superstructures and/or brittle supporting members are usually severely damaged as a result of liquefaction. It must be kept in mind that the effect of liquefaction on spread footings is different than its effect on pile footings.

The depth of the water table may need to be assumed. This judgment should be based on bridge location, crossing, and general knowledge of the area.

SCREENING

Step 1:

Determine the susceptibility of foundation soils to liquefaction. Soils above the water table are not susceptible to liquefaction.

- a) High susceptibility is associated with loose, fine, non-cohesive soils (sands, silty sands, and non-plastic silts).
- b) Moderate susceptibility is associated with similar soils described as medium dense.
- c) Low susceptibility is associated with dense soils. Clayey soils and gravels also fall into this category. Soils with large diameter particles (gravels) are unlikely to liquefy unless an overlying layer of low permeability soils inhibits drainage.

Step 2:

Determine the potential extent of liquefaction related damage where susceptible soil conditions exist:

- a) Severe liquefaction related damage is likely to occur for conditions of high susceptibility when $A > 0.29$.
- b) Major liquefaction related damage is likely to occur for conditions of high susceptibility when $0.19 < A \leq 0.29$, or for conditions of moderate susceptibility when $A > 0.29$.
- c) Moderate liquefaction related damage is likely to occur for conditions of high susceptibility for $0.09 < A \leq 0.19$, and for conditions of moderate susceptibility where $0.19 < A \leq 0.29$.
- d) Low liquefaction related damage is likely to occur for conditions of moderate susceptibility when $0.09 < A \leq 0.19$, and for all conditions of low susceptibility.

Step 3:

Bridges subjected to severe liquefaction related damage shall be assigned a $V_R = 10$. This rating may be reduced to 5 for single-span bridges with skews less than 20° .

Step 4:

Bridges subjected to major liquefaction related damage shall be assigned a $V_R = 10$. This may be reduced to 5 for single span bridges with skews less than 40° .

Step 5:

Bridges subjected to moderate liquefaction related damage should have a $V_R = 5$.

Step 6:

Bridges subjected to low liquefaction related damage should have a $V_R = 0$.

Seismicity Rating

$$\text{Seismicity Rating} = S \cdot A$$

The site coefficient (S) approximates the effects of the site conditions on the elastic response coefficient or spectrum.

Site Coefficient (S)			
Soil Profile Type			
	I	II	III
S	1.0	1.2	1.5

SOIL PROFILE TYPE I is a profile with either:

- 1) Rock of any characteristic, either shale-like or crystalline in nature (such material may be characterized by a shear wave velocity greater than 2,500 ft/sec (762 m/sec), or by other appropriate means of classification); or
- 2) Stiff soil conditions where the soil depth is less than 200 ft (61 m) and the soil types overlying rock are stable deposits of sands, gravels, or stiff clays.

SOIL PROFILE TYPE II is a profile with stiff clay or deep cohesionless conditions where the soil depth exceeds 200 ft (61 m) and the soil types overlying rock are stable deposits of sands, gravels, or stiff clays.

SOIL PROFILE TYPE III is a profile with soft to medium-stiff clays and sands, characterized by 30 ft (9 m) or more of soft to medium-stiff clays with or without intervening layers of sand or other cohesionless soils.

In locations where the soil properties are not known in sufficient detail to determine the soil profile type or where the profile does not fit any of the three types, the site coefficient for Soil Profile Type II shall be used. The soil profile coefficients apply to all foundation types including pile supported and spread footings.

A = The seismic acceleration coefficient based on the Map of Horizontal Acceleration.

IMPORTANCE RATING

The mathematical model developed below is an index by which MDT will prioritize the importance of a bridge for seismic retrofitting. This model follows the basic criteria established by WSDOT, and uses information from the NBIS database.

The form of the model is:

$$I = [(RT_{carry} (DL_{carry} (N_{carry})) = \frac{2}{3} [(RT_{cross} (DL_{cross} (N_{cross})) + \frac{1}{4} [(ADT_{carry}/6000)(L)]^{0.25} + RV_{cross}$$

In which:

RT_{carry} = Factor representing type of route carried by the bridge.

We will use the functional classification (item 26) from the NBIS database.

Codes of 01, 11, 12, & 14 will have a value = 1.0, all other codes will have a value = 0.8

DL_{carry} = Factor representing detour length of route carried by bridge

1.2 when detour is > 98 miles
1.0 when detour is ≥ 50 and ≤ 98 miles
0.9 when detour is ≥ 10 and < 50 miles or *Interstate 1 mile
0.8 when detour is ≥ 3 miles and < 10 miles
0.7 when detour is < 3 miles

*Note: Twin structures on the Interstate are coded with a one mile detour. This assumes that one structure will be the detour bridge. We will assume both structures are not useable and assign it a default value of 0.9 for preliminary screening.

N_{carry} = Factor representing criticality of detour for the route carried due to traffic congestion.

$$N_{carry} = [ADT_{carry}/6000]^{0.25}$$

ADT_{carry} = Average Daily Traffic of the route carried by the bridge.

RT_{cross} = Factor representing type of route crossed by the bridge.

We will use the functional classification (item 26) and the type of service under (item 42) from the NBIS database.

If item 26 is coded a 01, 11, 12, or 14 then $RT_{cross} = 1.0$, all other codes will yield a value = 0.8; if item 42 under is coded a 2, 4, 7, or 8 (railroad) the value will also be 1.0.

DL_{cross} = Factor representing detour length of route crossed by bridge

1.2 when detour is > 98 miles
1.0 when detour is ≥ 50 and ≤ 98 miles
0.9 when detour is ≥ 10 and < 50 miles or *Interstate 1 mile
0.8 when detour is 3 miles to 10 miles
0.7 when detour is < 3 miles
0.9 when route crossed is a railroad

*Note: Twin structures on the Interstate are coded with a one mile detour. This assumes that one structure will be the detour bridge. We will assume both structures are not useable and assign it a default value of 0.9 for preliminary screening.

Ncross = Factor representing criticality of detour for the route carried due to traffic congestion.

$$N_{cross} = [ADT_{cross}/6000]^{0.25}$$

ADTcross= Average Daily Traffic of route crossed by bridge, or
If RTcross is a railroad then ADTcross = 10,000
If ADT not available the ADTcross = 100

L = Length of bridge

RVcross = Factor representing a river crossing only. (NBI data item 42 = 5)

$$R_{vcross} = L/1000$$

Range of Importance Index "I"

Importance Index I can be as high as **4.15** when:

- Route carried by the bridge is Interstate, or a principle arterial in an urban setting (i.e. NBI item no. 26 = 1, 11, 12, or 14).
- Detour length for route carried is ten miles or more or a twin structure on the Interstate.
- ADT of the route carried is 20,000.
- Route crossed by the bridge is Interstate, or a principle arterial in an urban setting (i.e. NBI item no. 26 = 1, 11, 12, or 14).
- Detour length for route crossed is ten miles or more or a twin structure on the Interstate.
- ADT of the route crossed is 20,000.
- Bridge length is 1000 feet.

Importance Index I can be as low as **0.32** when:

- Route carried by the bridge is not a principle arterial
- Detour length for route carried is three miles or less.
- ADT of the route carried is 20.
- No route crossed.
- Bridge length is 50 feet.

ATTACHMENT I-E

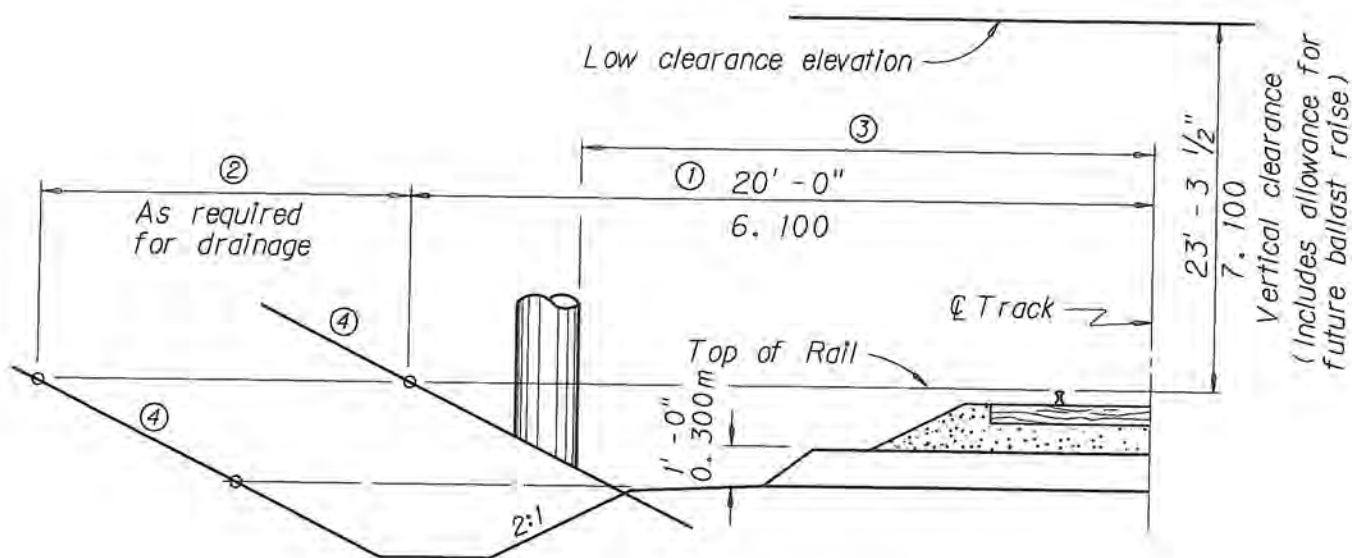
Define Seismic Retrofits

Minor seismic retrofit will usually be limited to seismic restrainers, dynamic isolation bearings, widening of beam seats and for the most part will be limited to work at or above the beam seats. The cost of minor retrofits will generally not exceed 25% of the cost of a new seismically designed structure.

Major seismic retrofits involves such items as strengthening columns, piers, bent caps, etc. It will generally include work below the level of the beam seats and may include work requiring cofferdams. The cost of major retrofits will generally not exceed 50% of the cost of a new structure seismically designed structure.

If the cost of a seismic retrofit approaches 50% of the cost of a new structure an in depth cost analysis must be completed. It will include life cycle cost analysis and alternative methods and levels of retrofitting.

ATTACHMENT 1-F



RAILROAD CLEARANCES

- ① When providing more than 20 ft (6.10m) justify the additional distance by documenting the need for off-track equipment roads, heavy snow accumulation or longitudinal drainage. In the case of an access road, provide at least 8ft (2.50m) of additional clearance.
- ② Meet with Railroad staff soon after receiving the survey to discuss drainage requirements
- ③ Set the faces of bents a minimum of 18 ft (5.500m) from the CL of an industrial or branch line and 25 ft (7.700m) from the CL of a main line. Determine horizontal clearances at the initial meeting with railroad staff for multiple track installations, railroad yards and when rehabilitating or widening an overpass.

Bents less than 25 ft (7.700m) from the centerline of a railroad track must incorporate heavy construction or include the protection of a reinforced concrete crash wall. Crash walls must have a minimum height of 6.0 ft (1.850m) above the top of rail. Design crash walls at least 2.5 ft (0.770m) thick and at least 12 ft (3.700m) long.

- ④ Set the slope to fit the soil type. For the sake of stability, make the slope no steeper than 2:1 unless paving the slope or designing a reinforced embankment.

ATTACHMENT I-G

MONTANA BRIDGE RAIL POLICY AND PRACTICE AUGUST 1988

This policy and practice statement will provide additional clarification regarding the Montana Department of Transportation's bridge rail policy which our FHWA Division office concurs in. Since our meeting of January 13, between MDT and the FHWA Division office, Mr. Morgan has concurred in Mr. Loveall's additional guidelines to AASHTO's proposed guide specifications for bridge railings. The additional guideline specifications state, in part, that railing designed and built subsequent to the institution of the 1964 Interim AASHTO Specifications railing provisions are not subject to replacement, provided its performance record is proven satisfactory. Existing Montana bridge rail that does not meet the 1964 specification will be required to be upgraded to a crashworthy design.

Since the preface of the guide specifications clarifies that the guide is for new bridges and for bridges being rehabilitated to the extent that railing replacement is obviously appropriate, therefore, on a case by case basis bridge rails designed and constructed subsequent to the 1964 AASHTO Specifications may be retained in service. Site specific data and railing performance data will need to be reviewed to determine whether to replace or retrofit the existing bridge rail to a crashworthy configuration or leave the existing bridge rail in place.

If the bridge rail has been previously blocked out and only requires repairs which are normally performed by MDT maintenance forces, then the rail can remain in place provided the rail will be repaired before the contract is let. The period between the field check stage and letting date should allow adequate time for the rail to be repaired.

Montana's Type No. 5 bridge rail with a 6 in. (150 mm) offset was designed prior to the 1964 Interim Specifications and therefore should be retrofitted. A blocked out thrie beam is currently being used. The Type No. 5 rail with a 3 in. (75 mm) offset to rail from curb was designed after the 1964 Interim Specifications. Therefore this rail, contingent on a review of each site and performance data, can remain in place.

Montana's Type No. 3, Type No. 4, and concrete post bridge rails were designed prior to 1964. If these rails have not been blocked out, they should be replaced or retrofitted. The Type No. 3 rail, when within a Federal-aid project, is being replaced with a cast-in-place, concrete barrier. The T4 and concrete post bridge rails are retrofitted, with Division office approval, by blocking out a thrie beam to the face of the curb.

An existing steel beam bridge rail, SBBR, that is blocked out to the curb can remain in place. Again, site specific data regarding railing performance and condition of existing rail components will need to be evaluated to determine if the blocked out SBBR can be left in place. If the existing SBBR is not blocked out then a cast-in-place Jersey barrier will be constructed. The blocked out SBBR's first steel post will be modified to accept Montana's crash worthy approach rail. The blocked out SBBR will still be treated as a bridge rail to remain in place since this modification to the first bridge rail post only is only for accepting a crashworthy approach rail.

An existing timber bridge rail that is blocked out to the curb does not satisfy the requirements of the 1964 provisions of AASHTO's Interim Bridge Railing Specifications. Also an existing timber bridge rail that is not blocked out to the curb does not satisfy these requirements. In accordance with previous correspondence from our Regional and Washington FHWA offices, the precast concrete barrier, originally proposed by the MDT, is not an acceptable retrofit. A continuous, cast-in-place concrete barrier rail secured to the deck, proposed by the MDT, is an acceptable solution but was found to cause excessive weight on the bridge reducing live load capacities. In 1989 Montana Department of Transportation submitted and received approval from FHWA for a modified Texas T101 attachment for timber bridges. The rail design has been used successfully on MDT's timber bridges since approval.

In accordance with the proposed policy, bridge rails for new bridge construction or bridge replacement are being constructed to a crashworthy design. Our Regional FHWA office concurs with holding off on Montana's crash testing of the T5 rail with a 3 in. (75 mm) offset and the SBBR until the proposed guide specifications are adopted. The adopted specifications may not require crash testing of rails designed after the 1964 Interim Bridge Specifications.

The 1988 bid estimates for retrofitting bridge rails with a blocked out thrie beam have averaged about \$16.00/ft (\$52.50 per linear meter). Assuming traffic control to be 20% results in a total unit cost of \$20.00/ft (\$65.50 per linear meter) for blocking out with a thrie beam.

The 1988 bid estimates for placing a cast-in-place concrete barrier have averaged \$85/ft (\$280 per linear meter). Assuming traffic control to be 20% results in a total unit cost of \$102/ft (\$335 per linear meter) for the concrete barrier.

For the remaining August through December 1988 lettings the cost to upgrade bridge rail to a crashworthy configuration within Federal Aid projects is estimated to be \$150,000.

Summary of Guardrail Retrofit Policy by FHWA

- 1) MONTANA SBR-T3 Retrofit with cast-in-place concrete barriers.
- 2) MONTANA SBR-T4 Thrie Beam retrofit upon FHWA Division office approval only. Dependent upon needed repairs, performance and other criteria.
- 3) MONTANA SBR-T5 Designed prior to the 1964 AASHTO Interims – (Curb to Rail Spacing of 6 in. (150 mm)) – Use blocked out thrie beam retrofit.

Designed after the 1964 AASHTO Interims – (Curb to Rail Spacing of 3 in. (75 mm)) – No retrofit needed. This system can remain as is.
- 4) MONTANA SBBR If this rail system is blocked out to the face of the rail, no retrofit is needed. This will also depend on the condition and the performance of the existing rail.

If this rail system is not blocked out to the face of the curb, then a cast-in-place concrete barrier rail is required. New approach rail corresponding to a crashworthy bridge rail is also required.
- 5) TIMBER RAILS Existing timber bridges with timber posts and rails or with timber posts and previously blocked out metal rails will be retrofit with a modified version of the Texas T101. This Rail system was adopted and approved by FHWA in 1989 for use in Montana on existing timber structures for federal aid projects.

Retrofit requires removal of the existing posts, curb, rail and plant mix surfacing (PMS) and then placement of the new rail and PMS. This retrofit can be adjusted to accommodate different scopes of roadwork from typical mill and fill, pavement preservation and seal and cover.

Appendix I
Snowy Mountain Economic Development
Corporation Comprehensive Economic Development
Strategy (excerpts)



Snowy Mountain Development Corporation

Comprehensive Economic Development Strategy

2012 Update



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Prepared by Snowy Mountain Development Corporation

Snowy Mountain Development Corporation's Comprehensive Economic Development Strategy *2012 Update*

Adopted October 17, 2012

**By the Snowy Mountain Development Corporation
Board of Directors**

SNOWY MOUNTAIN DEVELOPMENT CORPORATION

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www.snowymtndev.com

The statements, findings conclusions and recommendations
are those of the authors and do not necessarily
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Section

A

Requirements for EDA-Funded CEDS

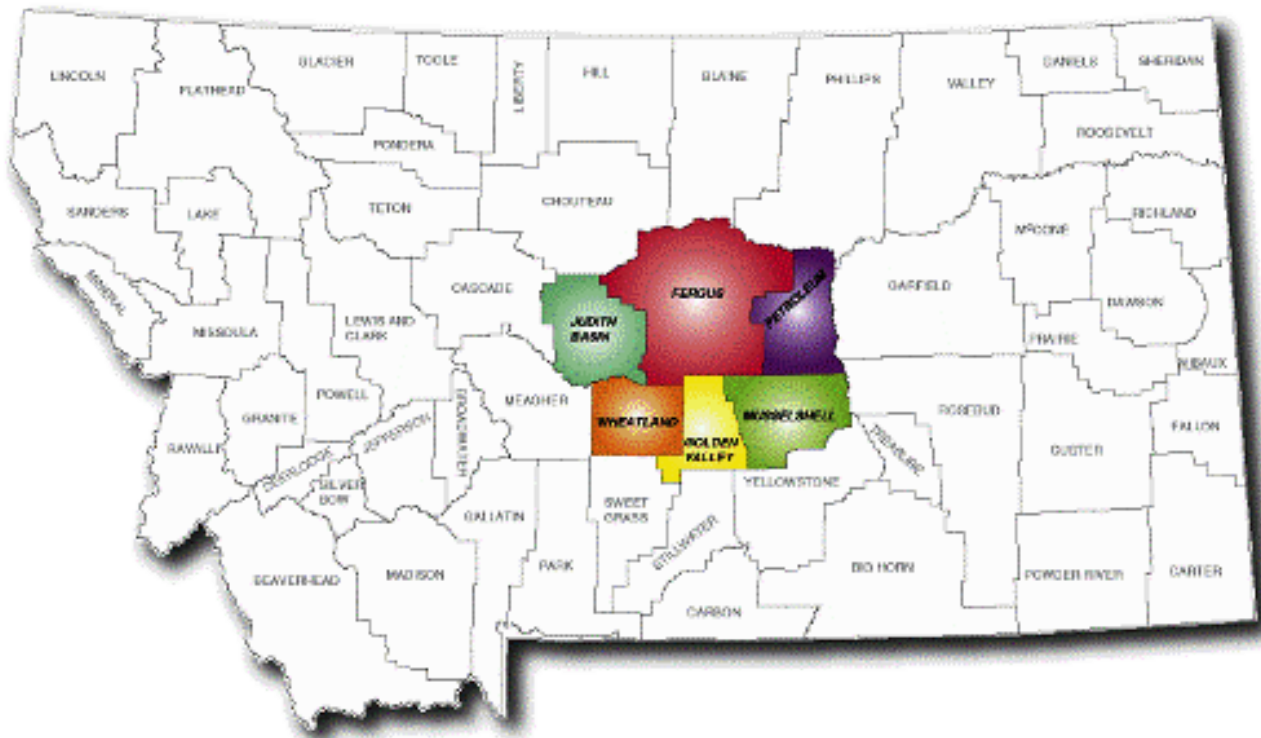
1. Planning and Organization:

The 2012 update of the Snowy Mountain Development Corporation (SMDC) Comprehensive Economic Development Strategy (CEDS) is a tool to monitor and evaluate long-term economic goals and strategies and to coordinate economic development activities in the six-county SMDC region located in central Montana.

This five-year planning document represents the commitment of SMDC staff and the CEDS Strategy Committee to listen and respond to the citizenry of this central Montana region consisting of Fergus, Golden Valley, Judith Basin, Musselshell, Petroleum and Wheatland Counties, using the process outlined in 13 CFR 303.7.

Several tools were employed to gather information for this CEDS and were instrumental in shaping this document. They include many public meetings, CEDS public comment meetings, a CEDS survey and listening sessions. For a complete description of these measures, please see Section 4, Community and Private Sector Involvement.

As we proceed through the next five years, this document will be utilized to benchmark and evaluate our progress in meeting the goals and objectives as outlined in this document.



2. SMDC CEDS STRATEGY COMMITTEE:

The SMDC CEDS Strategy Committee consists of its board of directors and other individuals representing a variety of industry sectors. The SMDC Board of Directors is made up of at least 51 percent government representatives as required by EDA, but as is typical in rural areas, most of these part-time county commissioners and mayors wear many hats. Besides serving in local government positions, the CEDS Strategy Committee members hold private sector jobs, and therefore meet the requirement that private sector representatives (as defined in 13 CFR 300.3) make up the majority of its membership. The committee's responsibility was to guide the CEDS process and ensure that it represents the diverse interests and viewpoints of our many faceted communities within the region, and then commit to seeing that the goals established are carried out. Read more on this process in Section B) Technical Requirements, 4. Community and Private Sector Involvement.

SMDC was organized in 2001 and the first CEDS was published in 2002. An updated SMDC CEDS was published in 2007. Even though the CEDS is published once every five years, the process is intended to be ongoing. SMDC is committed to annual reviews and evaluation of the strategies being carried out in order to provide for an effective response to changing economic conditions, and the ability to respond to new and unforeseen opportunities. As a performance-based plan, the CEDS will serve a critical role in the region's efforts towards disaster recovery and to defend against economic dislocations due to global trade, competition, and other events resulting in the loss of jobs and private investment.

With guidance from the CEDS Strategy Committee, SMDC personnel have written this updated CEDS, which explores the economy, population, geography, workforce development and use, transportation access, resources, the environment and other significant factors influencing economic development in the region. This planning process analyzes local conditions; identifies strengths, weaknesses, problems and opportunities and economic clusters; formulates a vision and goals for the region and designs strategies to achieve them; coordinates activities to implement the strategies; and determines the means of evaluating progress and updating the CEDS document.

The economic vision for the SMDC area is one of "sustained economic growth with minimal negative impact to the environment, including steady population growth and little or no additional tax burden." By working cooperatively through grassroots efforts, with assistance from state and federal agencies, this region will realize a stronger, healthier economy, without sacrificing the small town values and high quality of life that its residents enjoy.

Section

B

Technical Requirements

SMDC Background and Mission

Snowy Mountain Development Corporation (SMDC) formed in 2001 to focus on economic development in the six-county region in Central Montana that includes Fergus, Golden Valley, Judith Basin, Musselshell, Petroleum and Wheatland counties.

SMDC serves as the regional vehicle to bring people of diverse backgrounds, expertise, resources, interests and viewpoints together to address the problems, challenges and issues that affect the quality of life for residents in this area. Maintaining a comprehensive vision and leadership through SMDC and its working task forces will provide Central Montana with the opportunity to diversify the economy.

SMDC became a Certified Regional Development Corporation with the Montana Department of

SMDC's MISSION

SMDC is sponsored and directed by the local people to improve the economic and social conditions through conservation, utilization, expansion and development of the natural, fiscal, capital and human resources that are accessible and in the area.

Commerce in 2004 and was approved as an Economic Development District with Department of Commerce's Economic Development Administration (EDA) in 2005. Funding from EDA began in July 2006. SMDC's early years were lean; the lone source of funding was a per capita annual commitment from local government entities and a one-time financial show of support from Central Montana Medical Center in Lewistown. Those local government entities were the funding

base for the first few years of SMDC's existence and continue to participate through participation on the SMDC Board of Directors and through monetary commitments.

The SMDC office is open to the public for regular business hours, and is headquartered at 613 NE Main St., in Lewistown. SMDC Board of Directors meets every other month, with committee meetings as needed. SMDC Board of Directors and CEDS Strategy Committee members are expected to represent the interests of the public and report back to communities about activities through the news media, newsletters, websites and local meeting attendance. In addition, SMDC staff, under the guidance of the SMDC Board of Directors/CEDS Strategy Committee, will conduct an annual review of the CEDS and progress evaluation will include opportunities for additional public input.

SMDC Services

SMDC provides numerous planning, technical and management resources to assist the overarching goal of developing a strong economy in Central Montana. A summary of SMDC services includes:

Human Capital: SMDC understands that a community is only as strong as its people, and is therefore committed to helping develop human capital. SMDC has hosted countless business workshops and leadership development trainings and assists businesses with workforce training opportunities through the State of Montana.



Community Development: Community development activities enhance the economic vitality of the region. The six counties in the SMDC region are aging communities with dwindling re-



sources to keep their communities vibrant and viable. SMDC prepares and assists with grant and loan applications of local governments, other non-profits and businesses in support of community and economic development. When projects are funded, SMDC often provides grant administration services. Community development projects have helped upgrade, modernize and replace infrastructure including water, sewer, roads; provided for energy efficient HVAC and lighting, fire halls, ambulance barns, emer-

gency services buildings, equipment and vehicles; a community health center start-up, hospital additions and equipment, projects for schools, museums, chambers of commerce, art centers – and much more. The projects are diverse, but all have this in common: they have helped improve the quality of life in SMDC communities.

Planning: SMDC assists communities with planning activities including developing capital improvement plans, urban renewal and growth planning, housing plans and recovery plans.

Technical Assistance to Businesses: SMDC staff is experienced and ready to assist new and

expanding businesses in a confidential setting with business planning, feasibility and market studies, loan packaging, grant writing, and public infrastructure development. Two staff members have obtained National Development Council Economic Development Finance Professional (EDFP) training and two others are working on their certification. SMDC provides counseling in all aspects of business start-up, including government licensing and permitting, employee requirements, capitalization expectations, bookkeeping, scheduling, marketing and competition considerations. SMDC also administers the Central Montana Business Expansion and Retention (BEAR) program.



Revolving Loan Funds (RLF) & Intermediary Relending Program (IRP) Funds: SMDC manages Fergus County and the City of Lewistown's Revolving Loan Funds, as well as a regional Revolving Loan Fund to assist with gap financing needs for relocation, start-ups and expansion projects. SMDC also has Intermediary Relending Program (IRP) funds to lend.



Procurement Technical Assistance Center (PTAC): Snowy Mountain Development Corporation (SMDC) became a Procurement and Technical Assistance Center (PTAC) satellite in February 2009,

and works with businesses interested in government contracting. The Montana PTAC program helps business owners understand the ins and outs of government contracting. PTAC provides one-on-one counseling to businesses at no cost for services including help with required registrations processing, assistance in developing bid/proposal work, and understanding the solicitations, bids and associated documents.

Brownfields Revolving Loan Fund for

Clean-Up: SMDC is the lead agency in the Central Montana Brownfields Coalition, which was awarded \$1.6 million from Environmental Protection Agency (EPA) to establish a brownfields Revolving Loan Fund for clean-up. The Coalition covers 11 counties including Fergus, Golden Valley, Judith Basin, Musselshell, Petroleum, Wheatland, Broadwater, Lewis and Clark, Gallatin, Park and Meagher. The RLF helps eligible en-

tities that have completed Phase I and II assessments clean up blighted properties, and is a valuable tool for redevelopment in the SMDC region.



BLM Hazardous Fuels Mitigation and Education: SMDC has received funding from the Bureau of

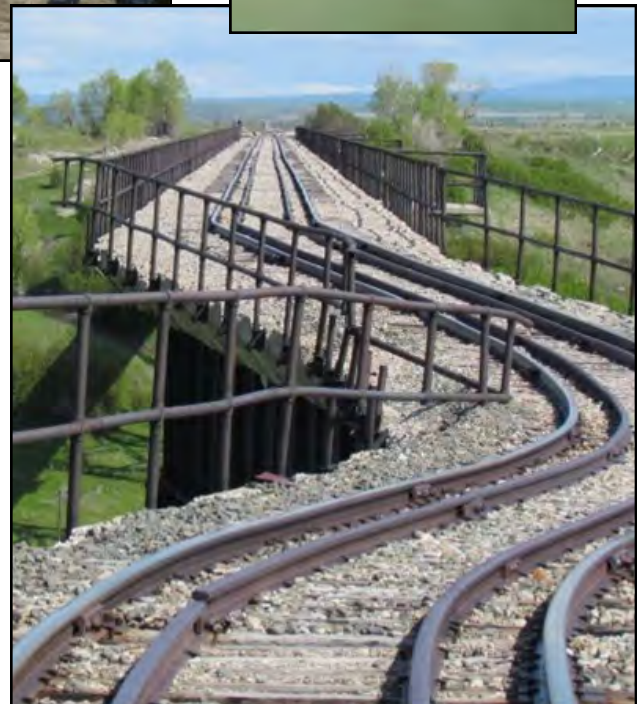
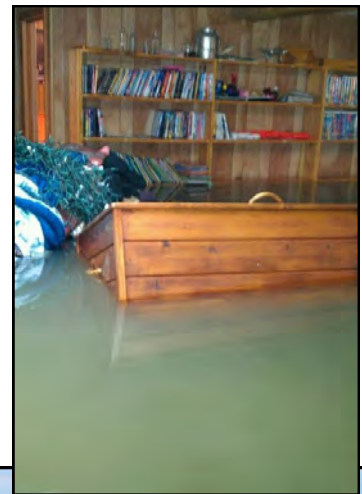
Land Management (BLM) since 2008 to provide public education on how to reduce wildfire occurrences, conduct free evaluations of rural properties to assess potential wildfire risk, and for compensation for hazardous fuels reduction activities. These funds are administered by conservation districts in the region.



Mary Peters photo

Housing: SMDC provides homebuyer education and counseling for NeighborWorks Montana through a contract with Central Montana Resource Conservation and Development. This program is designed for the first-time homebuyer and consists of eight-hours of education that helps prepare potential homeowners for the responsibilities that come with homeownership.

Disaster Recovery: Following severe flooding in 2011, SMDC applied for and received EDA Disaster Recovery assistance grant funds to hire disaster recovery coordinators. These disaster coordinators are helping government officials and business leaders coordinate and facilitate long-term economic recovery efforts in the six-county SMDC region that was so heavily impacted by the spring flooding in 2011. The EDA assistance has enabled SMDC to expand its staff in order to develop a recovery strategy that incorporates a comprehensive assessment of the disaster and its impacts to the regional economy. All six counties in the SMDC region were included in the Presidential Disaster Declaration issued in June 2011.



SMDC Service Area

1. GENERAL REGIONAL BACKGROUND

The SMDC region covers 12,328 square miles – roughly the size of Vermont, Delaware and Rhode Island combined - with 14 incorporated and 25 unincorporated municipalities and a population of 21,742 (U.S. Census Bureau 2010).



THE ECONOMY

The Central Montana SMDC region has undergone some metamorphoses in the five years since the last CEDS was updated, resulting in an interesting hybrid economy dependent upon a few seasoned staples, some industries revived and a new age of technology that is changing the way business is conducted.

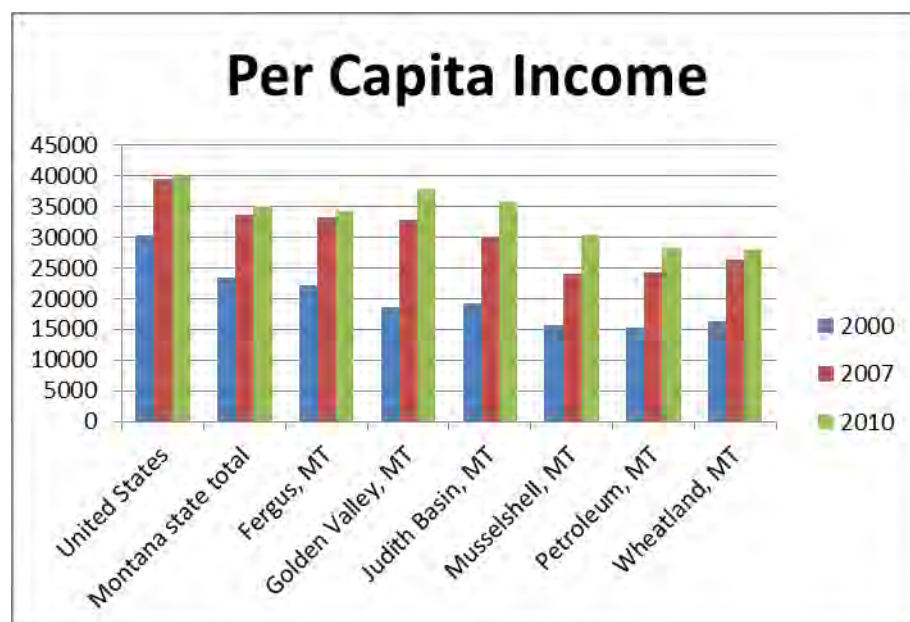
The six county SMDC region is a beautiful mixture of plains and island mountain ranges, punctuated by rural communities that have retained a rich sense of history. Early pioneers who settled in Central Montana relied on the land for their livelihood, while others arrived to develop the area's mining and lumber industries. For decades upon decades, Central Montanans continued to rely on these staples of the economy. Some of those industries are still major ingredients of the local economy, with agriculture and natural resource development high on the list. Manufacturing is taking its turn in the spotlight, as it moves up the ranks among the top industries, along with construction and alternative energy development.

Central Montana typically doesn't see the dramatic highs and lows that have defined the national economy since the last CEDS was written in 2007. The Great Recession that officially began in December 2007 reverberated throughout the region as unemployment numbers crept up, the housing market slowed, foreclosures increased and the economy stalled. Those dips were significant, but were much less severe than many parts of the country. Development of natural resources and strong and steady prices for agricultural products helped stave off the extreme job losses that plagued so many parts of the country.

Unemployment Rates	2007	2011
U.S.	4.6%	8.9%
Montana	3.4%	6.8%
Musselshell County	5.1%	6.6%
Petroleum County	5.1%	6.3%
Wheatland County	3.3%	6.2%
Fergus County	3.8%	6.0%
Judith Basin County	3.6%	5.3%
Golden Valley County	3.7%	4.0%

The unemployment rates in SMDC's counties rose between 2007 and 2011, but not as significantly as the national and state rates.

The SMDC region has traditionally trailed significantly behind the nation and state's per capita income level. However, since the region didn't experience knock-out blows from the Recession, the gap between the nation and SMDC income levels had narrowed by 2010, although the region still lags behind. However, in 2010 two SMDC counties (Golden Valley and Judith Basin) surpassed the Montana per capita income. (See the chart below from the Bureau of Economic Analysis.)



RESOURCES AND INDUSTRIES IN THE SMDC REGION

The following is a snapshot of the industries that dominate the SMDC regional economy:

Agriculture: Agriculture has been the backbone of the SMDC region since the first homesteaders arrived in the 1870s. The northwestern tier of the region is especially well-suited for livestock



production and the cultivation of small grains like wheat and barley, as well as feed like alfalfa and hay. Fergus County ranked fourth in the State of Montana for winter wheat and oat production and consistently harvests more alfalfa than any other county in the state. (USDA National Agriculture Statistics.) Fergus County also ranked se-

cond for cattle and calves numbers (101,000 head), while neighboring county, Judith Basin was eighth (80,000 head).

The six-county region had 1,970 farms in the 2007 Census of Agriculture. There was 6.5 million acres of land in farms in 2007 in the region. The market value of products sold totaled \$236 million in the 2007 Ag Census (up significantly from 2002). Government subsidies to farm operators in 2007 contributed \$22,591 million – up to \$31,113 million by 2011. These government payments include crop insurance premium, disaster, conservation and commodity subsidies.

The face of traditional agricultural is changing, as local producers take advantage of global trade opportunities, research and ability to adapt and change to the tune of consumers through specialty products. The Montana State University (MSU) Central Agricultural Research Center located in the region serves producers through applied research directed to the problems and impacts of agricultural production. County MSU Extension agents also provide valuable educational opportunities for producers.

Manufacturing: A major contributor to the Central Montana economy is a growing specialty manufacturing sector. These small cluster industries are increasingly important to job creation in the SMDC region. A number of these companies relocated to the area because of the quality of life and the availability of a hard-working, honest workforce. These



businesses are contributing to the wealth of our communities and typically have chosen to locate in the region because of the “small-town” lifestyle with associated low crime rates, good schools, slower pace and other quality of life attributes. SMDC helped form the Central Montana Manufacturing Alliance (CMMA) in 2002. This group of about a dozen manufacturing businesses from the region meets monthly and is a model of collaboration and information sharing. CMMA members have successfully collaboratively bid on jobs and shared resources like labor, materials, equipment and finances. A number of the manufacturers work on a regular basis with SMDC for government contracting guidance, business technical assistance and gap financing needs. Most of the cluster is located in Fergus County, where there are 26 manufacturing businesses employing 301 people. The types of manufacturing businesses in the SMDC region are quite diverse. A sampling of the manufacturing businesses include; die-stamped cookware, organic kitty litter, cereal and snack products, aircraft platforms (primarily for military aircraft including internationally), re-circulatory air doors, industrial heaters and experimental aircraft.

Construction: Central Montana is home to a cluster of successful road construction companies that work throughout the northwest. Specialty trade contractors and commercial and residential



construction businesses located in the region have managed to provide good paying, steady jobs in spite of the economic downturn. This industry sector is a significant job provider in the region, with more than 350 people employed at 96 establishments.

Natural Resources: Crude oil production has been a cyclical player in the eastern edge of Central Montana in Petroleum

and Musselshell Counties for several years, but that exploration has expanded into the northern tier counties. Eastern Montana experienced an all-out boom in oil production with drilling into the Bakken Formation, but activity in the SMDC region is more limited as experts say that the formations in the region make oil and gas extraction much more difficult. This activity has provided some job creation, but the jury is still out as to whether there will be full-scale production. Industry information is unavailable for the most part, due to the proprietary nature of this business.

The headliner in the SMDC region in the natural resource business has been the re-opening and major development of the Bull Mountain coal mine in Musselshell County. New owners purchased the mine in 2008 and immediately began hiring workers, going



from a skeleton staff to about 275 workers in a short period of time. Additional expansion of the coal industry is expected in the next five years as Signal Peak plans on doubling production and Carpenter Creek Coal Mine goes moves into production.

Another shining star has been alternative energy development in the form of wind farms. The wind farm that went online in 2007 with 90 turbines was the largest project, but other smaller wind projects have followed and are in process. This creates a few jobs and improves the tax base for local governments. Logging was one of the staples of the economy in recent decades, but the region is down to just a few sawmills employing a handful of people. A couple of rock quarry mining operations (sandstone and limestone) have launched since the last CEDS was written, with varying degrees of success.

Services Industries: Education, health and social services make up the services industry and provide employment for fairly large segments of the population. Due to budget shortfalls, more rural schools are consolidating sports programs, but have managed to keep schools in operation. Schools are the hubs for these rural communities, providing socialization and economic benefits.

Central Montana Education Center in Lewistown is the only higher learning institution in the region, which is also a satellite campus for Montana State University-Northern. The expansion of this education center under Educational Opportunities for Central Montana has brought students and jobs to Lewistown. Also in Lewistown is the Nexus Treatment Center that opened in 2007 and contracts with Montana Department of Corrections. It is an 80-bed methamphetamine and other addiction center for adult males and employs 44 people. There are healthcare facilities in Fergus, Musselshell and Wheatland Counties, and a Community Health Center opened in Lewistown (Fergus) a few years ago, servicing the SMDC region and providing nearly 15 good paying jobs and a sliding fee scale for lower income individuals.



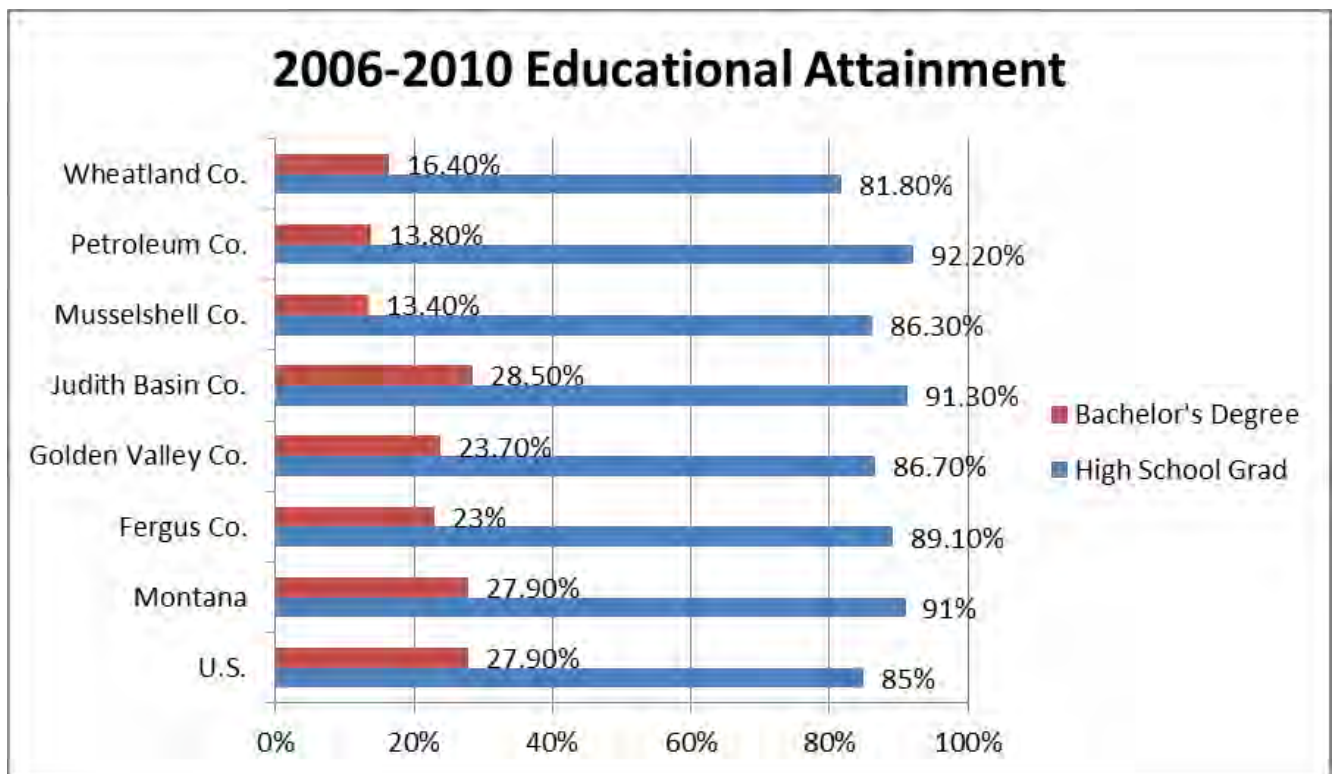
Accommodations, Retail and Wholesale Trade: These industries provide many jobs throughout the region, but typically the wages are on the low side. Tourism is a major industry, but downtown retailers across the board are suffering due to the down economy and convenience of internet shopping. There have been multiple retail store closures in downtowns throughout the area. Some can be attributed to attrition – owners want to retire and can't find a buyer that can cash flow the business – while some closures are due to simple economics: they don't have enough sales to pay the bills.



WORKFORCE DEVELOPMENT AND USE

Workforce development is an essential component of economic development in any economic climate, and certainly even more so in light of rebounding from the Recession. This is being accomplished through local and state programs that focus on raising the education and skill level of the region's citizenry.

The education level in the region varies. According to 2006-2010 American Community Survey estimates, 85% of the U.S. population 25 years or older had at least graduated from high school, compared with 91% in Montana. SMDC counties had higher high school graduation rates in all counties except for one (Wheatland). Only one SMDC county had a higher educational attainment average for at least a bachelor's degree, however. Of those 25+ in Judith Basin County, 28.5% have a bachelor's degree, compared with the U.S. and Montana's 27.9%. See the chart below to see education levels:



Higher education opportunities have expanded in the region, although as noted in the previous section, there is only one higher education facility, located in Lewistown. Online learning opportunities have expanded in recent years as more colleges and universities allow students to do distance learning. However, the rising cost of college tuition is a barrier to post-secondary education opportunities.

The State of Montana has several workforce training grant opportunities that is helping businesses and individuals be successful in the workplace. The Workforce Training Grant through the Montana Department of Commerce assists businesses with training of new employees and is directed towards businesses with at least 50% of sales from outside of Montana.

The Montana Department of Labor and Industry administers an Incumbent Worker Training Grant program that assists full and part-time workers at smaller companies with training needs. Both of these programs have benefited SMDC businesses to raise the bar with training of the workforce. This Montana department, with Job Services offices throughout the state including one in Lewistown, helps the workforce and work places evolve to adapt to expanding technologies by making sure Montana's labor laws are understood by providing educational forums, local resource rooms and proactive communications. The Montana Workforce Investment Board is responsible for advising the Governor on the creation, implementation and continuous improvement of a comprehensive statewide workforce development system, designed to train the maximum number of unemployed and underemployed Montanans as possible.

SMDC has contributed to workforce development through a series of business workshops on a variety of topics designed to elevate skills and performance levels of workers and managers. SMDC has hosted a variety of educational webinars for managers and community leaders, and launched a nine-month leadership development course that will be held on an annual basis.



POPULATION IN THE SMDC REGION

Frontier areas like that in the SMDC region continue to see population losses and the median age is on the rise. In the CEDS surveys and public meetings, there is a prevailing feeling that the job opportunities aren't attractive enough for young people to return to their hometowns, or, to attract newcomers. The following population charts show the population trends between the 2000 and 2010 Census.

Place	2000	2005	2010	% of Change Between Censuses
<u>FERGUS COUNTY</u>	11,893	11,551	11,586	-2.6%
Lewistown	5,813	6,033	5,901	1.5%
Denton	301	288	255	-15.3%
Moore	186	188	193	3.8%
Winifred	156	151	208	33.3%
Grass Range	149	145	110	-26.2%

Place	2000	2005	2010	% of Change Between Censuses
<u>GOLDEN VALLEY COUNTY</u>	1,042	1,159	884	-15.2%
Ryegate	268	304	245	-8.6%
Lavina	209	236	187	-10.5%

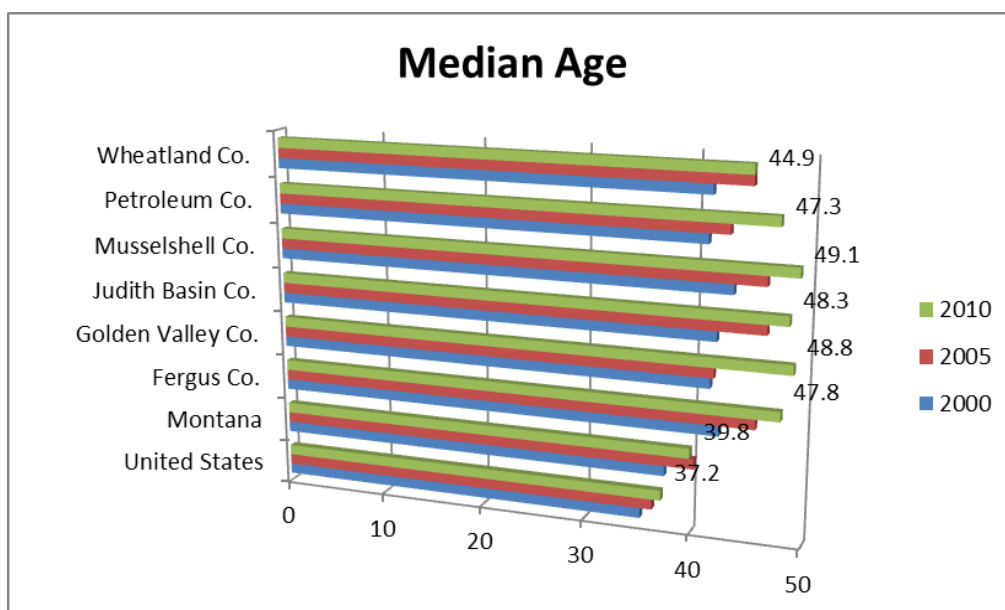
Place	2000	2005	2010	% of Change Between Censuses
<u>JUDITH BASIN COUNTY</u>	2,329	2,198	2,072	-11%
Hobson	244	231	215	-12%
Stanford	454	428	401	-11.7%

Place	2000	2005	2010	% of Change Between Censuses
MUSSELSHELL COUNTY	4,497	4,497	4,538	1%
Roundup	1,931	1,916	1,788	-7.4%
Melstone	136	137	96	-29.4%

Place	2000	2005	2010	% of Change Between Censuses
PETROLEUM COUNTY	493	470	494	0.002%
Winnett	185	176	182	-1.6%

Place	2000	2005	2010	% of Change Between Censuses
WHEATLAND COUNTY	2,259	2,037	2,168	-4%
Harlowton	1,062	941	997	-6%
Judith Gap	164	145	126	-23.2%

The chart that follows show the rise in median age in each SMDC county between 2000 and 2010. The national median age is rising, but all SMDC counties have a median age that is much higher. This is attributed to lack of job opportunities for young people.



GEOGRAPHY OF THE SMDC REGION

This six-county region is located in Central Montana and is defined by the Missouri River to the north, the Musselshell River to the east and south, and the Little Belt, Highwood and Crazy Mountains to the west. Island mountain ranges such as the Highwoods, Little Belts, Big Snowy, Judith, North and South Moccasins, and Bull Mountains are surrounded by a sea of grass that provides forage for wildlife and the region's livestock industry.



These mountain ridges meet the eastern plains in this region. Judith River, Belt Creek and Arrow Creek flow north from the western section of the district to the Missouri. The Musselshell, Flatwillow and Box Elder drain eastern and southern sections of the district. All of the creeks and rivers in the district flow to the Missouri River. There are numerous streams near fertile soil in the region that enhance production of grains and animal feed.

Unlike the Rocky Mountain Front, made of great slabs of rock pushed up on each other like dominoes, the mountains in this region are broad bulges in the earth's crust containing igneous or once molten rocks where precious gems and metals were formed.

A large glacier transported and deposited the fertile soils in the region. The presence of coal suggests that this part of Montana was a coastal plain where peat in the marshes became coal after it was buried under layers of sediment. The limestone encrusted with fossil shells indicates that these bulging mountain ranges were once ancient sea sediments. (U.S. Forest Service)

CLIMATIC FEATURES

Diverse topography and patterns of seasonal air masses contribute to the highly varied vegetation and soils throughout the area. The plains experience extreme summer heat and winter cold. Changes in slope and sun exposure lead to climate variations in the region. Central Montana is characterized by many windy days, which results in erosion problems.



In winter, periods of very cold weather are caused by arctic air moving in from the north and north-east. These cold spells don't represent the dangers they did years ago before transportation, roads, communications and better heating plants developed to present levels. However, when temperatures drop below zero, combined with strong winds and blowing snow, the weather can be dangerous for the unprepared or inexperienced. Cold spells alternate with milder periods, when winds known as *chinooks* can lead to temperature changes of up to 80 degrees over a 24-hour period.

Winter snowfalls are frequent, but the snow cover usually disappears in lower elevations during mild periods. The climate is semi-arid, though the area is usually blessed with timely rains during the critical growing seasons of May and June. July is typically the warmest month, and the mid-summer warmth is fairly steady and seldom severe. Temperatures of over 100 degrees Fahrenheit can occur, but summer nights are typically much cooler than the daytime, with temperatures ranging in the 50s and 60s.

TRANSPORTATION ACCESS IN THE SMDC REGION

Lewistown, Stanford, Harlowton, Ryegate and Roundup have small airports. Lewistown has regular service to major destinations and is served by one airline, Silver Airways. The airline is dependent upon funding from Essential Air Services, a federal government program enacted to guarantee that small communities in the U.S. that were served by certified airlines prior to deregulation were able to maintain commercial service. Lewistown is at risk of losing this service. Roundup, Harlowton and Stanford Airports can support light jet aircraft. The nearest large commercial airlines services are in Billings and Great Falls. Two bus lines used to serve the area, but since the last CEDS was published, both have dropped service in the SMDC region.



The nearest Interstate highways are Highway 15 running north/south near Great Falls and Interstate 90 near Billings. Interstate 90 running east/west near Billings, serves as a major transport for

freight from the Midwest and southern tier states to the Pacific Northwest. State Highway 191 intersects the middle of the region running north/south. State Highway 12 connects with I-94 linking North Dakota to Great Falls and western Montana. Highway 3 and US 87 link Great Falls, and run south from Highway 12 to Billings. Road construction and widening has improved many sections of highways between Lavina and Harlowton, Roundup and Lewistown, and Stanford to Lewistown.

A limited portion of the area is served by Burlington Northern/Santa Fe (BNSF) Railroad. BNSF discontinued rail service in Lewistown about seven years ago. The City of Lewistown has a rail banking project under the National Trail System, which keeps the option of resuming railroad service open (but highly unlikely). BNSF removed the rails and railroad ties from the rail corridor in 2006, and the City of Lewistown added the 16 miles of rail corridor to its trail system as part of the Rails to Trails Project. The rail corridor is for non-motorized use.



BNSF rail service now ends in Fergus County at Moore, which is 15 miles west of Lewistown. A new 110-car grain shuttle was built in Moore by Peavey Co., in 2006. The only other grain shuttle in Central Montana is operated by United Harvest at Moccasin, which is about 10 miles west.

Central Montana Railroad, a small co-operative headquartered in Denton, connected with the line for grain shipping, but severe flooding in spring 2011 damaged two historic trestles and the company lost ability to ship grain to the BNSF mainline. As noted earlier, Signal Peak Energy built a 35-mile rail spur from its mine in the Bull Mountains



to the BNSF mainline at Broadview. Coal is shipped to mid-western markets, as well as to the west coast, where it's transported by ship to Asian markets. There has been a significant increase in rail traffic on the BNSF mainline in the region due to the coal shipments to international markets.

ENVIRONMENTAL FACTORS IN THE SMDC REGION

A balance between economic development and the environment is necessary to contribute to a high quality of life, healthy tourism, recreation and other industries. A snapshot of the environmental situation in the region follows:

Floodplain Management: Floodplain management in Montana is administered through the Floodplain Management program housed in the Water Resources Division of the Department of Natural Resources and Conservation (DNRC). The Floodplain Management Section of the DNRC is responsible for the oversight and NFIP Coordination of 125 locally administered floodplain management programs throughout Montana. All of the counties in the SMDC area administer a floodplain management program, with the primary goal to reduce the loss of life and structural property through wise floodplain development. The secondary goals are to reduce the loss of functional floodplains and reduce the amount of erosion of stream banks due to unwise floodplain development.



Hazardous Materials: Montana has several types of listings for hazardous waste sites, all of which can be found on the Montana Department of Environmental Quality (DEQ) website www.deq.mt.gov. They include: federal and state Superfund sites (also called the National "Priority List" and "NON-NPL"), CERLIS, Underground Tank Program, and Abandoned Mines. The Comprehensive Environmental Cleanup & Responsibility Act (CECRA) provides for the investigation and cleanup of those sites not eligible for federal funding but still requiring investigation and cleanup. The Site Response Section utilizes the CECRA and the Environmental Quality Protection Fund (EQPF) to investigate and cleanup hazardous substances at sites not addressed by federal Superfund. Historical waste disposal activities at these sites caused contamination of air, surface water, groundwater, sediments, and/or soils with hazardous or deleterious substances. Under CECRA, sites are ranked based on potential risks to human health and the environment. All of these types of sites exist in the SMDC region and influence the nature and extent of economic development.

The Brownfields Revitalization and Environmental Restoration Act allows for the cleanup and resto-



ration of environmentally contaminated, abandoned industrial sites. Montana has hundreds of lightly contaminated “brownfields,” including wood treatment plants, mines, railroad yards, sawmills,



dumps and other industrial sites. The cost of the cleanup and potential liability associated with these sites can prevent them from being cleaned up and returned to use. The EPA program helped provide direct technical assistance in helping assess contamination and conduct cleanup activities.

SMDC is part of the Central Montana Brownfields Coalition, which was granted \$1.6 million for a revolving loan fund for cleanup. A potential brownfields inventory was developed for all six counties and includes properties in all six of SMDC’s counties. This funding has provided assistance for several projects in the SMDC region and is a valuable tool for redevelopment. An inventory of potential brownfields site for the SMDC region was prepared by AMEC Geomatrix and is on file in the SMDC office.

The Mine Waste Cleanup Bureau (MWCB) is under the umbrella of the Department of Environmental Quality (DEQ) and focuses on two primary sites: abandoned mine sites and Superfund sites. The SMDC region has a handful of abandoned hard rock mine priority sites, and some have been placed on the Environmental Protection Agency’s National Priority List. (See www.deq.mt.gov and www.epa.gov/superfund/sites/npl/.)

The Methamphetamine Cleanup Program (MCP) administers decontamination standards and procedures for the cleanup of indoor property contaminated by the clandestine manufacture of methamphetamine (meth). MCP posts known meth lab locations on a web site and work with property owners, contractors and local health officials to remediate the labs. There are several known meth contaminated properties on the DEQ list at www.deq.mt.gov.

Water Resources: The Clean Water Act requires that states periodically publish a report on the condition of water bodies in each state (305 b report) and a list of impaired water bodies (303d list). The 303(d) list of impaired streams in the State of Montana released by the Montana Department of Environmental Quality includes high priority ratings of a number of Central Montana streams (www.deq.mt.gov). Reservoirs, rivers, streams and groundwater aquifers provide water for irrigation, wildlife, fisheries, livestock, recreation, power generation and domestic needs. A very high percentage of water use is by Montana's agricultural water users, primarily for irrigation of crops and pasturelands, with mountain snowpack as the primary source. Many water quality problems are related to water quantity. In years of low water quantities, there often is not enough dilution in streams, reservoirs, lakes, etc., creating water quality issues. In years of high runoff and high water quantities, there are concerns of high sediment in streams. Sedimentation, agricultural run-off from fertilizers and pesticides, and livestock activities in riparian areas has caused water quality degradation in the region in the past.

Since water is the lifeblood for civilization, lack of good quality and quantity of municipal water poses a host of problems, as a number of communities in the region well understand. Lewistown has some of the purest water in the world with its municipal water bubbling out of the Madison Aquifer in the Big Snowy Mountains south of town, but other communities in the region are not as fortunate. In the quest for good water, the Central Montana Regional Water Authority (CMRWA) formed nearly 10 years ago in hopes of developing a 230 mile pipeline that would provide good quality water from the Madison Aquifer in the foothills of the Little Belt Mountains for communities in the Judith-Musselshell river basins. CMRWA will finish its feasibility and ask for Congressional authorization in 2013 following firm commitments from the member communities. For more information on this project



and to see the feasibility and appraisal reports submitted thus far, go to www.centralmontanawater.com.

Environmental Protection Agency (EPA) has designated 77 sole source aquifers nationwide, only one of which is in Montana (Missoula Valley Aquifer) and it is not in the SMDC region. (See www.epa.gov/region8/water/solesource.html.)

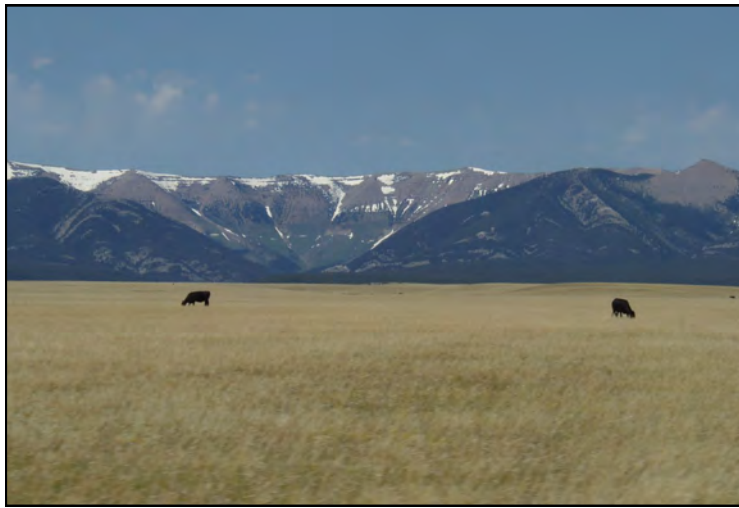
Groundwater Information Center with the Montana Bureau of Mines and Geology at Montana Tech in Butte, Mont., is the central repository for information on the groundwater resources of Montana. The data includes well-completion reports from drillers, measurements of well performance and water quality based on site visits, water-level measurements at various wells for periods of up to 60 years and water-quality reports for thousands of samples. This information for the SMDC region is available at <http://mbmggwic.mtech.edu/>.

Montana has lost approximately one-third of its naturally occurring wetlands since settlement, according to the Montana Department of Environmental Quality. Wetlands are valuable for providing flood and erosion control, enhancing water quality and providing wildlife and fish habitat. The Federal Clean Water Act requires mitigation for some wetland filling projects, however, wetlands continue to be impacted and lost as roads are expanded, land is developed and due to cumulative impacts from numerous activities such as



draining, changes in land management and landowner preference for open water ponds. The Montana Wetland Council was formed with input from over 500 Montana scientists, resource managers, landowners, educators, private business owners and citizens and developed "Priceless Resources: A Strategic Framework for Wetland and Riparian Area Conservation and Restoration in Montana 2008-2012." Critical components of this strategic plan include public education and professional training for resource managers; mapping, assessment and monitoring based on national standards; effective restoration; support for local governments; protection for vulnerable wetlands; and engaging in public policy. These actions will further the State of Montana's goals of no overall net loss the remaining wetland resource base, and an overall increase in the quality and quantity of wetlands in Montana, according to Montana Gov. Brian Schweitzer.

Crop and Pasture Lands: Portions of the SMDC region have been attractive as locations for wind farms, and that harnessing of that natural resource has been wonderful for economic development. However, a big negative aspect of that steady wind is a high potential for wind erosion. Inadequate protection of these soils can result in excessive erosion, sedimentation, and nutrients and pesticides polluting surface and groundwater. Soils that contain adequate amounts of organic matter and vegetative cover provide proper habitat in which microbial activity and chemical reaction can occur. Producers have increased the use of conservation tillage systems as a means of combatting the problem. This increase in residue management practices has sig-



nificant impact on our natural resources. Residue management and soil protection are also inherently indicative of the soils capacity to produce crops in that organic matter and nutrient cycling increase as residue management improves. Soil loss on pastureland is generally very low. Most pastures are planted with improved or

introduced grass species and many can be irrigated. Species development has focused on those with improved forage quality, species to use as complementary pastures with native rangeland and species to extend the green grazing period.

The National Agricultural Land Study of 1980-81 found that millions of acres of farmland were being converted in the U.S. each year. The 1981 Congressional report, "Compact Cities: Energy-Saving Strategies for the Eighties," identified the need for Congress to implement programs and policies to protect farmland and combat urban sprawl and the waste of energy and resources that accompanies sprawling development. With this in mind, Congress passed the Agriculture and Food Act of 1981 containing the Farmland Protection Policy Act (FPPA), which is intended to minimize the impact Federal programs have on the unnecessary and irreversible conversion of farmland to nonagricultural uses. The FPPA does not, however, authorize the Federal Government to regulate the use of private or non-federal land or in any way affect the right of private property owners. For the purpose of FPPA, farmland includes prime farmland, unique farmland and land of statewide or local importance. For more information on FPPA, see www.mt.nrcs.usda.gov/factsheets/fppa.

Air Quality: Federal and state regulations require air quality monitoring for activities that could degrade existing air quality. Monitoring and mitigation plans are written when an activity plan is prepared. These measures generally require actions during specific wind conditions to either disperse smoke or prevent chemical spray drift. Prescribed fires on federal and state lands require approval from the Montana Department of Health and Environmental Science Air Quality Bureau. County burning restrictions are in place for fires on private lands. Forest wild fires also contribute to air quality degradation, and in drought years have reduced air quality during the summer season. Air quality has little degradation on average; however, soil erosion is the main contributor to poor air quality in most of the region. Reduced air quality is associated with the high wind period from October through April. Drought, hail and disease of crops result in less ground cover, thus soils are unprotected and susceptible to erosion.

Noxious Weeds: A noxious weed problem is a growing concern in the region. Montana and this six-county region are doing battle with Russian, spotted, diffuse and square rose knapweed; leafy spurge, Dalmatian toadflax, sulfur cinquefoil, among others. Negative impacts associated with these noxious weeds are both ecological and economical. This noxious weed problem can render many range sites useless for livestock production by displacing valuable vegetation. Grazing capacities for livestock can be reduced significantly. Across Montana and in this region, county weed boards are attempting to slow the spread of noxious weeds through chemical spraying and biological methods.

Sensitive and Endangered Plant and Animal Species: There are only two endangered species on the U.S. Department of Interior list in the region including the pallid sturgeon and black-footed ferret. The bald eagle and Canada lynx were both on the threatened list when the last CEDS was published, but they are no longer listed. However, there are a number of plant species on the U.S. Fish, Wildlife and Parks Service special concern list. These can be found at <http://mtnhp.org>.



Architectural and Historic Resources: The 1966 National Historic Preservation Act requires protection of buildings, sites and other resources of historic or archaeological importance. Section 106 of the Act requires consideration of these resources whenever federal action may be involved. "Action" may include projects funded solely or in part by Federal dollars,



such as a road built with funds from the Federal Highway Administration. Or it may include projects requiring Federal permits, like those issued for wetland impacts by the U.S. Army Corps of Engineers. For a resource to benefit from Section 106 protection it must either be on or eligible for the National Register of Historic Places, which is compiled by the National Park Service (NPS). The NPS publication "How to Apply the National Register Criteria for Evaluation" presents consideration for including a resource on the National Register and can be accessed at www.nps.gov.

Montana State Historic Preservation Office (SHPO) works together with all Montanans to promote the preservation of the state's historic and cultural places. The agency encourages the documentation and recognition of heritage sites in Montana. More information about historic sites in Montana and the SMDC region can be found in the state's Cultural Resource Information System (CRIS) found at <http://mhs.mt.gov/shpo/culturalrecords.asp>.

Environmental Justice: EPA defines Environmental justice as "the fair treatment and meaningful involvement of all people regardless of race, color, sex, national origin, or income with respect to the development, implementation and enforcement of environmental laws, regulations, and policies." Proponents of environmental justice generally view the environment as encompassing "where we live, work, and play" and seek to redress inequitable distributions of environmental burdens (such as pollution, industrial facilities, and crime). Environmental Justice means ensuring that the environment and human health are fairly protected for all people regardless of race, color, national origin, or income. SMDC is a member of the Central Montana Brownfields Coalition (CMBC), EPA Region 8. Environmental justice is an integral part of Region 8's mission and is incorporated into CMBC and SMDC program activities and policies.

FLOOD RECOVERY

All six SMDC counties were included in the Presidential Disaster Declaration issued in June 2011 as floodwaters wreaked havoc in the region. Millions of dollars of damage was inflicted upon roads, bridges, cropland, businesses and homes. Particularly hard hit were Musselshell and Fergus Counties. SMDC received funding from EDA to hire staff to work on Disaster Recovery efforts. These staff members were hired in July 2012 and immediately began meeting with government officials from throughout the region to prioritize projects and aid in developing a disaster recovery plan. The staffers are also assisting the Roundup Housing Task Force as the town considers a housing rehabilitation and demolition grant application to the Montana Department of Commerce to aid redevelopment efforts.



2. ANALYSIS OF ECONOMIC DEVELOPMENT PROBLEMS & OPPORTUNITIES

The Central Montana SMDC region has undergone some metamorphoses in the five years since the last CEDS was updated, resulting in an interesting hybrid economy dependent upon a few seasoned staples, some industries revived and a new age of technology that is changing the way business is conducted.

This economic development problem and opportunities analysis is based on statistical data, survey responses and written and verbal comments provided at a variety of public meetings throughout the region over the last few years. What is clear from this process is that most people live in Central Montana for its quality of life factors: beautiful surroundings, small towns, low crime rate and abundant outdoor recreational activities. However, the downside to that peace, quiet and remoteness is that it can translate into lack of job opportunities, transportation issues and a host of other problems outlined as follows:

Problems

Transportation: A major weakness in the area is transportation; both of products and people. There is no interstate highway system in the area so transporting retail and wholesale goods is more expensive, making it harder for businesses to keep prices competitive. Most products are trucked in and out of the region. The heavy truck traffic is hard on the secondary highway system and can be dangerous for vehicular traffic, particularly on the region's narrow roadways. The nearest interstates are in Great Falls and Billings, both well over 100 miles from the largest population center, Lewistown. All of the other county seats except for Winnett, in Petroleum County, are closer to interstates (about 50 miles away), but still off the beaten path.

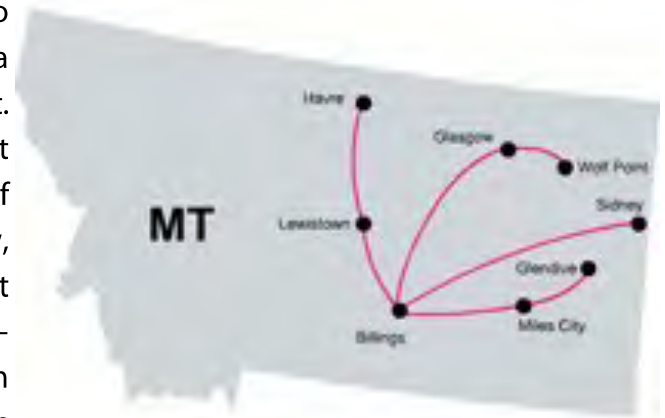


The largest population center, Lewistown, lost rail service about seven years ago and the nearest Burlington Northern Santa Fe (BNSF) rail line is 15 miles west at Moore, with lines running south-west and west. BNSF lines are also in the southeastern portion of the region. As noted earlier, the Signal Peak Energy coal mine in Musselshell County built its own rail spur to connect to the

BNSF mainline in order to transport coal to its markets going east and west. BNSF transports much of the region's grain from facilities in Moccasin and Moore. A small railroad company, Central Montana Rail, maintains a short-line that shipped grain from the region's bread basket. However, severe flooding in the spring of 2011 damaged two historic trestles and the company has been forced to cease rail operations. This has resulted in higher shipping prices for farmers in that region and is accelerating the deterioration of the counties' road systems.

Another lost opportunity for transportation was the demise of passenger bus service in the region. When the last CEDS was written in 2007, there were two bus lines that had limited service in the region, but both have since eliminated routes. The Council on Aging in Fergus County has a shuttle service that makes monthly runs to Great Falls and Billings, transports passengers in Lewistown and is available for contracted services. There is only one taxi cab (yes, that's singular) in the region, also located in Lewistown.

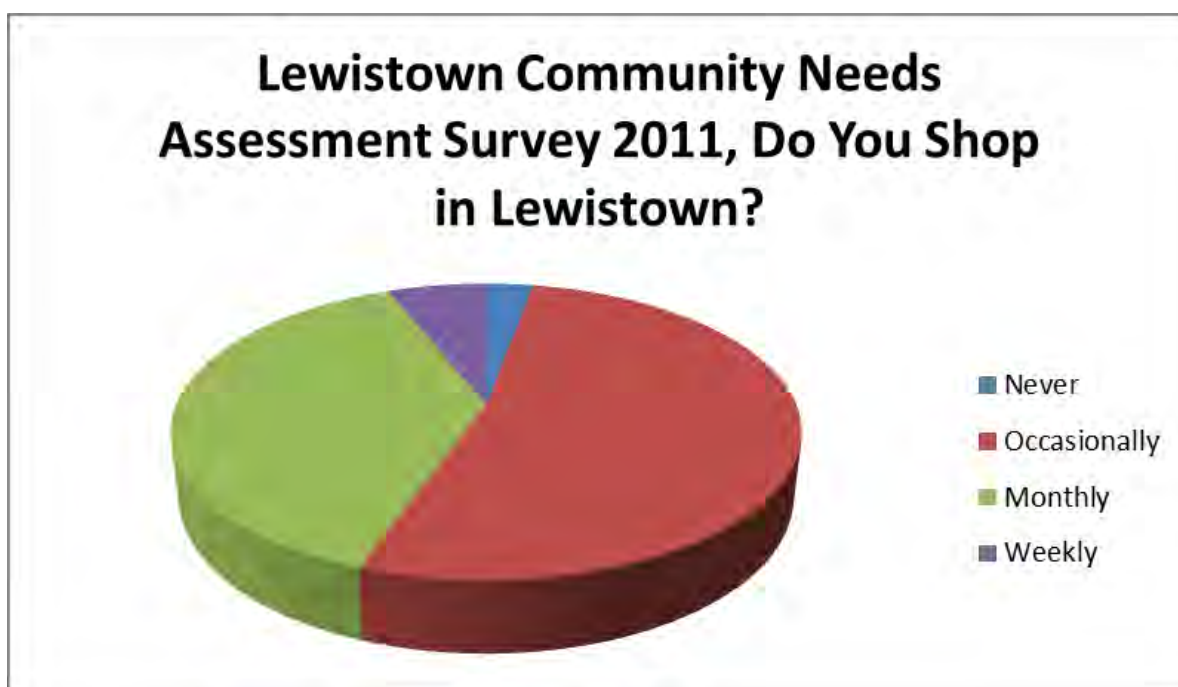
Air transportation in the region is minimal, which also contributes to higher shipping costs, and is a drawback for business and employee recruitment. The SMDC region has several small airports, but only Lewistown has regular service to a handful of other Montana cities including Billings, Glasgow, Glendive, Havre, Miles City, Sidney and Wolf Point with service from Silver Airways. The airline is subsidized by Essential Air Services, and the program is at risk. Those wanting to connect to major cities must fly on a larger airline, and have to recheck baggage and go through security again to make connections.



Silver Airways Montana route map.

Demise of Downtown Retail Businesses: The SMDC region's population is 21,742, and in all but one county (Musselshell) population decreased between the 2000 and 2010 Decennial Censuses. Central Montana's largest city, Lewistown, is under 6,000 people. The next populated communities are Roundup with a population under 2,000 and Harlowton, not quite breaking the 1,000 mark. In days of old, these towns were the trade centers where people did nearly all of their shopping. As roads and vehicles improved, people became more mobile and shopping habits changed. Shopping at "big box" stores like Wal-Mart, Costco and Sam's Club became more common, along with a huge jump in online shopping. The combination of these modern day realities have retail stores in small towns reeling from the effects.

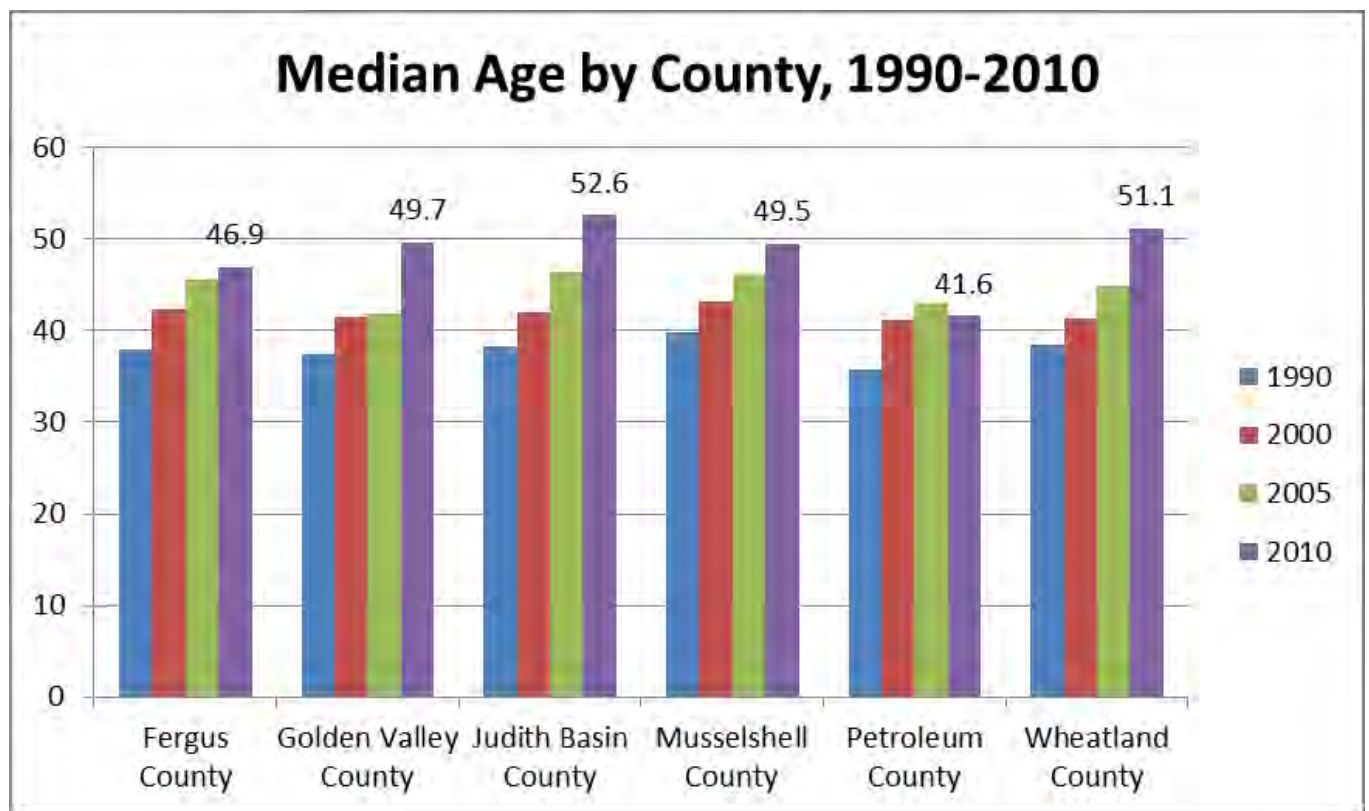
A Community Needs Assessment Survey conducted by SMDC for the City of Lewistown in fall 2011 was indicative of this problem. An astounding 53% of respondents said they shop in Lewistown only occasionally, 38% shopped monthly, just 6% shopped in town weekly and 3% said they never shop in town! Shopping for clothing topped the list when asked “what do you shop out of town for?” followed by groceries not too far behind. Other purchases made out of town in order of frequency of response were housewares/toiletries, electronics/entertainment, appliances, vehicles, building supplies and furniture. The survey also asked about online shopping habits and 67% said they shop with internet vendors. Of those surveyed, 6% said they shop online weekly, 27% shop monthly and 67% shopped online occasionally.



Fewer shoppers obviously means that it's much harder for retail businesses to keep their doors open, and unfortunately, many haven't. In just the last few years alone downtown Lewistown lost a large clothing store, long-time drug store, jewelry store, gift shop, quilting store, large office supply store, artists' cooperative, outdoor supply store, large anchor Army-Navy supply store, several restaurants, and a small cooperative market featuring organic foods, a bakery and deli and bulk foods announced it will liquidate by year's end. It's a story that is replaying throughout Central Montana. Some of the store closures are due to attrition. Aging owners want to retire, but interested buyers can't cash flow the business. As a result, an alarming number of businesses have chosen to liquidate and close their doors. Through public meetings and

workshops at SMDC over recent years, chief officials overseeing job recruitment in the healthcare, manufacturing and other professional arenas report that job recruitment to small towns is more difficult because of the lack of shopping opportunities.

Aging Population: The median age in Central Montana is rising at a much more rapid pace than the national average, now at 37.2. In fact, the median age in all of the six SMDC counties is just under or above 45, with the highest median age at 49.1 in Musselshell County. The aging population in this region can be attributed to several factors: increase in life expectancies and decreases in fertility rates nationwide, and in Central Montana, fewer young people are moving to the area for lack of job opportunities. There have been a number of studies about the aging of the working population and its possible implications for employers, financial markets and the overall economy. Possible workforce scenarios predicted to play out in the next decade range from severe labor shortages as baby boomers retire, to minimal disruptions as boomers continue working past traditional retirement age out of economic necessity. It's worth noting that this generational turn-over should also be viewed as an opportunity since younger, unemployed or underemployed workers could move into positions vacated by retirees.



An article on the Bureau of Labor Statistics website, "Gauging the Labor Force Effects of Retiring Baby-Boomers," claims the effects of these retirements on the overall economy will be substantial, creating a need for younger workers to fill the vacated jobs but without the skills to do so. As Central Montana is an agriculture-based region, it is particularly alarming that the median age of producers is far older than the general population. The most recent Census of Agriculture was in 2007 and the average of the region's producers was nearly 59 years old, up from the 2002 average age of 55.5. It follows that fewer young people are taking over the family farm or ranch, which could change the economic and social dynamics of the region.

Lack of Skilled Workers: As already noted the lack of skilled blue-collar workers is a threat to the SMDC economy. Montana business and labor workers worry that there aren't enough skilled workers to staff manufacturing plants and to build industrial projects, according to a Great Falls Tribune article. An official with the Montana Contractors Association expressed concern in the article that the average age of Montana construction workers



was nearly 47. Manufacturing businesses in the SMDC region have noted the problem of finding workers skilled in the trades.

Compounding the problem is that some of the young and middle-aged workers are choosing to go to work in the oil fields in eastern Montana and western North Dakota, where the work is difficult and demanding, but wages can be double of that in traditional jobs. There is a regional consensus that finding healthcare workers is also difficult. In part, this can be attributed to a shortage of healthcare professionals nationwide, but recruitment to rural facilities is an even more daunting task. Employers from the service industries in Central Montana report that finding help for lower wage services jobs is difficult. The unemployment rate in the SMDC region is lower than the nation's; the U.S. rate of unemployment was 8.9% in 2011, while the region's average was 5.7%.

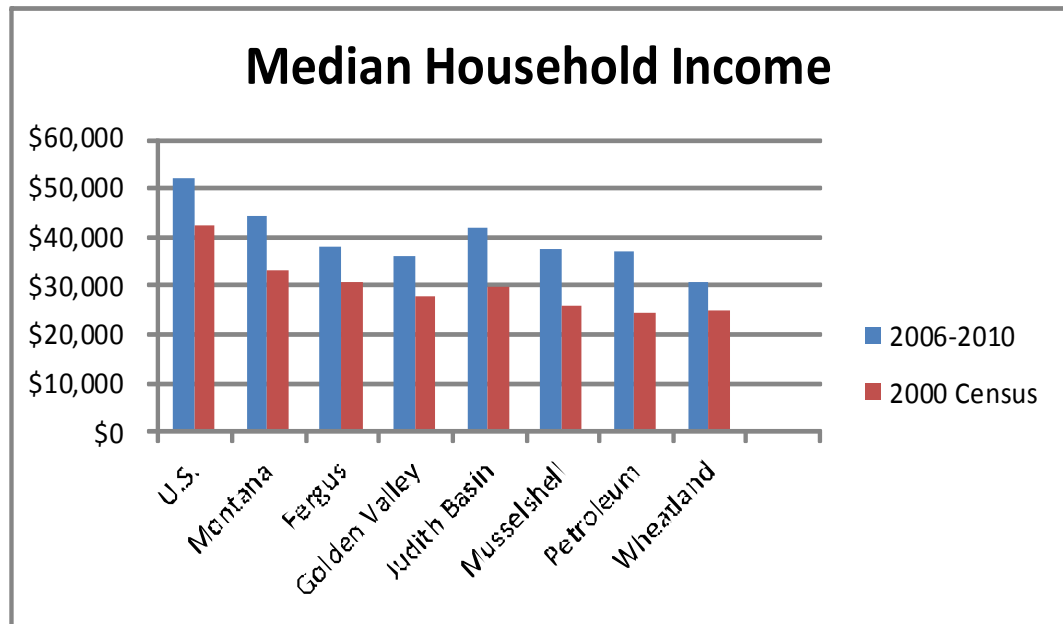
Healthcare: Rural hospitals are vital components of the region’s economic and social fabric. The SMDC region has three critical access hospitals including Central Montana Medical Center in Lewistown, a 25-bed hospital and 85 licensed-bed nursing home; Wheatland Memorial Healthcare in Harlowton and Roundup Memorial Healthcare in Roundup, both with 25 swing beds. These hospitals are some of the larger employers in their communities and offer highly-skilled jobs, but they are facing financial challenges due to the remoteness of their locations, small size and limited financial resources.



Low-patient volumes make it difficult to manage the high-fixed costs associated with operating a hospital in rural areas, which in turn makes them vulnerable to policy and market changes and to Medicare and Medicaid payment cuts. With limited resources, access to capital to invest in modern equipment and renovate aged facilities is problematic.

The region also has a community health center, a Veteran’s Administration out-patient clinic, several nursing homes, assisted living facilities, mental health services, dentists, optometrists and chiropractic offices. The Patient Protection and Affordable Care Act of 2010 (ACA) addresses some of the urgent issues facing the nation’s health care system, such as lack of access to health insurance coverage, and includes provisions that recognize rural hospitals’ unique circumstances. An American Hospital Association report on “The Opportunities and Challenges for Rural Hospitals in an Era of Health Reform,” said that limited financial and workforce resources present significant ACA implementation challenges for rural hospitals. As more rural Americans gain access to health coverage through Medicaid and the commercial markets, rural hospitals will experience greater patient demand that may strain already limited staff and capital resources.

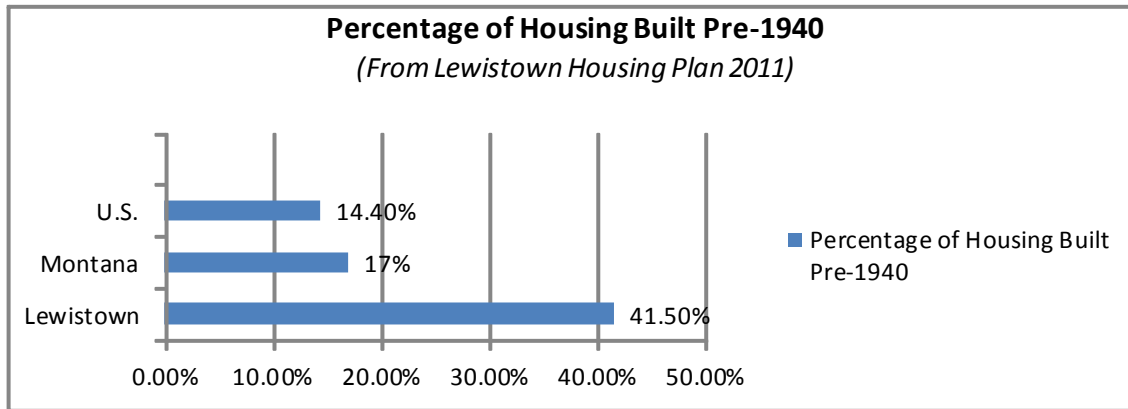
Low Wages, High Cost of Living: Median Household Incomes in the SMDC region are lower than the state and nation, as indicated by the chart below:



Lower wages compared with the rest of the state and nation makes it difficult to attract workers to the region, especially for jobs requiring higher education levels. Unfortunately, the cost of living doesn't do much to offset the lower wages, as groceries and durable goods are typically higher than average and rising much faster than incomes.

Housing: Affordable, quality housing has been one of the top concerns of the citizenry in the SMDC region since the first CEDS was written in 2002. The real estate market, which had been active and market values rapidly expanding in a few hot spots in the region in 2007, nearly screeched to a halt in 2008. Lewistown in particular saw a sharp rise in property values from about 2004-2007, when out-of-state buyers were selling higher priced properties in western Montana and out of state and bringing that equity to Central Montana, driving prices up. Those prices have leveled out, but an affordability gap still exists between incomes and housing prices.

A major challenge is deterioration of aging housing stock. Approximately 45% of the homes in the region were built prior to 1940 and many are in need of repair and improvements, but a poor economy means maintenance is often deferred.



The Lewistown Community Needs Assessment Survey (CNAS) completed in late 2011 for a housing plan asked respondents about the housing needs in Lewistown, and affordable housing ranked number one, with 25%; 18% said keeping quality rentals in good shape was the most pressing need, 9% of respondents said rent is too high and 7% felt upkeep of homes and yards was the top need. The CNAS conducted in Roundup in 2007 indicated 27% of respondents said their home was in need of serious repair, while 41% said minor repairs were needed. Priorities for housing needs in order of frequency included heating and home weatherization, senior home repair, affordable home ownership, affordable rentals and new housing. Rental housing is an issue for some communities and there is a regional consensus that it's a problem that has hampered employee recruitment efforts as potential workers declined jobs for lack of adequate housing.

A rehabilitation project was just completed in the Town of Stanford which helped lower income homeowners make needed improvements, the City of Lewistown has applied for a Montana Community Development Block Grant to do a similar program and Roundup is considering moving forward with a regional application including a couple of other small communities. SMDC has led these



efforts and provided grant administration.

Aging Infrastructure: Aging infrastructure is a problem that has attracted national attention, and the SMDC region has the same issues. Highways, streets, water, sewer, bridges, communication systems, buildings and more are deteriorating and figuring out how to pay for upgrades in a stagnant economy poses problems with no easy solutions. The condition and age of infrastructure in the SMDC region is for the most part, in need of improvements. Several towns have been working on sewer and water projects, some are in progress, and a few smaller incorporated communities are still wondering how to even pay to have their towns plumbed for city services. Finding the means to pay to extend services to industries, businesses and subdivisions interested in locating on the fringe of city limits is also a dilemma for some communities.



Telecommunications: There has been much progress in the availability of telecommunications in the region since the first CEDS was written in 2002, but rural Montana still lags behind much of the nation in terms of broadband and cellular service access. The State of Montana established Montana Broadband with American Recovery and Reinvestment Act (ARRA) funds and held meetings across the state to explore the issues. In a final report released in December 2011, it was noted that much of the SMDC region has broadband coverage except for in large swaths of primarily agricultural areas. Some of the problems identified at the meeting held for the SMDC region related to cellular service is that greater coverage is needed for public safety first responders, roaming agreements with the major wireless carriers is an issue and good cellular coverage is needed for businesses who require being in contact with customers at all times. It was also noted that there is a potential to co-locate wireless equipment on public safety towers, but current policy doesn't allow this.

Broadband availability is also a problem that hampers the region. The report said acquiring right-of-way easements to deploy fiber is an issue and is a time-consuming process, and that there is a growing need for better broadband service in the schools since students and teachers are using more applications such as video that require more bandwidth. The region's inadequate telecommunications diminishes e-commerce opportunities for businesses that could locate here, and puts education, healthcare, government, public safety providers and other groups at a disadvantage as they can't keep up with telecommunication opportunities. SMDC has worked with the State and telecommunication providers on this issue.

Community listening sessions were held in four rural SMDC counties in November 2011 and attendees were asked about telecommunications. Not surprisingly, 85% of respondents said their area has inadequate wireless cell service, 85% said they lacked broadband capacity and internet was slow, 15% said they lacked shovel ready fiber to the lots for business and industry, 50% said they had unreliable service with service outages and 50% said they lacked public wireless hot spots. In addition, 65% of respondents said broadband service is not affordable and a35% said training is needed to improve the technology skill of users.

Disaster Recovery: Natural disasters have been a blow that the region will be recovering from for some time. Heavy precipitation in spring 2011 followed a winter with unusually high snowpack. The result was major flooding in all six counties in the SMDC region and all were included in the Presidential Disaster Declaration issued on June 17, 2011. Musselshell County alone had over 100 homes and at least 11 businesses impacted by flood waters. Bridges and roads were washed out and 400 rural residents in the county were stranded for over two weeks. There are 37 avulsions on the Musselshell River as a result of the flood. In Fergus County, flooding on the Judith River damaged two historic trestles and a small rail company is unable to ship product (mostly grain) to the Burlington Northern Santa Fe (BNSF) mainline at Moccasin. Hundreds of roads and



bridges were severely damaged and counties, businesses and individuals are still recovering from the effects. At a community listening session organized by SMDC Nov. 14, 2011, Petroleum County officials said they have no means to address infrastructure lost in the flood, noting \$3 million in damages to roads and bridges in a county that only receives \$89,735 annually in property taxes (the total

population in the county is just 494.) SMDC staff immediately went to work to seek out funding sources to help the region recover and just hired staff members to aid recovery efforts thanks to an EDA Disaster Recovery Assistance grant. The year of 2011 will go down in history as some of

the worst flooding the region had ever seen, but the pendulum had swung the other direction by summer 2012 following a very mild winter. In late June, Musselshell County suffered another blow when a lightning-caused fire spurred by high wind and temperatures raged out of control, burning 20,000+ acres in the Bull



Mary Peters photos

Mountains south of Roundup. There were 73 houses and hundreds of structures lost and more than 60% of the homes were uninsured. Fires in August and September burned tens of thousands more acres in fires in Musselshell County and throughout the region. During preparation of this CEDS in September 2012, crews were still battling fires and hoping that rain or snow would ease the drought.



Other Problems Noted by the Public: Through public meetings, community listening sessions and the SMDC CEDS Survey, other problems hindering economic growth in the region that were frequently mentioned included the rising cost of doing business in remote Central Montana (fuel, shipping costs, cost of goods rising, etc.); lack of diversity in an economy dominated by agriculture and specialty manufacturing, poor water quality and quantity in a number of SMDC region communities, hazardous materials in public and private facilities, lack of private investment capital, limited social activities to attract younger people, lack of higher educational opportunities in a region with only one satellite higher education facility.

Opportunities

Despite the downturn in the economy following the Great Recession, natural disasters causing millions in damage over the last few years, and a remote location presenting a myriad of challenges, the Central Montana region is still holding its own in a tough economy and has a list of opportunities that inspire hope for a brighter future! The following opportunities were identified through a series of meetings throughout the region with the public, government officials, community leaders and business representatives, though research and planning documents from the region, and the SMDC CEDS Survey. This list is not all encompassing and is somewhat subjective, and is a summation of a long list of attributes and trends that show promise for economic growth:

Quality of Life: The quality of life factor is Central Montana's calling card. Montana was dubbed the

"Last Best Place" by Montana author William Kittredge, and there's not much doubt that by and large, Central Montanans choose to live in the region because of the beautiful surroundings and graceful amenities of small-town living. If they live in this six-county region, it's very likely that they enjoy wide open space and low population – and with a popula-



tion density of less than 2 people per square mile – this region scores high on both counts! In the SMDC CEDS Survey distributed to community leaders and the public at large during the CEDS planning process, quality of life factors were deemed by the majority to be above average in regards to K-12 and post-secondary education, community and adult education, healthcare services, community leadership, and recreational and cultural opportunities. These quality of life factors contribute to the region's stability and potential for renewal and growth. In the America's Top States for Business annual review by CNBC, Montana ranked 24th overall, but was a respectable 18th place for quality of life, which took into account local attractions, the crime rate, healthcare, along with air and water quality.

Through Central Montana Business Expansion and Retention (BEAR) interviews and meetings with

business owners throughout the region, there are reoccurring stories of people who decided to relocate to Central Montana from more urban areas because of those quality of life factors. The region is also beginning to see an uptick from a few oil field workers choosing to locate their families in communities in the SMDC region rather in the oil fields where the effects of the oil boom have created fall-out ranging from higher crime rates to congested schools, traffic safety issues and high cost of living.

Related to quality of life attributes is a reoccurring comment that the people in Central Montana are its greatest assets and community groups are working hard to improve the region in a variety of ways. Volunteerism is alive and well in the region, and its citizenry have a reputation for donating their time, energy and resources to causes they believe in.

Geography: Although the region's remoteness has its drawbacks, primarily in regards to shipping and receiving goods from out of state, the central geographic location is an opportunity in several arenas. Because of the central location, the SMDC region is a "hub" that gives manufacturers and others an advantage to ship to other places within the State of Montana. The central location also creates an advantage for recruiting conventions and other events. Lewistown is particularly successful in being able to host mid-size conventions and sporting events and is exploring building a convention center to expand those opportunities.

Tourism: Tourism has a strong impact on the economy in the SMDC region and is one of the fastest growing industries. According to the Montana Office of Tourism, "more than 10 million people visit Montana each year and they spend about \$2.9 billion." The Institute for Tourism and Recreation Research (ITRR) says about 3.5% (350,000) of the 10 million people who visit Montana in a given year pass through the heart of Central Montana, Lewistown, and just about .05% (47,495) spend at least one night. Tony Brown, sales manager at the Yogo Inn of Lewistown, has written about the effects of tourism on the economy. The average age of tourists coming through Lewistown, is 65-74. The next closest group was age 55-64. Most traveled as couples and had incomes less than \$50,000. Interestingly, most came from nearby states in the Northwest and the activities they participated in were scenic driving, wildlife watching and visiting museums. Data from ITRR says that



tourism supports nearly 48,000 jobs in Montana – typically in the fields of hospitality, guides and outfitters and transportation. Of those, about 98% are “mom and pop” businesses. “When individuals come to our area, they purchase a variety of goods and services,” Brown noted. “Restaurants, gas stations, grocery stores, craft stores, local newspapers, hardware stores, sport-



ing goods stores, and many more businesses will prosper from each of these travelers.” The region boasts abundant outdoor recreational activities, including cross-country, photography, golfing, snowmobiling, hiking, mountain biking, fishing, hunting, auto tours, camping, swimming and boating, among others. Cultural attractions are also

plentiful, with a variety of fairs, festivals, rodeos, musical events, art shows, museums and a popular dinner train that attract a diverse cross-section of people from across the United States and even internationally. The region is off the beaten path, as Central Montana isn’t on an interstate route, but that is seen as advantageous by many who have discovered the unspoiled beauty and slower pace of the region.

Tourism-related jobs are typically lower-paying service industry positions, but collectively, they still represent a large piece of the economic pie and many in the region are working on ways to cut an even bigger slice. For instance, as noted earlier, there is a movement to build a convention center in Lewistown that would expand the size of the events that could be hosted.

Natural Resources: The SMDC region is rural and well-deserving of its reputation as an agriculture-based economy. Agriculture has been the leading industry since the region was settled in the late 1800s and in spite of fluctuating livestock and grain prices, is important to the stability of the region. Farmers and ranchers have seen higher grain and cattle prices the last few years, although fuel, fertilizer, feed and seed and machinery costs have all skyrocketed, narrowing profit margins. Many of the area’s producers have found ways to supplement their incomes, by taking

jobs off the farm or ranch, charging fees for hunting and recreational opportunities, timber sales, as well as experimenting with more specialty crops and value-added products. One comment made by a participant in Leadership Central Montana 2012-13 noted that a stable agricultural economic base allows the region to take more risk when considering economic opportunities. He said, "This economic base



will fluctuate some years due to markets and weather, but on the other hand it is not going to pick up and move to a different area either."

Mining has been an industry that has ebbed and flowed in prominence since the late 1880s, but by the mid-1990s, the region had seen shut downs of all of its gold and coal mines. Musselshell County's Bull Mountain Coal Mine had reopened in the mid-2000s, but was struggling and the glimmer of hope was reduced to a flicker when just as the 2007 CEDS was finalized, the mine shut down. Hope revived when it was announced in 2008 that the mine had sold and would reopen under the banner of Signal Peak Energy. Not only did the new owners, Boich Energy and



First Energy of Ohio, immediately begin hiring back workers (nearly 275 are now on the payroll), but they invested approximately \$450 million between the mine's purchase, construction of a 35-mile rail spur, new preparation plant, silos and longwall mining equipment. Thanks to



EDA and Montana Coal Board funding, a feeder road to the mine was rebuilt, improving safety and functionality for traffic to and from the mine and residents in the Bull Mountains. The subsequent job creation for construction and other ancillary businesses has given the region a much-needed boost. It appears as if coal mining is going to be around awhile

this time – the mine’s owners predict that the mine will produce upwards of 20 million tons of coal per year for 15 years (until about 2023) from the Bull Mountain mine. Other thermal coal reserves have been identified near the Signal Peak mine. The 70,000 acre area has estimated coal reserves of 91.3 million tons and modeling calls for a mine with a potential of 30 years of production at 6 million tons per year, according to Montana Means Energy’s website.

Oil and gas activity has also been a player in the Central Montana economy that has seen several booms and busts over the years. Oil and gas development has flourished in eastern Montana since the last CEDS was written in 2007 and some activity has spilled over into the SMDC region. Pipe has been laid and is ready to pump natural gas from wells in northern Fergus County and elsewhere in the region, but low prices have reduced profitability and for now, that activity has nearly ceased. Musselshell, Petroleum, Fergus and Wheatland counties have all seen oil drilling activity and wildcatting for oil is ongoing. Some of that activity has led to producing wells, primarily in Musselshell and Petroleum counties. Major oil production is east and north of the SMDC region, but the jury is still out as to the extent of oil activity in Central Montana. Exploration drilling in the SMDC region using horizontal well drilling and hydraulic fracturing (fracking) has the area abuzz about the pros and cons of such development. That activity has resulted in some job creation.

At November 2011 community listening sessions conducted by SMDC in four rural counties in the region, there was a consensus by several that the region’s water and wildlife resources are strengths that contribute to the economy. The region has some great streams, lakes and reservoirs that attract recreationists and the hunting and guiding industries contributed millions of

dollars to the economy and benefit ancillary service businesses.

Montana has wind and lots of it. The state is ranked among the top five for wind power potential. When the last CEDS was written in 2007, wind energy development was making headlines as a 90-turbine wind farm was being constructed in Wheatland County that would produce 135 megawatts of energy, with power sold to NorthWestern Energy under a 20-year power purchase agreement. "Harnessing the wind" to provide energy has improved the SMDC economy by providing jobs and impacts fees dedicated to an endowment fund are helping Wheatland County schools and local governments. The creative citizens in Wheatland County have even found a way to boost tourism thanks to its "wind capital" status. They launched the annual "Festival of the Wind" to honor the industry, which attracts visitors from across the region and state.



Wind energy development continues to make news as a few small projects have gone onto the power grid in the region, and several larger projects are in development. Wind energy development in Montana presented questions about the adequacy of transmission lines. Governor Brian Schweitzer has promoted his energy policy on transmission and is adamant that new and upgraded transmission lines will be needed to export Montana energy to population centers with a high demand for energy. See more about Montana's wind resources, including current facilities and proposed projects at [**www.thepolicyinstitute.org/wind.pdf**](http://www.thepolicyinstitute.org/wind.pdf).

Wind energy is the "A List" star in the region, but utilizing biomass for co-generation continues to pop up periodically. Feasibility studies have been conducted for biomass co-generation and results were favorable, however potential projects have fizzled out for varied reasons. The timber industry was thriving in Central Montana at the turn of the century, but all but one of its larger sawmills shut down. Montana's forests have been ravaged by mountain pine beetle, particularly in western Montana. The beetle eventually kills infected trees, which obviously creates a fire hazard. A USDA Forest Service report from its Forest Products Laboratory on "Economic Use of

Beetle-Killed Trees” published in October 2011 looks at ongoing industries that are utilizing these trees including the manufacture of wood pellets, mulch, biomass energy feedstock, log home building, building supplies, etc. Some of these uses are being explored in the SMDC region and could turn a tragic situation into an opportunity to create jobs and improve forest health by removing dead trees and understory growth.

Manufacturing Industry Growing: A growing specialty manufacturing cluster continues to present opportunities for job creation in the SMDC region. These small cluster industries have provided jobs and improved the tax base in a few counties in the region. Several of these manufacturers



have expanded their businesses by securing government contracts, which has helped them remain viable during the recession. In a report prepared by the Bureau of Business and Economic Research (BBER) at University of Montana for the Montana Manufacturing Extension Center in 2009, it was noted that Montana manufacturing employment decreased 8% during the recession (through end of the 2009), but that almost all of the manufacturing jobs lost were in wood

products. Without those losses due to permanent closures of several western Montana sawmills and other wood processing plants, the decline would've been just 2.5% compared with the nation's manufacturing decline of 10.5%.

By and large, Central Montana's manufacturing jobs tend to pay above the average wage of the region. The Montana Department of Labor and Industry estimates the employment multiplier for manufacturing is 3.58. This means that about 2.58 new jobs are created in other sectors as a result of one new manufacturing job, according to the BBER report. "Similarly the compensation multiplier is 2.72, meaning that \$1.72 in wages is created elsewhere in Montana for each \$1.00 of new manufacturing wages."

The following quote from a Leadership Central Montana participant sums up the opportunities afforded by a growing manufacturing cluster: "Growth in the manufacturing sector leads to job opportunities for workers with young families who are looking for better pay than the service sector jobs can offer. It also creates opportunities to entice some of the manufacturing supply chain businesses to move here. With few government regulations and strong support from the

community, plus plenty of land for new plants, this area could be a prime location for new manufacturers.”

Availability of Telecommunications: Telecommunications was also listed in the “problems” section because rural regions like Central Montana are lagging behind in availability of high speed service. However, it’s worth noting that the availability of high speed Internet service has allowed diverse types of business owners to live and work in the area, whereas they previously needed to locate in urban parts of the country. These businesses that use new technologies are contrib-



uting to the wealth of our communities and are attracted to our small towns with their high quality of life attributes. For instance, Elk River Systems, a ticket printing business, was able to open an office in the small town of Harlowton because of this new age of e-commerce, and also added a satellite office in Lewistown. They design and print tickets for thousands of events, performances, concerts, sporting events, raffles, etc. and allow customers to personalize tickets

online with user-generated design tools. The business has been very successful, in spite of issues with “log-jamming” of information transmitted online. SMDC, internet providers and state agencies met with Elk River Systems and have solved some of those problems. The State of Montana recognizes the broadband issues that create obstacles for businesses to conduct e-commerce activities in rural parts of Montana. There remain many opportunities for telecommuters to live and work in the SMDC region, which will slowly but surely improve the economic base.

Workforce Training Opportunities: Related to the discussion regarding telecommunications is that there are ever-growing opportunities for e-learning. Montana is the fourth largest state in the nation so sending employees to trainings can be expensive. With webinars and video-conferencing, the ability to train new and existing workers is more affordable to agencies and business owners. The State of Montana has new worker training and incumbent worker training grant programs that are helping businesses with training needs. The new worker training grant programs with the Montana Department of Commerce help primary sector businesses on a match basis and have several new and existing businesses in the SMDC region have been assist-



ed. In addition, an Incumbent Worker Training Grant (IWT) program with the Montana Department of Labor and Industry has helped many businesses in Central Montana with training needs. The IWT funds are for small businesses and applications are approved by the Central Montana BEAR Team, only after the business goes through the BEAR assessment. The BEAR process often-times results in a referral of professionals that can advise the business on how to be more successful. These programs have been highly successful in Montana and create opportunities that benefit both employers and employees.

Educational Opportunities: The Central Montana region doesn't have access to many higher learning opportunities, but the Central Montana Education Center in Lewistown

is now a satellite of the Montana State University-Northern system. The result is expanded course offerings that allow area people to work toward their post-secondary education goals and remain in the Lewistown area. Approximately 150 courses are offered by MSU-Northern each academic year including entry-level Montana University Core classes required for any degree program, an Associate of Arts degree, the Associate and Bachelor of Science Degree in Nursing, the Associate and Bachelor of Science in Business Administration, as well as graduate level courses for educators. More online learning opportunities with schools across the nation also give students of all ages a chance to earn college credits.

Other Opportunities Noted: There were many comments from the public and community leaders throughout the region about opportunities that exist for Central Montana to improve its economy, and the most common are listed in this section. Some said lack of diversity in the economy was a problem with so much riding on agriculture and manufacturing, but it was also noted that those industries, along with education and healthcare create employment opportunities that can be expanded upon. With the rapid commonality of e-commerce, store-front retail businesses have suffered, but some view that as a "if you can't beat them, join them" opportunity to find creative ways to reinvent ourselves and reach new markets through the World Wide Web that

were previously out of reach. Some saw the high percentage of older citizens living in the region as a means to capitalize upon a reputation as a great retirement area with relatively low cost of living and quality of life factors.

During the preparation of this SMDC CEDS, the Montana Policy Institute (MPI) released its list of top-10 Montana cities most friendly to business and Lewistown came in at number eight. The MPI bills itself as a “free market think tank focused on Montana issues and Montana solutions. The report was based on data from Montana’s 25 most populous towns and cities, using criteria such as recent job growth, residential population growth from 2010 to 2011, median per capita income, business property tax levels, cost of living, violent crime rates and education. (Lewistown was the only city in the SMDC region large enough to be analyzed.) Despite a good showing overall, Lewistown scored near the bottom in terms of economic vitality. Loss of population and declines in job growth were cited as reasons for the low score in that category. Lewistown scored at the top of its tier of similarly-sized communities for the Business Tax Burden category and was fifth of all the 25 cities for this criterion. Lewistown also ranked first in its tier for Community Allure, considering crime rates, education levels and cost of living. These sorts of accolades are not surprising to Lewistown’s community leaders. Neither is it surprising that it scored so low for economic vitality, as the closing of so many businesses is a testament to that unfortunate reality.

There are several other planning documents in the region that delve more deeply into current issues and trends and provide insight into the dynamics of the Central Montana economy. Some of them include the Musselshell County Growth Policy Update 2010 (see www.cmrcd.com for a link); Lewistown Growth Policy and Downtown Master Plan (see www.cityoflewistown.com for links); Central Montana Resource Conservation and Development Area Plan 2007 Update (www.cmrcd.com).

Some communities in the SMDC region have Capital Improvement Plans, but many aren’t up-to-date and don’t offer strategies for funding their needs.

All six SMDC counties have Community Wildfire Protection Plans that include Wildland-Urban Interface plans. All six counties also have Multi-Hazard Plans, which include mitigation strategies.

3) Community and Private Sector Involvement

Community input is vital to the CEDS planning process. The SMDC Comprehensive Economic Development Strategy (CEDS) Committee and SMDC Board of Directors worked diligently to

Name	Company	Position
Gloria Hungate	Rosie's Rusty Bucket	Buyer, Minority
Edgar Lewis	Lewis Ranches	Owner, Rancher
Gary Thomas	Thomas Consulting	Owner, Surveyor, Consultant
Richard Moe	Moe Ranch, Wind Farm	Farmer, President, Financial Partner
Cody McDonald	McDonald Farms/ Community Leader/Public	Owner, Farmer, HRDC BoD, Judith Ba- sin County Commissioner
Larry Lekse	Official Lekse Drilling/Public Official/ Community Leader	Owner, Well Driller, Musselshell County Commissioner, RC&D BoD
Ken Minnie	Community Leader	Owner, Rancher
Carol Ann Schaeffer	Community Leader	Owner
Ralph Corbett	Carol's Photography	Owner
Jeff Sell	Ralph's	Owner, Mayor of Harlowton
Bill Thomas	Painter's Ace Hardware Dental Practice, Central	Owner, Chairman of the Board
Skip Ahlgren	Montana Comm. Health Center	Owner, Rancher, Petroleum County Commissioner
Harry Peck	Rancher, Public Official	Owner, Rancher/Farmer
Holly Clark		Bountiful Baskets organizer
Nancy Weaver	Agricultural Producer Homemaker Weaver Realty	Owner, realtor

insure that the public had a voice in the development of this plan. The following is the outline of the CEDS process:

A series of CEDS public listening sessions were held over the course of nearly a year in preparation for this CEDS 2012 update and that input helped shape this document. In addition, information for the SMDC CEDS was gathered at the many public meetings held throughout the region over the course of the last few years. SMDC staff used these forums as opportunities to illicit comments about the strengths and needs in the region. These meetings were attended by culturally-diverse groups and ranged from Community Block Grant Development public hearings, community meetings in reaction to the severe flooding of 2011, housing, healthcare, agriculture, resource development, business workshops and leadership development trainings, etc. Notes were taken at these meetings and provided insight into the

2. REPRESENTATIVES OF OTHER ECONOMIC INTERESTS (*No more than 49%*)

Name	Area of Interest	Position
Ken Ronish	Public Official, Transportation, Aging Services, Workforce Development,	Fergus County Commissioner, School Transportation Committee, Council on Aging BoD, Workforce Community Management Team, Headstart BoD, RC&D BoD, Fire Council, MACO Justice
Kevin Myhre	Public Official, Community	Lewistown City Manager
John Wright	Leader	Judith Gap Teacher, Judith Gap Council Member
Sam Weidner	Education, Public Official	Triangle Communications Economic Development Specialist
Anne Boothe	Fergus County Port Authority	Lewistown Community Volunteer Network, Destination Lewistown, Owner, webmaster
Chris Cooler	Economic Development	NW Energy, Lewistown Area Chamber of Commerce Board member
Trace Sweeney	Utilities, Economic Development	Musselshell Valley Leadership Training Center volunteer
Lissa Beatty	Economic Development, Rural	Yogo Inn Sales Manager
Tony Brown	Tourism	Central Ag Research Center Superintendent, Judith Basin Co. Chamber
Dave Wichman	Economic Development	

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
Private Sector Representatives (at least 51%)	15	60%
Representatives of Other Economic Interests (no more than 49%)	10	40%
Total Board Membership	25	100%

SMDC ECONOMIC DEVELOPMENT DISTRICT BOARD OF DIRECTORS ROSTER

1. GOVERNMENT REPRESENTATIVES (51-65%)

Name	Government	Position
Ken Ronish	Fergus County	County Commissioner
Kevin Myhre	City of Lewistown	City Manager
Jeff Sell	Town of Harlowton	Mayor
Richard Moe	Wheatland County	County Commissioner
Holly Clark	Town of Ryegate	Town Council Member
Cody McDonald	Judith Basin County	County Commissioner
Larry Lekse	Musselshell County	County Commissioner
Ken Minnie	Town of Roundup	Council Member
Skip Ahlgren	Petroleum County	County Commissioner
Ralph Corbett	Winnett and Petroleum	City Council

2. NON-GOVERNMENT REPRESENTATIVES (35-49%)

A. Private Sector Representatives:

Name	Company / Enterprise	Position
Gloria Hungate	Rosie's Rusty Bucket	Buyer
Edgar Lewis	Lewis Ranches	Rancher/Sole Proprietor
Gary Thomas	Thomas Consulting	Sole Proprietor/Surveyor/Consultant
Harry Peck	Agricultural Producer	Rancher, Farmer

B. Stakeholder Organization Representatives:

Name	Organization	Position
Trace Sweeney	Lewistown Area Chamber of Commerce, Utility: North-western Energy	Utility, Board member
Carol Ann Schaeffer	Russell Country Tourism	Board of Directors
Bill Thomas	Health Care	Chairman of Community Health Center

3. AT-LARGE REPRESENTATIVES (0-14%)

Name	Area of Interest	Background
Lissa Beatty	Economic Development, rural	Business Owner

CALCULATIONS

	<u>Number</u>	<u>Percent</u>
1. Government Representatives (51-65%)	10	56%
2. Non- Government Representatives (35-49%)	7	39%
Private Sector Representatives (at least 1)	4	
Stakeholder Organization Representatives (at least 1)	3	
3. At-Large Representatives (0-14%)	<u>1</u>	<u>5%</u>
Total Board Membership	18	100%

4) A section identifying economic clusters within the Region, focusing on those that are growing or in decline.

The term “industry cluster” was coined by economist Michael Porter in 1990, but the concept is based upon “industrial agglomeration,” which is a term that can be traced back over a century. In a nutshell, agglomeration economies are associated with the cost savings to a business resulting from the proximity to markets and to inputs (supplies, labor force, etc.) More specifically, as more businesses locate in the same geographic area, the lower the cost of production that can be achieved from supplies competing for business, a greater specialization of supporting firms and a specialized workforce.

In recent decades, many of the advantages of agglomeration economies were downplayed by globalization and its associated factors of technology, easier mobility and lower transportation and communication expenses. However, competitive advantages still arise from industry clusters. Porter’s concept of industry clusters is described as “*geographic concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries, and associated institutions (e.g. universities, standards agencies, trade associations) in a particular field that compete but also cooperate.*”

Porter’s definition of an industry cluster is a system of businesses and institutions engaged with one another at various levels. Engagement allows individuals to increase their competitive advantage through the pooling of resources, knowledge and innovation. When properly implemented, industry clusters can provide a competitive advantage for a region.

By identifying local industrial trends through regional industry cluster analysis, we hope to provide a framework for communities to stimulate local innovation, entrepreneurship and economic development. SMDC can assist in identifying what new businesses may achieve success through becoming part of a growing cluster. A shining example of how an industry can promote economic development in a region is the manufacturing cluster.

The existing cluster is the Central Montana Manufacturing Alliance (CMMA). The CMMA was started in June 2002 when Snowy Mountain Development Corporation (SMDC), Montana Manufacturing Extension Center (MMEC) and Fergus County Port Authority (FCPA) invited 14 businesses to coffee and conversation. From that initial meeting, the group decided to meet monthly, tour each of the manufacturing partners’ businesses, and host a retreat in November 2002 to discuss operating rules for the Alliance.

The November 2002 retreat started with one ground rule: —What was said within the meeting stays within the meeting. The group conducted a SWOT (strengths, weaknesses, opportunities and threats) analysis, chose an organizational structure, outlined operating rules, and identified a process to become a member of the CMMA. The group determined that leadership of the group would rotate and that the group would maintain an informal structure until that needed

to change. They felt that they could organize formally based on specific projects that they would undertake. They wanted to keep the group focused on manufacturing; however they would accept members who could provide technical assistance such as MMEC and SMDC. The agenda for each meeting would include a reminder of the rules, sharing time, idea review, project review, and other items as necessary. The CMMA members frankly provide honest feedback to each other, and are able to openly discuss highly confidential projects and issues because of their trust, professionalism and ability to keep what is said in the meetings confidential. CMMA has seen many positive results, including collaborative bidding, shared work force, and joint training.

Regional Technology Strategies, Inc. (RTS) gave a presentation which explored strategies for the SMDC region in October 2012 at the Montana Economic Developer's Association (MEDA) conference held in Lewistown.

RTS identified the Central Region (SMDC) Economy Issues, presented an economic overview of sectors, the jobs they provided in 2006, 2011 and a forecast for 2016, state location quotient and 2011 earnings. See the charts that follow that detail their findings:

The slide is titled "Central Region Economy Issues" in a serif font. Below the title is a small circular icon containing the number "3". The main content is a bulleted list of economic issues, with each item preceded by a red square bullet. The list includes: "Demographics" (with sub-bullets for "Low population density" and "Older population"), "Strong Natural Resource Economy expected to continue to grow" (with sub-bullets for "Renewable and non-renewable energy" and "Expanding coal mining"), "Brownfields opportunities", "Need to expand small business/entrepreneurship" (with a sub-bullet for "Niche manufacturing?"), "Strong agricultural sector" (with sub-bullets for "Production", "Ag support", and "Value-added opportunities?"), and "Infrastructure issues". In the bottom left corner, there is a circular logo with the letters "RTS" inside.

Central Region Economy Issues

- Demographics
 - Low population density
 - Older population
- Strong Natural Resource Economy expected to continue to grow
 - Renewable and non-renewable energy
 - Expanding coal mining
- Brownfields opportunities
- Need to expand small business/entrepreneurship
 - Niche manufacturing?
- Strong agricultural sector
 - Production
 - Ag support
 - Value-added opportunities?
- Infrastructure issues



Central Region Economic Overview, 2006-2016							
4							
Sectors	2006 Jobs	2011 Jobs	2016 Jobs	% Change 06-11	% Change 11-16	2011 State Location Quotient	2011 Earnings
Agriculture, Forestry, Fishing and Hunting	1,977	2,060	2,161	4%	5%	2.99	\$17,926
Government	1,891	1,874	2,061	(1%)	10%	0.95	\$42,306
Health Care and Social Assistance	1,098	1,076	1,135	(2%)	5%	0.78	\$38,491
Retail Trade	1,088	1,074	1,118	(1%)	4%	0.75	\$22,045
Construction	941	1,007	1,187	7%	18%	1.20	\$34,803
Accommodation and Food Services	864	876	934	1%	7%	0.85	\$14,538
Other Services (except Public Administration)	803	770	800	(4%)	4%	1.01	\$15,164
Real Estate and Rental and Leasing	440	637	814	45%	28%	1.10	\$13,619
Manufacturing	470	498	529	6%	6%	1.25	\$33,590
Mining, Quarrying, and Oil and Gas Extraction	214	489	740	129%	51%	2.25	\$80,572
Finance and Insurance	353	440	510	25%	16%	0.85	\$32,795
Wholesale Trade	313	408	485	30%	19%	1.13	\$43,824
Professional, Scientific, and Technical Services	381	348	422	(9%)	21%	0.53	\$27,596
Waste Management and Remediation Services	237	321	434	35%	35%	0.54	\$15,318
Transportation and Warehousing	251	315	359	25%	14%	0.84	\$36,890
Arts, Entertainment, and Recreation	277	227	244	(18%)	7%	0.53	\$11,125
Information	103	135	150	31%	11%	0.73	\$35,674
Educational Services (Private)	62	57	79	(8%)	39%	0.38	\$12,134
Utilities	52	41	50	(21%)	22%	0.63	\$128,657
Management of Companies and Enterprises	20	10	14	(50%)	40%	0.45	\$37,651
Total	11,833	12,664	14,226	7%	12%		\$29,829

RTS also presented a comparative growth forecast for the SMDC region, State of Montana and the nation from 2011-2016, which predicts that the SMDC region will see a more than 12% increase in the number of jobs, compared with the State's forecast of just over 7% and the U.S. of under 7%. The lead sectors from 2006-2016 are also identified, with coal mining surpassing all categories with an increase from 2006 to 2011 of a whopping 730% and a predicted 84% increase from 2011-2016. This cluster, as noted earlier in the CEDS, is focused upon Musselshell County where one of the largest coal mines in the country is in full operation and several other mines in the works. Oil and gas extraction is the next leading sector, with a 115% increase from 2006-2011 and is predicted to increase another 43% from 2011-2016. See more details in the following charts from RTS's presentation:

Central Region Comparative Growth 2011-2016

5



Region	2011 Jobs	2016 Jobs	% Change
MT Central Region	12,664	14,226	12.3%
State	630,515	676,865	7.4%
Nation	176,783,049	188,708,005	6.7%



Central Region Lead Sectors, 2006-2016

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Sector	2006 Jobs	2011 Jobs	2016 Jobs	% Change 06-11	% Change 11-16	2011 State Location Quotient	2011 National Location Quotient	2011 Average Earnings
Animal Production	1,331	1,769	1,863	33%	5%	5.0	21.0	\$17,489
Support Activities for Crop Production	131	132	141	1%	7%	2.9	3.8	\$23,706
Oil and Gas Extraction	68	146	209	115%	43%	2.2	2.9	\$54,250
Coal Mining	23	191	351	730%	84%	8.5	28.9	\$130,657
Highway, Street, & Bridge Construction	255	264	291	4%	10%	5.4	11.5	\$65,930
Architectural & Structural Metals Mfg	121	109	144	(10%)	32%	6.9	4.5	\$55,808
General Freight Trucking	135	145	150	7%	3%	1.4	1.4	\$36,260
Lessors of Real Estate	183	295	390	61%	32%	1.4	1.6	\$17,384
General Medical Surgical Hospitals (Private)	544	427	389	(22%)	(9%)	1.1	1.4	\$42,880
Federal Government, Civilian	254	264	274	4%	4%	0.9	1.2	\$68,054
State Government	317	265	286	(16%)	8%	1.1	1.6	\$47,961
Education and Hospitals (Government)	748	793	880	6%	12%	1.4	1.3	\$40,074
Local Government	464	445	503	(4%)	13%	1.1	1.1	\$30,845
Total	11,833	12,664	9,204	7%	12%			\$29,829

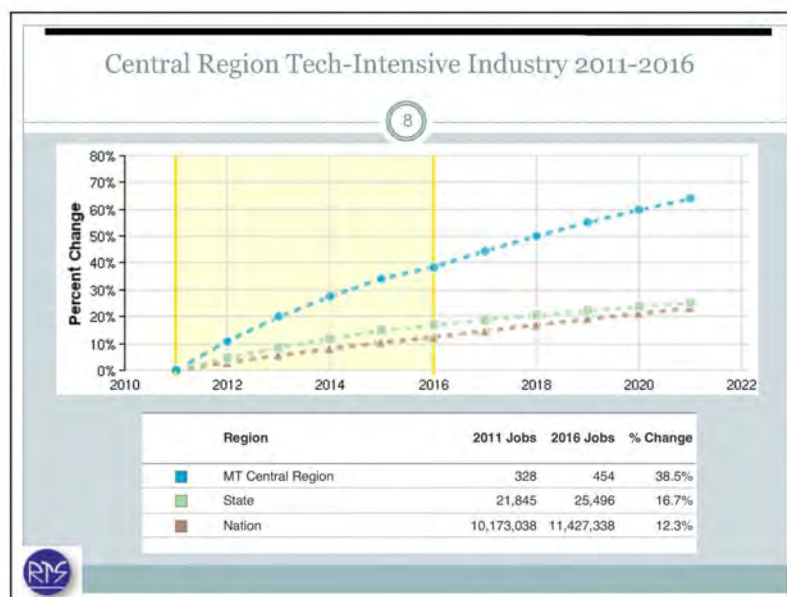


The RTS presentation also examined select occupations in 2006, 2011 and forecast for 2016, location quotient and average hourly wage, as well as the region's tech-intensive industry 2011-2016. As the charts below illustrate, the increases in jobs in the region were in the construction-related sectors, mechanics, etc., as well as financial specialists. These figures confirm the growth of the construction, mining and oil and gas extraction clusters in the region.

Central Region Select Occupations, 2006-2016

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Occupations	2006 Jobs	2011 Jobs	2016 Jobs	% Change 06-11	% Change 11-16	2011 Location Quotient	Avg Hourly Wage
Other Management Occupations	1,951	2,068	2,218	6%	7%	4.1	\$9.77
Construction Trades Workers	693	777	939	12%	21%	1.7	\$15.64
Motor Vehicle Operators	408	438	488	7%	11%	1.3	\$15.54
Primary, Secondary School Teachers	372	397	449	7%	13%	1.3	\$16.03
Financial Clerks	309	337	381	9%	13%	1.2	\$12.27
Health Diagnosing and Treating Practitioners	291	289	306	(1%)	6%	0.8	\$33.70
Vehicle and Mobile Equipment Mechanics	228	273	310	20%	14%	2.1	\$12.34
Material Moving Workers	200	249	311	25%	25%	0.8	\$15.63
Other Installation, Maintenance, & Repair Occupations	205	241	285	18%	18%	1.1	\$15.18
Nursing, Psychiatric, and Home Health Aides	178	205	224	15%	9%	1.0	\$10.03
Business Operations Specialists	178	203	241	14%	19%	0.6	\$23.78
Financial Specialists	163	201	244	23%	21%	0.6	\$20.94
Agricultural Workers	184	198	213	8%	8%	2.9	\$10.44
Dispatching and Distributing Workers	163	170	189	4%	11%	0.6	\$14.84
Animal Care and Service Workers	155	165	168	6%	2%	2.6	\$10.39
Top Executives	128	140	161	9%	15%	0.8	\$31.22
Health Technologists and Technicians	150	137	147	(9%)	7%	0.7	\$18.10
Other Education, Training, and Library Occupations	123	127	142	3%	12%	1.1	\$10.57
Entertainers, Performers, Sports Workers	112	118	131	5%	11%	1.3	\$11.58
Supervisors, Construction and Extraction Workers	82	103	128	26%	24%	1.8	\$20.74
Total	9682	10440	11654	8%	12%		\$13.39



Regional supply chain opportunities were also explored by RTS with the following list again confirming the growth of mining and oil and gas extraction clusters in parts of the region.

Industry	Amount	In-Region
Rail Transportation	\$7,865,682	11%
Corporate, Subsidiary, and Regional Managing Offices	\$7,400,739	0%
Engineering Services	\$2,778,941	2%
Commercial Banking	\$2,734,963	41%
Support Activities for Coal Mining	\$1,858,476	63%
Offices of Lawyers	\$1,830,201	6%
General Freight Trucking, Long-Distance, Truckload	\$1,805,706	35%
Wholesale Trade Agents and Brokers	\$1,490,659	17%
Machine Shops	\$1,428,072	5%
Support Activities for Metal Mining	\$1,026,816	5%
Crop Production	\$1,008,781	4%
Support Activities for Oil and Gas Operations	\$957,567	49%

RTS gave the following strategic options for the SMDC region based on the above data:

- **Build on Natural Resource Economy**
 - ⇒ Renewable and non-renewable energy
 - ⇒ Expanding coal mining may lead to supply chain opportunities
 - ⇒ Increase services to the industry
- **Brownfields Opportunities**
 - ⇒ Use to develop small manufacturing and industrial services
- **Need to Expand Small Business/Entrepreneurship**
 - ⇒ Increase manufacturing extension
 - ⇒ Niche manufacturing, design intensive
 - ⇒ Services to energy industry
- **Build on Agricultural Sector**
 - ⇒ Value-added opportunities
 - ⇒ Shared-use kitchen provides for income generation
- **Adventure and nature tourism**
 - ⇒ Local foods, arts, crafts

5) Goals & Objectives; 6) Suggested Projects List ; 7) Vital Projects, Program & Activities; 8) Action Plan & 9) Performance Measures

Objective Part 303.7 (b) (3)	Implementation Plan Part 303.7 (b) (8)	Projects w/priority (H=High, M=Medium, L=Low) Part 303.7 (b) (5 & 6)	Expected Results	Performance Measures and Evaluation Part 303.7 (b) (9)
Goal 1. Strengthen the diversification of the economy and enhance the economic vitality of communities.				
A. Restore communities to pre-disaster economies.				
1. Communicate with each local government within the region to assess needs, build collaboration and determine depth of disaster impacts and brainstorm recovery strategies.		All counties and local governments (H)	An ongoing list of needs will be developed; relationships remain strong; assistance provided to local governments; hope restored.	Project timelines developed; partners identified; resources identified and secured; projects completed; economic activities restored; jobs retained or created
2. Develop disaster recovery strategies for at least six of the government entities as identified through the assessment process.		Lewistown, Fergus Co., Roundup, Musselshell Co., (M)	Entities will have a plan to follow for recovery.	Entities involved; strategies achieved; jobs retained or created
3. Provide group technical assistance to businesses/individuals impacted by the severe storm disaster.		Roundup Housing, Lewistown Housing, Ag producers, Watershed groups (M)	Project identified; strategies developed; public educated; support gained for projects.	Attendance at meetings; response by participants; follow-up activities
4. Outreach efforts to educate the public on resources available to assist in the recovery efforts.		All counties and local governments	Public educated on resources; interest in follow-up activities.	Interest in follow-up activities; public reached through efforts.
5. Identify mitigation efforts that will reduce impacts in future events.		Lewistown study, Roundup housing, CMR coffer dams (H),	Mitigation projects identified; strategies developed to mitigate future impacts.	Number of mitigation projects identified and addressed. Jobs retained or created as a result.
B. Provide technical assistance to businesses that are expanding or expending efforts to retain current level of business.				
1. Conduct annual visits with businesses to learn how to support their growth strategies, provide information on resources, educate on technical assistance opportunities.		All counties Elk River Systems CMAA Spika Welding Hi-Heat, etc. (H)	Relationships remain strong; knowledge on resources gained; identify strategies to address problems; share examples of best practices.	At least 25 businesses will be provided TA for growth strategies annually; at least 10 businesses will be referred to and access other resources annually.
2. Work closely with local manufacturers		All counties (M)	Manufacturing jobs will grow; mfg.	At least 25 new manufacturing jobs

	to assist them in growth and expansion opportunities as well as identify obstacles in growth; including active participation in the Central Montana Manufacturing Alliance.		sector of the economy will increase; tax base will increase.	will be created; Revenues will increase in the mfg. sector; County mill values will increase
	3. Support Business and Expansion (BEAR) team efforts; continue business interviews, team assessments, resource referral and follow-up activities.	All counties (M)	Businesses will receive referrals for assistance; will build strong relationships with businesses; economic stability of businesses will be increased	Ten (10) businesses will be interviewed and assessed annually; 4 businesses will access Incumbent Worker Training funds annually
C. Encourage, nurture and help entrepreneurs develop new or innovative business ventures in central Montana.				
	1. Annually provide technical assistance to 25 individuals desiring to start-up a business, business plan development, financing strategies, and other entrepreneurial activity.	All counties (H)	Entrepreneurial activity will be encouraged; start-up success will be increased through TA;	At least 25 entrepreneurs will be assisted during the start-up decision making process; 3-5 new jobs will result annually.
D. Promote business relocation and recruitment efforts in the region.				
	1. Develop a team that will respond to re-location inquiries in a community so that these opportunities can effectively and efficiently respond providing interested parties with reliable and quality information to base decisions.	All counties Grocery store Manufacturing (M)	Increased possibility of business relocation; relocation decisions will be based on better information.	Two (2) relocation inquiries will be responded to annually.
	2. Prioritize allocation of resources to responses to re-location inquiries or recruitment efforts supported by businesses within the existing economy.	All counties Grocery store Manufacturing (L)	Additional efforts in positively impacting relocation requests; relocation decisions will be based on better information; Businesses will be able to contact us during relocation decision process	Outreach efforts will be increased; website will become a better tool for businesses considering relocation; success stories will be publicized.
E. Encourage business development by assisting businesses access federal, state and local economic development contracts and programs.				
	1. Educate businesses on government opportunities through outreach efforts, one-on-one counseling, and group educational experiences.	All counties (M)	Businesses will have better access to government opportunities; more businesses will access programs.	Increased # of businesses will access state and federal programs; 25 individuals will be educated annually; job creation will be a result of accessing the programs.
Goal 2. Improve and enhance community infrastructure systems to position the region for				

sustainability and growth.			
A. Assist communities in upgrading or maintaining their <i>water, wastewater and utility</i> infrastructure.			
1. Work with local governments and communities in ensuring that they have a water system that is safe and reliable.	Lavina, Winifred, Ryegate, Harlowton, Roundup, Musselshell, Winnett, Melstone projects (H)	Quality of place will improve with improved water systems; community growth will be accommodated with access to water.	Three (3) communities will be working to improve their water system annually; state and federal funding will be secured for these projects.
2. Work with local governments and communities in ensuring that they have a wastewater system that is operating properly, meeting environmental standards, and provides a safe living environment for residents.	Winnett, Winifred, Moore, Stanford projects (H)	Quality of place will improve with improved wastewater systems; community growth will be accommodated with access to wastewater systems.	Three (3) communities will be working to improve their wastewater system annually; state and federal funding will be secured for these projects.
3. Work with communities, businesses, and utilities to ensure that the infrastructure is adequate and we are able to meet the increasing utility demands.	Winnett, Roundup projects (L)	Quality of place will improve with improved utility systems; community growth will be accommodated with adequate access to utilities.	Resources for projects will be accessed when appropriate; job creation will result of these efforts;
B. Assist communities in assessing and improving their <i>transportation</i> infrastructure and systems.			
1. Work with local governments, businesses and the Montana Department of Transportation in requesting and conducting corridor studies for development and high traffic areas.	Musselshell County-Signal Peak, Fergus County Secondary 236 and Judith Basin/Fergus Secondary 426 projects (M)	Road conditions will improve, transportation for commodities will be improve, awareness of need for improvements will become greater.	If changes are made to the road conditions, if decision makers have a greater appreciation of importance of transportation routes, if we're able to secure funding for improvements.
2. Work with CMR short-line freight rail system to restore stability to the entity, reduce negative impacts created by the disaster, and provide a safe reliable transportation network for farm to market products.	CMR short-line (H)	CMR freight service will be restored, short-line route will be repaired.	Nearly \$5 million in funding identified for the repairs, completion of the repairs and restoration of the short-line freight service.
3. Work with local governments, businesses and the Montana Department of Transportation in restoring damaged transportation infrastructure and systems to pre-disaster state.	All six counties (L)	Bridges and transportation routes restored to pre-disaster condition or better. Mitigation techniques used where appropriate.	# of bridges and transportation routes restored to pre-disaster state.
4. Work with local governments, private enterprise, and community groups in developing a safe network of	Lewistown, Winifred, Winnett projects (L)	Improvements to pedestrian transportation systems.	Ft. of sidewalks and pathways built or repaired.

	pedestrian pathways throughout communities.			
	5. Work with the local governments and airport boards to maintain and develop air transportation facilities, infrastructure and management policies	Lewistown, pave Winifred Airport (L)	Maintain air transportation services within the region.	Air Transportation services maintained, improvements to air transportation systems.
C. Improve <i>communication</i> infrastructure and support development efforts in the region.				
	1. Work with local governments and communities to increase communication infrastructure and capabilities.	Winnett, Petroleum County project (L)	Communication infrastructure improved, improved cell service, improved internet service, increased safety communication capabilities.	Communication systems improved or services increased
	2. Encourage the coordinating of utility infrastructure development with improvements to the transportation, water or wastewater systems.	Broadband project, Petroleum Co. cell & internet service. (M)	Increased efficiencies by better communication between utility contractors and planning entities	Reduced costs for increasing or improving communication systems. Expansion of communication services
D. Assist communities in <i>housing stock</i> improvements, demolition of uninhabitable structures, new housing developments and homebuyer education.				
	1. Help communities assess their community housing stock.	Lewistown, Roundup, Ryegate, Winnett, Melstone and Judith Gap (H)	Rehabilitation to aging housing stock, development of new housing stock in areas of shortage.	Five (5) Community Needs Assessments completed, 3 housing surveys completed,
	2. Help communities determine methods to improve housing conditions for residents.	Lewistown, Roundup, Ryegate, Winnett, Melstone and Judith Gap (M)	Community planning committees organized, committees to develop plans	Assessments analyzed, 2 housing plans developed
	3. Help communities develop housing stock for increased demands.	Lewistown, Roundup, Petroleum County (oil fields) and Melstone projects (L)	Submission of application for funding, develop funding strategies,	# of applications submitted, funding sources identified
	4. Educate homebuyers on the responsibilities and costs of homeownership.	All six counties (M)	Homebuyers able to make better decisions, understand responsibilities	Approx. 40 homebuyers educated annually.
Goal 3. Responsibly develop and leverage resources in order to improve the region's self-sufficiency and long-term quality of place.				
A. Assist with and help restore the rural, agricultural economy to pre-disaster state.				
	1. Educate rural agricultural producers on how to access resources to assist them in recovery efforts.	Musselshell and Fergus Counties (M)	Rural producers have a greater knowledge of resources available.	# of rural producers assisted, # of producers accessing programs
	2. Develop a toolbox of information to share with rural agricultural	All counties (M)	Develop a central source of information	# of users of the information.

producers that will assist them in decision making processes.			
B. Work to improve the economy encouraging growth in agriculture, forestry and support services and commodities.			
1. Provide technical assistance to individuals and businesses interested in value-added agricultural or forestry products.	All counties, Biomass International (M)	Interested entrepreneurs will have assistance to make better informed decisions	# of entrepreneurs assisted, technical assistance provided and # of counseling sessions.
2. Develop resources to encourage the growth of agricultural, forestry and support services and commodities.	All counties, Biomass International (M)	Resource availability will encourage start-up ventures	# of resources identified, clients accessing these resources.
C. Encourage the responsible development of mineral and natural resources compliant with existing and subsequent environmental policies and regulations.			
1. Educate the public, landowners and interested businesses in the methods and regulations used in the process of extracting oil, gas, and coal resources.	As requested or as need indicates (M)	Education prevents rumors and panic within the community, education makes for better decision making	# of participants involved in educational programs, level of interest from participants.
2. Educate the public and landowners on lease agreements, understanding roles and responsibilities, and the value of seeking professional help in these legal negotiations.	As requested or as need indicates (M)	Education prevents rumors and panic within the community, education makes for better decision making	# of participants involved in educational programs, level of interest from participants.
Goal 4. Develop human capital and encourage public engagement in community-driven initiatives and decision-making.			
A. Provide <i>leadership and personal skills development</i> opportunities within the region through collaborative efforts			
1. Provide leadership training and personal skills development opportunities for potential community leaders.	All counties, Leadership Central Montana classes (M)	Greater skills within community leaders; greater participation in public processes, boards and commissions; stronger community visioning.	15-20 participants attend Leadership Central Montana annually; encourage participation in state Leadership Montana class.
2. Encourage younger community members to take leadership positions and develop a mentor program to assist these members in successful experiences.	All counties, Leadership Central Montana classes (M)	Greater skills within community leaders; greater participation in public processes, boards and commissions; stronger community visioning.	15-20 participants attend Leadership Central Montana annually; encourage participation in state Leadership Montana class.
3. Educate younger community members on the economic sectors of the region and challenges and issues with each	All counties, Leadership Central Montana classes (M)	Greater skills within community leaders; greater participation in public processes, boards and	15-20 participants attend Leadership Central Montana annually; encourage participation in state Leadership

sector.		commissions; stronger community visioning.	Montana class.
4. Develop a core of younger community members throughout the region that will support and encourage each other in leadership positions.	All counties, Leadership Central Montana classes (M)	Greater skills within community leaders; greater participation in public processes, boards and commissions; stronger community visioning.	15-20 participants attend Leadership Central Montana annually; encourage participation in state Leadership Montana class.
B. Assist in the development of increased <i>educational</i> and <i>workforce training</i> opportunities within the region.			
1. Increase the workforce training opportunities for individuals working in business sectors by marketing incumbent work training opportunities and financial assistance.	All counties (L)	More businesses will know about the programs and will access these training funds	# of businesses using IWT funds and amount of funds leveraged
2. Offer educational and workforce training opportunities developed based on community and business needs.	All counties, Spika Welding, Biomass International (L)	More businesses will know about these opportunities and will access these opportunities	# of businesses participating in educational classes and accessing workforce training opportunities
C. Encourage and facilitate broad public involvement in community planning processes.			
1. Encourage participation in community planning processes through marketing the public involvement opportunities, one-on-one invitations, and building collaborative working partnerships.	All counties (H)	Greater public participation creates stronger support base for public decisions and better decisions by elected officials	# of participants in planning processes, results of community planning processes
2. Assist communities in proper notification processes and encouraging them to reach out to the community.	All counties (L)	Proper notification encourages public participation and ensures compliance with state and federal laws.	# of participants in planning processes, results of community planning processes
D. Keep federal, state and local government officials apprised of SMDC's actions and needs; and continue building and maintaining relationships.			
1. Revise and update website so that it is more informative of projects SMDC is working on and needs of the region.	All counties (H)	Better information regarding success of agency and clients. Stronger support of SMDC services	# of success stories posted online, feedback from users, stronger public presence noted through comments.
2. Continue with newsletters, news releases, and public information regarding SMDC's projects, activities and planning processes.	All counties (L)	Better information regarding success of agency and clients, stronger support of SDMC services.	# of success stories presented, feedback from users, stronger public presence noted through comments.
Goal 5. Link economic development initiatives with local and regional assets to encourage quality			

economic development.			
A. Assist communities in restoring assets to pre-disaster state.			
1. Educate the communities, individuals and businesses on opportunities to address disaster impacts through existing and new programs.	All counties, Fergus Co. EOC remodel & updates, town sirens; Lewistown 911 phone lines (M)	Education encourages participation in programs, helps address challenges, and aligns issues with potential resolutions.	# of participants, # accessing programs, # of problems solved through information/education.
2. Continue to work with EDA's disaster assistance program to address the impacts.	All counties, Lewistown HazMat Trailer (M)	Education encourages participation in programs, helps address challenges, and aligns issues with potential resolutions.	# of participants, # accessing programs, # of problems solved and future problems mitigated
B. Enhance and support the development and expansion of Local Emergency Response entities in the region.			
1. Assist local emergency response entities in grant writing, grant seeking, and fund development to address needs.	All counties, Lewistown Hazmat Trailer, Lewistown EOC improvements, Winnett Fire, Musselshell County Fire (M)	Resources will be identified and secured, local resources will be identified as match for grants	# of grants written, funds leveraged, projects completed, resources secured. Many projects just need funding
2. Assist local emergency response entities in prioritizing needs and addressing legislation that impacts the entities.	All counties, Lewistown EOC improvements, Musselshell County Fire (M)	Projects will be accomplished because the highest priorities will be addressed first	# of projects completed, resources secured for projects. Many projects need funding.
3. Continue to assist local emergency response entities in developing endowments to meet future needs.	All counties, Central Montana Foundation, Musselshell Valley Community Foundation (M)	Perpetual resources will be developed to address long-term needs, reduce the impacts of "boom and bust".	Endowments established, funds secured for endowments
C. Assist communities in developing desirable "quality of place" aspects to encourage a pleasant place to work and live for existing residents, potential residents and guests who also strongly impact the economy of the region.			
1. Assist individuals and businesses to create and enhance "quality of place" features and activities within the region.	All counties, Stanford Playgrounds/Park, Moore Splash park, Lavina School addition. Pools in all communities. (L)	Communities will be more appealing for workers and businesses.	# of projects completed, resources secured, improvements made
2. Continue to support the development of a quality healthcare service within the region.	All counties, Central Montana Community Health Center, (L)	Communities will be more appealing for workers and businesses.	Assistance to healthcare services, resources leveraged, projects completed
3. Assist communities in assessing "quality of place" and determine gaps.	All counties, Lewistown, Roundup, Harlowton (L)	Communities will be more appealing for workers and businesses.	Projects identified, projects incorporated into capital improvement plans

4. Develop strategies to address these gaps	All counties (L)	Communities will be more appealing for workers and businesses.	Projects incorporated into capital improvement plans, resources identified
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Goal 6. Protect and enhance distinctive regional attributes, while preparing communities to meet the demands of change.

A. Identify resources and ways to preserve, restore and protect community assets, historic properties, buildings and structures.

1. Continue efforts to preserve the historic features of the communities.	All counties, Save the Barn, Musselshell Valley Museum (M)	Valuable historic features will be retained, history will be preserved.	# of historic features preserved,
2. Support efforts by assisting with identification of financial strategies, community campaigns, and proposal writing assistance.	All counties (L)	Valuable historic features will be retained, history will be preserved, community assets protected	Local \$ leveraged and resources secured to preserve historic features

B. Assist local governments by providing baseline data, scientific observations, and analysis tools to develop goals and strategies that are realistic and achievable.

1. Provide data sources and information to decision making entities that will enable them to base decisions on facts, statistics and scientific information.	All counties (L)	Better decisions can be made using facts, statistics and scientific information.	# of requests for data and information; data presented, # of individuals receiving data
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C. Advocate for and assist in the clean-up of environmental concerns through private and governmental resources to prepare properties for re-development.

1. Develop local resources that will enable entities to assess, clean-up and properties perceived to be impacted by hazardous or petroleum materials.	All Counties, Central Montana Brownfields Coalition, Brownfields Assessment Grant (H)	Hazardous materials and petroleum products will be cleaned up, blighted properties will become useable	# of properties cleaned up, \$ resources secured for assessments, acres cleaned up
2. Develop a community outreach campaign to educate individuals about resources available, laws and regulations affecting, and development opportunities.	All Counties and communities, Central Montana Brownfields Coalition, Brownfields Assessment Grant (M)	Public officials and landowners will become educated on resources available, laws, development and clean-up opportunities	# of participants educated, # of public outreach campaigns, # of news articles & media sessions.
3. Leverage private resources for clean-up efforts through the effective use of Revolving Loan Funds.	List of potential projects, local governments (M)	Projects will be completed with private and public partnerships	Private \$ leveraged for clean-up and re-development activities.

D. Promote community beautification and clean-up projects and encourage civic support of aesthetic improvements in

the community.			
1. Assist communities in identifying and prioritizing projects, identifying and securing resources, and managing projects that will aesthetically improve the “quality of place”.	Winifred Community Center improvements, Winifred sidewalks, Winnett sidewalks, Lewistown trails (L)	Communities will become a more desirable place to live for workers and families. The tourist economy would grow.	# of projects completed, private \$ and resources leveraged for projects,
Goal 7. Facilitate regional coordination and support local government planning efforts to create one vision for the region.			
A. Assist communities in assessments, surveys, studies, and planning activities that will enable them to make decisions that will positively impact their economy in the long term.			
1. Assist communities in long-term planning efforts and community visioning processes.	Lavina School improvements, Lewistown Convention Center (H)	Through public input and planning activities communities will be able to positively influence the development of activities.	# of planning efforts, projects completed which were initiated in a planning effort, # of participants in planning efforts
2. Develop collaborative working relationships within communities that will successfully assess community needs, develop plans and implement actions.	Petroleum Co. Road equipment, Winnett CIP funding strategies, Fergus Co. Road Dept. shops (M)	Collaborations are able to accomplish more through greater resources and responsibilities spread out to more individuals.	Collaborations developed, activities accomplished as a result of these collaborations.
B. Assist communities in development of Capital Improvement Plans that will provide communities with goals and strategies to address the infrastructure challenges they face.			
1. Work with communities and local governments to develop long term planning tools that will assist them in addressing local needs through resource identification and development, infrastructure failure projections, and using best management practices.	Local government entities, Winnett (M)	Development of long-term plans will assist communities in identifying resources to meet needs and working on highest priority projects first.	# of Capital Improvement Plans completed, resources identified and secured, project timelines developed
C. Assist businesses, individuals, communities, and entities in conducting feasibility studies to properly assess a project before proceeding.			
1. Provide individuals with data and information to help them assess the feasibility of a project so that sound projects move forward and	Local government entities, businesses, entrepreneurs (M)	Better information and data results in better decision making.	# of clients counseled, data provided

undeveloped or impractical ideas are sustained to reduce unwise investment of limited resources.			
2. Secure resources to conduct feasibility, marketing and planning projects to ensure quality information is obtained during the planning phases and projects have been fully developed for decision making and to be successful.	Local Government entities, businesses, entrepreneurs (M)	Accessing resources to properly conduct feasibility, marketing and business planning activities ensures greater success of projects.	# of feasibility, marketing, or business plans completed; # of clients served through counseling.

10) The methodology for cooperating and integrating the CEDS with a State's economic development priorities.

The Governor's Office of Economic Development (GOED), previously called the Governor's Office of Economic Opportunity, was created in 2001.

The Office of Economic Development is responsible for the following policy and program specialties:

- (a) business retention and recruitment;
- (b) workforce development;
- (c) technology development;
- (d) infrastructure improvement; and
- (e) permitting and regulatory processes

By state statute it is the economic development policy of the State of Montana to:

- (1) strengthen the foundations of the state's business environment and diversify and expand existing economic endeavors to achieve long-term economic stability;
- (2) cooperate with business enterprises, local governments, other public organizations, and the federal government and use all practical means and measures, including financial and technical assistance, to:
 - (a) establish an economic climate in which the state's natural resources and agricultural operations remain constant contributors to the state's economic welfare;
 - (b) articulate a coherent economic development vision for the future; and
 - (c) take a proactive role to ensure that Montana has the flexibility and resources to be an effective competitor in the changing global marketplace.

State statute empowers the Chief Business Development Officer to:

- (1) advise the governor on policy issues related to economic development;
- (2) lead the state's business recruitment, retention, and expansion efforts;
- (3) coordinate the development and distribution of a statewide coordinated strategic economic development plan;
- (4) coordinate the individual functions and programs within the office; and
- (5) serve as the state's primary liaison between federal, state, and local agencies, Montana tribal governments, private, nonprofit economic development organizations, and the private sector.

As a Certified Regional Development Corporation (CRDC) under the Montana Department of Commerce, Snowy Mountain Development Corporation shares these common priorities of the Governor's Office of Economic Development. SMDC cooperates with other CRDCs across the state on economic development activities and SMDC's CEDS shares the state's program specialties and has included them in its goals and objectives, project lists and action plan.

11) Disaster Recovery Plan

SMDC's region had significant damage to disasters in 2011 and 2012 impacting businesses, individuals and the region's economy. The role of SMDC in Disaster Recovery is to provide support, and assistance to the local governments, businesses and entities within the region. The goal of SMDC is to restore the impacted areas' economies and infrastructure to pre-disaster levels through public and private partnerships that will identify needs and opportunities for economic recovery and the ability to attract private investments, as well as develop strategies, goals and implement mitigation efforts to reduce the impact of future disasters.

SMDC's disaster recovery plan includes collaboration with many local, state, and federal entities such as the following list:

- (1) Local Government Entities including counties, towns, cities, and their departments and emergency response personnel;
- (2) Local and State Disaster and Emergency Services;
- (3) Federal Emergency Management Administration (FEMA);
- (4) Local businesses, banks, and individuals;
- (5) Permitting and regulatory agencies;
- (6) State and Federal agencies as appropriate, such as DNRC or BLM for fire, DEQ or EPA for hazardous materials/water/wastewater, MDT or US DOT for transportation related events;
- (7) Local Foundations, Churches, Hospitals, Human Resource Development Council (HRDC), Food Banks and other Charitable Agencies
- (8) Chamber of Commerce; and
- (9) Project Funding Sources

SMDC's role is long-term recovery of the economy to pre-disaster state. It is not duplicative of emergency response efforts. While SMDC's is a long-term role there are immediate efforts that can alleviate the damage long term. Some of those response efforts may include:

- (1) Referring entities to appropriate response agencies.
- (2) Assisting businesses with FEMA and DES paperwork and documentation so that they are able to access assistance programs.
- (3) Assisting human resource and charitable agencies in setting up and proper business procedures for handling donations and providing assistance.
- (4) Facilitating meetings regarding regional disaster projects and assisting in identifying appropriate partners for regional projects.

SMDC's primary role of long-term recovery includes many of the following strategies and activities:

- (1) Reach out to distressed businesses and government entities to identify needs, develop recovery strategies, and access resources to address these needs.
- (2) Provide education to public officials, businesses and the general public about disaster recovery programs.

- (3) Assist local government entities in accessing mitigation funds by identifying resources, assembling proposals and administration of mitigation programs.
- (4) Disseminate information about recovery tools available.
- (5) Work with community business and financial leaders to attract private investments for the affected communities and the SMDC region.
- (6) Provide one-on-one business technical assistance and funding strategy assistance to individual business owners.



ATTACHMENT A

Resolutions from Government Entities



Wheatland County

PO Box 1903

Harlowton, Montana 59036-1903

Phone (406) 632-4891

FAX (406) 632-4880

COMMISSIONERS:

Tom Bennett
David Miller
Richard Moe

MARY E. MILLER, Clerk and Recorder

RESOLUTION # 123

A RESOLUTION, RESOLVING THE INTEREST OF THE COUNTY OF wheatland TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of life and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the County of wheatland has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the County of wheatland desires to provide financial support, if at all possible, to aid in this effort, AND

WHEREAS, the County of wheatland supports the current efforts of SMDC, AND

WHEREAS, the County of wheatland joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the County of wheatland will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 5 day of March, 2012

Board of wheatland County Commissioners

Tom Bennett

David Miller

Richard Moe



**JUDITH BASIN COUNTY
RESOLUTION #2012-08**

SNOWY MOUNTAIN DEVELOPMENT

A RESOLUTION, RESOLVING THE INTEREST OF THE COUNTY OF JUDITH BASIN TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and high employment, development of the community and its infrastructure, improvements in the quality of life and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the County of Judith Basin has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the County of Judith Basin desires to provide financial support, if at all possible, to aid in this effort, AND

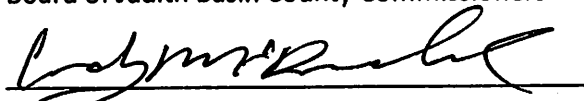
WHEREAS, the county of Judith Basin support the current efforts of SMDC, AND

WHEREAS, the county of Judith Basin joins the other Counties and cities of the area described above for the benefit of all citizens of the area,

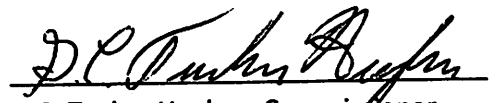
NOW THEREFORE BE IT RESOLVED, the County of Judith Basin will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 3rd day of January, 2012

Board of Judith Basin County Commissioners


Cody McDonald, Chairman


William Annala, Commissioner


G.C. Tucker Hughes, Commissioner

RESOLUTION # 2011-25

A RESOLUTION, RESOLVING THE INTEREST OF THE COUNTY OF MUSSELSHELL TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of life and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the County of Musselshell has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the County of Musselshell desires to provide financial support, if at all possible, to aid in this effort, AND

WHEREAS, the County of Musselshell supports the current efforts of SMDC, AND

WHEREAS, the County of Musselshell joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the County of Musselshell will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 12th day of December, 2011

Board of Musselshell County Commissioners


Sue M. Olson, Chair


Larry Lekse, Member


Bryan W. Adolph, Member

RESOLUTION 2011-#21

A Resolution resolving the interest of the County of Golden Valley to participate in the "Snowy Mountain Development Corporation", A regional economic development entity established for a six county area of Central Montana to develop human, capital infrastructure, community, business and Natural Resources and improve the economic and employment opportunities for the benefit of all citizens in the area.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of life and other efforts for the six counties of Golden Valley, Musselshell, Wheatland, Judith Basin, Petroleum and Fergus and the towns and cities in these counties, and

WHEREAS, the County of Golden Valley has an interest in participating in this endeavor and the economic efforts of SMDC, and

WHEREAS, the County of Golden Valley desires to provide financial support, if at all possible, to aid in this effort, and

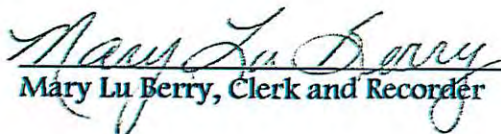
WHEREAS, the County of Golden Valley supports the current efforts of SMDC, and

WHEREAS, the County of Golden Valley joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE LET IT BE KNOWN AND HEREBY RESOLVED, the County of Golden Valley will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

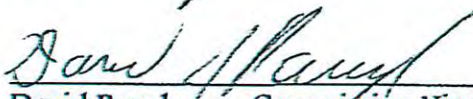
Dated this 20th day of December, 2011

ATTEST:


Mary Lu Berry, Clerk and Recorder

BOARD OF COUNTY COMMISSIONERS


Tony Zinne, Commission Chair


David Paugh, Commission Vice-Chair


William R. Lehfeldt Commissioner

Resolution #23-2011

A RESOLUTION, RESOLVING THE INTEREST OF THE COUNTY OF FERGUS, STATE OF MONTANA, TO PARTICIPATE I THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of life and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the County of Fergus has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the County of Fergus desires to provide financial support, if at all possible, to aid in this effort, AND

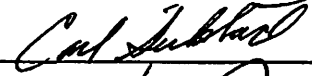
WHEREAS, the County of Fergus supports the current efforts of SMDC, AND

WHEREAS, the County of Fergus joins the other Counties and Cities of the area described above for the benefit of all citizens of the area.

NOW THEREFORE BE IT RESOLVED, the County of Fergus will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 23rd day of December, 2011.

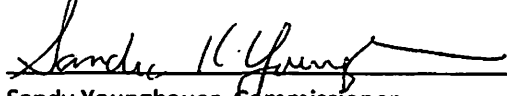
BOARD OF COUNTY COMMISSIONERS
FERGUS COUNTY, MONTANA



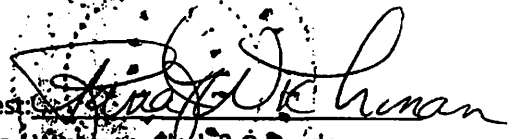
Carl Seilstad, Chairman



Ken Ronish, Vice-Chairman



Sandy Youngbauer, Commissioner

Attest: 
Rana J. Wichman, Clerk & Recorder



RESOLUTION # 2011-20

A RESOLUTION, RESOLVING THE INTEREST OF THE COUNTY OF Petroleum TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of life and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the County of Petroleum has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the County of Petroleum desires to provide financial support, if at all possible, to aid in this effort, AND

WHEREAS, the County of Petroleum supports the current efforts of SMDC, AND

WHEREAS, the County of Petroleum joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the County of Petroleum will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 12 day of December, ²⁰¹¹~~2012~~

Board of Petroleum County Commissioners

J. C. K.
Larry Ahlstrom

David Bushnell

RESOLUTION # 12-2

A RESOLUTION, RESOLVING THE INTEREST OF THE TOWN OF Winnett TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of place and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the Town of Winnett has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the Town of Winnett desires to provide financial support, if at all possible, to aid in this effort, AND

WHEREAS, the Town of Winnett supports the current efforts of SMDC, AND

WHEREAS, the Town of Winnett joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the Town of Winnett will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 12th day of December, 2011, ~~20012~~ ²⁰¹²

Council Members of the Town of Winnett

<u>Ralph Cole</u>	_____
<u>Richard Gault</u>	_____
<u>Spencer Clark</u>	_____

RESOLUTION # 2012-1

A RESOLUTION, RESOLVING THE INTEREST OF THE TOWN OF LAVINA TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of place and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the Town of LAVINA has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the Town of LAVINA desires to provide financial support, if at all possible, to aid in this effort, AND

WHEREAS, the Town of LAVINA supports the current efforts of SMDC, AND

WHEREAS, the Town of LAVINA joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the Town of LAVINA will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 6th day of March, 2012

Council Members of the Town of LAVINA

[Signature]
[Signature]
[Signature]

[Signature]
[Signature]

TOWN OF STANFORD
RESOLUTION #2012- 02

SNOWY MOUNTAIN DEVELOPMENT

A RESOLUTION, RESOLVING THE INTEREST OF THE TOWN OF STANFORD TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and high employment, development of the community and its infrastructure, improvements in the quality of life and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the Town of Stanford has an interest in participating in this endeavor and the economic efforts of SMDC, AND

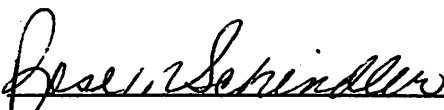
WHEREAS, the Town of Stanford desires to provide financial support, if at all possible, to aid in this effort, AND

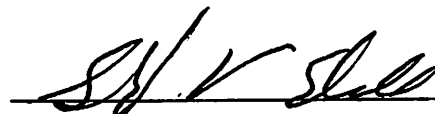
WHEREAS, the Town of Stanford support the current efforts of SMDC, AND

WHEREAS, the Town of Stanford joins the other Counties and cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the Town of Stanford will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 9th day of January, 2012


Mayor Rose M. Schindler


Councilman Stephen Dell


Councilman Don Andersen


Councilwoman Leah Kay Roane


Councilman Kent Ridgway

636.2025

RESOLUTION NO. 1000

A RESOLUTION, RESOLVING THE INTEREST OF THE MUNICIPALITY OF ROUNDUP, MONTANA TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, There is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development, development of the community and its infrastructure, improvements in the quality of place and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, **AND**

WHEREAS, the Municipality of Roundup has an interest in participating in this endeavor and the economic efforts of SMDC, **AND**

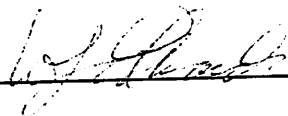
WHEREAS, the Municipality of Roundup desires to provide financial support, if at all possible, to aid in this effort, **AND**

WHEREAS, The Municipality of Roundup supports the current efforts of SMDC, **AND**

WHEREAS, The Municipality of Roundup joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

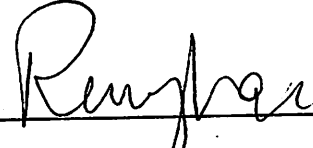
NOW THESEFORE BE IT RESOLVED, the Municipality of Roundup will be an active participant in the Snowy Mountain Development Corporation and, as necessary and appropriate, and provide financial support to the Corporation, if at all possible, to help fund its operation.

RESOLVE this 4th **day of** January, 2012



Mayor

ATTEST:



Clerk/Treasurer

RESOLUTION # 162

A RESOLUTION, RESOLVING THE INTEREST OF THE TOWN OF Rye Gate TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of place and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the Town of Rye Gate has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the Town of Rye Gate desires to provide financial support, if at all possible, to aid in this effort, AND

WHEREAS, the Town of Rye Gate supports the current efforts of SMDC, AND

WHEREAS, the Town of Rye Gate joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the Town of Rye Gate will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 9th day of January, 20012

Council Members of the Town of Rye Gate

Neal L. Sullivan

Steve E. Bunker

Gregory S. Slick

Patricia L. Blum

Patricia L. Blum, Mayor

**TOWN OF WINIFRED
Incorporated**

RESOLUTION #1-2012

A RESOLUTION, RESOLVING THE INTEREST OF THE TOWN OF WINIFRED TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", AN ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF MONTANA TO CREATE IMPROVED EMPLOYMENT, COMMUNITY DEVELOPMENT, INFRASTRUCTURE DEVELOPMENT, QUALITY OF LIFE IMPROVEMENTS AND OTHER EFFORTS WHICH WILL BENEFIT ALL CITIZENS OF THE AREA

WHEREAS, there is a need for a prolonged and extensive effort to create economic development, better paid and higher employment, community development, infrastructure development, improvements in quality of life and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus, and the larger towns and cities in these counties, AND

WHEREAS, the Town of Winifred has an interest in participating in this endeavor, AND

WHEREAS, it is hoped that the Counties and Cities of the six County area described above will try to eventually provide monetary support, if at all possible, to fund an office and personnel to provide this effort,

NOW THEREFORE BE IT RESOLVED, the Town of Winifred will be an active participant in the Snowy Mountain Development Corporation and, if necessary and appropriate, would try to provide financial support to the Corporation, if at all possible, to help fund its operation.

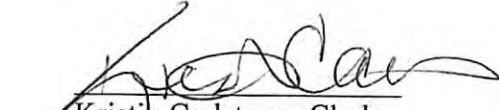
PASSED AND APPROVED by the Town Council of the Town of Winifred on
this 10th day of January, 2012.

TOWN COUNCIL



Neil Rich, Mayor

ATTEST:



Kristin Carlstrom, Clerk

RESOLUTION # 1.2012

A RESOLUTION, RESOLVING THE INTEREST OF THE TOWN OF Judith Gap TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of place and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the Town of Judith Gap has an interest in participating in this endeavor and the economic efforts of SMDC, AND

WHEREAS, the Town of Judith Gap desires to provide financial support, if at all possible, to aid in this effort, AND

WHEREAS, the Town of Judith Gap supports the current efforts of SMDC, AND

WHEREAS, the Town of Judith Gap joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the Town of Judith Gap will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

Resolved this 11th day of January, 2012

Council Members of the Town of Judith Gap

Jeff Miller
Rita Leavitt
Jack Miller

Sara Durr

RESOLUTION NO. 3786

A RESOLUTION IN SUPPORT OF THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA

WHEREAS, there is a need for prolonged and extensive efforts to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of places and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus, the City of Lewistown and the other towns and cities in these counties; and,

WHEREAS, the City of Lewistown has an interest in participating in this endeavor and the economic efforts of the Snowy Mountain Development Corporation (SMDC); and,

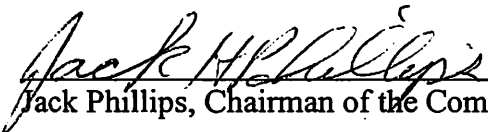
WHEREAS, the City of Lewistown desires to provide financial support, if at all possible, to aid in this effort; and,

WHEREAS, the City of Lewistown supports the current efforts of SMDC; and,

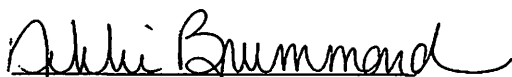
WHEREAS, the City of Lewistown joins the other cities and counties of the area described above for the benefit of all citizens of the area.

NOW, THEREFORE, BE IT RESOLVED, that the City of Lewistown will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operations.

PASSED AND APPROVED by the Lewistown City Commission on the 26th day of December, 2011.


Jack Phillips, Chairman of the Commission

ATTEST:


Nikki Brummond, City Clerk

RESOLUTION # 12-12-2011

A RESOLUTION, RESOLVING THE INTEREST OF THE TOWN OF MOORE TO PARTICIPATE IN THE "SNOWY MOUNTAIN DEVELOPMENT CORPORATION", A REGIONAL ECONOMIC DEVELOPMENT ENTITY ESTABLISHED FOR A SIX COUNTY AREA OF CENTRAL MONTANA, TO DEVELOP HUMAN, CAPITAL, INFRASTRUCTURE, COMMUNITY, BUSINESS, AND NATURAL RESOURCES AND IMPROVE THE ECONOMIC AND EMPLOYMENT OPPORTUNITIES FOR THE BENEFIT OF ALL CITIZENS IN THE AREA.

WHEREAS, there is a need for prolonged and extensive effort to create a better economy, better paid and higher employment, development of the community and its infrastructure, improvements in the quality of place and other efforts for the six counties of Musselshell, Golden Valley, Wheatland, Judith Basin, Petroleum, Fergus and the towns and cities in these counties, AND

WHEREAS, the Town of Moore has an interest in participating in this endeavor and the economic efforts of SM^{CD}, AND
DC

WHEREAS, the Town of Moore desires to provide financial support, if at all possible, to aid in this effort, AND

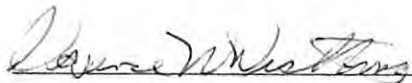
WHEREAS, the Town of Moore supports the current efforts of SMDC, AND

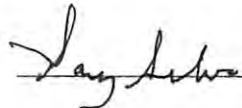
WHEREAS, the Town of Moore joins the other Counties and Cities of the area described above for the benefit of all citizens of the area,

NOW THEREFORE BE IT RESOLVED, the Town of Moore will be an active participant in Snowy Mountain Development Corporation and, as necessary, will appropriate and provide financial support to the Corporation, if at all possible, to help fund its operation.

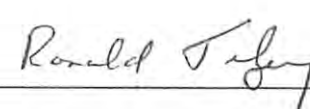
Resolved this 12th day of December, 2011

Council Members of the Town of Moore









ATTACHMENT B

**QuickFacts from
U.S. Census Bureau
For SMDC Counties**

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State & County QuickFacts

Fergus County, Montana

People QuickFacts	Fergus County	Montana
Population, 2011 estimate	11,506	998,199
Population, 2010 (April 1) estimates base	11,586	989,415
Population, percent change, April 1, 2010 to July 1, 2011	-0.7%	0.9%
Population, 2010	11,586	989,415
Persons under 5 years, percent, 2011	5.2%	6.2%
Persons under 18 years, percent, 2011	19.6%	22.3%
Persons 65 years and over, percent, 2011	22.1%	15.2%
Female persons, percent, 2011	49.8%	49.8%
White persons, percent, 2011 (a)	96.5%	89.9%
Black persons, percent, 2011 (a)	0.4%	0.5%
American Indian and Alaska Native persons, percent, 2011 (a)	1.3%	6.4%
Asian persons, percent, 2011 (a)	0.3%	0.7%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	Z	0.1%
Persons reporting two or more races, percent, 2011	1.5%	2.4%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	1.7%	3.1%
White persons not Hispanic, percent, 2011	95.1%	87.5%
Living in same house 1 year & over, 2006-2010	88.5%	83.2%
Foreign born persons, percent, 2006-2010	1.0%	2.0%
Language other than English spoken at home, pct age 5+, 2006-2010	2.0%	4.6%
High school graduates, percent of persons age 25+, 2006-2010	89.1%	91.0%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	23.0%	27.9%
Veterans, 2006-2010	1,336	100,874
Mean travel time to work (minutes), workers age 16+, 2006-2010	13.8	17.7
Housing units, 2010	5,836	482,825
Homeownership rate, 2006-2010	71.7%	69.0%
Housing units in multi-unit structures, percent, 2006-2010	13.7%	16.3%
Median value of owner-occupied housing units, 2006-2010	\$104,100	\$173,300
Households, 2006-2010	4,966	401,328
Persons per household, 2006-2010	2.26	2.36
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$22,295	\$23,836
Median household income 2006-2010	\$37,607	\$43,872
Persons below poverty level, percent, 2006-2010	14.7%	14.5%
Business QuickFacts	Fergus County	Montana
Private nonfarm establishments, 2009	456	36,326 ²
Private nonfarm employment, 2009	3,325	341,357 ²
Private nonfarm employment, percent change 2000-2009	8.7%	15.2% ²
Nonemployer establishments, 2009	1,020	78,775
Total number of firms, 2007	1,454	114,398
Black-owned firms, percent, 2007	F	0.2%
American Indian- and Alaska Native-owned firms, percent, 2007	F	2.0%
Asian-owned firms, percent, 2007	F	0.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	F	1.0%
Women-owned firms, percent, 2007	30.7%	24.6%
Manufacturers shipments, 2007 (\$1000)	0 ¹	10,638,145

Merchant wholesaler sales, 2007 (\$1000)	400,247	8,202,782
Retail sales, 2007 (\$1000)	135,416	14,686,854
Retail sales per capita, 2007	\$12,093	\$15,343
Accommodation and food services sales, 2007 (\$1000)	14,146	2,079,426
Building permits, 2011	1	1,914
Geography QuickFacts	Fergus County	Montana
Land area in square miles, 2010	4,339.80	145,545.80
Persons per square mile, 2010	2.7	6.8
FIPS Code	027	30
Metropolitan or Micropolitan Statistical Area	None	

1: Counties with 500 employees or less are excluded.
 2: Includes data not distributed by county.

(a) Includes persons reporting only one race.
 (b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information
 F: Fewer than 100 firms
 FN: Footnote on this item for this area in place of data
 NA: Not available
 S: Suppressed; does not meet publication standards
 X: Not applicable
 Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report
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State & County QuickFacts

Golden Valley County, Montana

People QuickFacts	Golden Valley County	Montana
Population, 2011 estimate	865	998,199
Population, 2010 (April 1) estimates base	884	989,415
Population, percent change, April 1, 2010 to July 1, 2011	-2.1%	0.9%
Population, 2010	884	989,415
Persons under 5 years, percent, 2011	3.2%	6.2%
Persons under 18 years, percent, 2011	22.0%	22.3%
Persons 65 years and over, percent, 2011	23.8%	15.2%
Female persons, percent, 2011	47.9%	49.8%
White persons, percent, 2011 (a)	95.8%	89.9%
Black persons, percent, 2011 (a)	0.7%	0.5%
American Indian and Alaska Native persons, percent, 2011 (a)	0.9%	6.4%
Asian persons, percent, 2011 (a)	0.7%	0.7%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	0.0%	0.1%
Persons reporting two or more races, percent, 2011	1.8%	2.4%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	3.6%	3.1%
White persons not Hispanic, percent, 2011	93.2%	87.5%
Living in same house 1 year & over, 2006-2010	91.7%	83.2%
Foreign born persons, percent, 2006-2010	0.1%	2.0%
Language other than English spoken at home, pct age 5+, 2006-2010	0.8%	4.6%
High school graduates, percent of persons age 25+, 2006-2010	86.7%	91.0%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	23.7%	27.9%
Veterans, 2006-2010	82	100,874
Mean travel time to work (minutes), workers age 16+, 2006-2010	30.7	17.7
Housing units, 2010	476	482,825
Homeownership rate, 2006-2010	76.0%	69.0%
Housing units in multi-unit structures, percent, 2006-2010	0.0%	16.3%
Median value of owner-occupied housing units, 2006-2010	\$90,900	\$173,300
Households, 2006-2010	334	401,328
Persons per household, 2006-2010	2.43	2.36
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$19,319	\$23,836
Median household income 2006-2010	\$35,726	\$43,872
Persons below poverty level, percent, 2006-2010	10.9%	14.5%
Business QuickFacts	Golden Valley County	Montana
Private nonfarm establishments, 2009	13	36,326 ³
Private nonfarm employment, 2009	0 ²	341,357 ³
Private nonfarm employment, percent change 2000-2009	NA	15.2% ³
Nonemployer establishments, 2009	94	78,775
Total number of firms, 2007	S	114,398
Black-owned firms, percent, 2007	S	0.2%
American Indian- and Alaska Native-owned firms, percent, 2007	S	2.0%
Asian-owned firms, percent, 2007	S	0.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	S	S
Hispanic-owned firms, percent, 2007	S	1.0%
Women-owned firms, percent, 2007	S	24.6%

Manufacturers shipments, 2007 (\$1000)	0 ¹	10,638,145
Merchant wholesaler sales, 2007 (\$1000)	D	8,202,782
Retail sales, 2007 (\$1000)	D	14,686,854
Retail sales per capita, 2007	D	\$15,343
Accommodation and food services sales, 2007 (\$1000)	362	2,079,426
Building permits, 2011	0	1,914

Geography QuickFacts	Golden Valley County	Montana
Land area in square miles, 2010	1,175.34	145,545.80
Persons per square mile, 2010	0.8	6.8
FIPS Code	037	30
Metropolitan or Micropolitan Statistical Area	None	

1: Counties with 500 employees or less are excluded.

2: Represents 20-99 employees.

3: Includes data not distributed by county.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 100 firms

FN: Footnote on this item for this area in place of data

NA: Not available

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State & County QuickFacts

Judith Basin County, Montana

People QuickFacts	Judith Basin County	Montana
Population, 2011 estimate	2,004	998,199
Population, 2010 (April 1) estimates base	2,072	989,415
Population, percent change, April 1, 2010 to July 1, 2011	-3.3%	0.9%
Population, 2010	2,072	989,415
Persons under 5 years, percent, 2011	4.5%	6.2%
Persons under 18 years, percent, 2011	19.2%	22.3%
Persons 65 years and over, percent, 2011	21.9%	15.2%
Female persons, percent, 2011	47.9%	49.8%
White persons, percent, 2011 (a)	98.1%	89.9%
Black persons, percent, 2011 (a)	0.2%	0.5%
American Indian and Alaska Native persons, percent, 2011 (a)	0.8%	6.4%
Asian persons, percent, 2011 (a)	0.1%	0.7%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	Z	0.1%
Persons reporting two or more races, percent, 2011	0.7%	2.4%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	1.2%	3.1%
White persons not Hispanic, percent, 2011	96.9%	87.5%
Living in same house 1 year & over, 2006-2010	92.6%	83.2%
Foreign born persons, percent, 2006-2010	1.2%	2.0%
Language other than English spoken at home, pct age 5+, 2006-2010	6.7%	4.6%
High school graduates, percent of persons age 25+, 2006-2010	91.3%	91.0%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	28.5%	27.9%
Veterans, 2006-2010	237	100,874
Mean travel time to work (minutes), workers age 16+, 2006-2010	18.2	17.7
Housing units, 2010	1,336	482,825
Homeownership rate, 2006-2010	77.0%	69.0%
Housing units in multi-unit structures, percent, 2006-2010	4.3%	16.3%
Median value of owner-occupied housing units, 2006-2010	\$101,500	\$173,300
Households, 2006-2010	867	401,328
Persons per household, 2006-2010	2.27	2.36
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$24,029	\$23,836
Median household income 2006-2010	\$41,473	\$43,872
Persons below poverty level, percent, 2006-2010	9.9%	14.5%
Business QuickFacts	Judith Basin County	Montana
Private nonfarm establishments, 2009	54	36,326 ²
Private nonfarm employment, 2009	179	341,357 ²
Private nonfarm employment, percent change 2000-2009	14.0%	15.2% ²
Nonemployer establishments, 2009	190	78,775
Total number of firms, 2007	315	114,398
Black-owned firms, percent, 2007	F	0.2%
American Indian- and Alaska Native-owned firms, percent, 2007	F	2.0%
Asian-owned firms, percent, 2007	F	0.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	F	1.0%
Women-owned firms, percent, 2007	S	24.6%

Manufacturers shipments, 2007 (\$1000)	0 ¹	10,638,145
Merchant wholesaler sales, 2007 (\$1000)	4,619	8,202,782
Retail sales, 2007 (\$1000)	5,468	14,686,854
Retail sales per capita, 2007	\$2,667	\$15,343
Accommodation and food services sales, 2007 (\$1000)	1,270	2,079,426
Building permits, 2011	0	1,914

Geography QuickFacts	Judith Basin County	
	County	Montana
Land area in square miles, 2010	1,869.82	145,545.80
Persons per square mile, 2010	1.1	6.8
FIPS Code	045	30
Metropolitan or Micropolitan Statistical Area	None	

1: Counties with 500 employees or less are excluded.

2: Includes data not distributed by county.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 100 firms

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State & County QuickFacts

Musselshell County, Montana

People QuickFacts	Musselshell County	Montana
Population, 2011 estimate	4,701	998,199
Population, 2010 (April 1) estimates base	4,538	989,415
Population, percent change, April 1, 2010 to July 1, 2011	3.6%	0.9%
Population, 2010	4,538	989,415
Persons under 5 years, percent, 2011	4.9%	6.2%
Persons under 18 years, percent, 2011	20.8%	22.3%
Persons 65 years and over, percent, 2011	17.8%	15.2%
Female persons, percent, 2011	50.3%	49.8%
White persons, percent, 2011 (a)	96.3%	89.9%
Black persons, percent, 2011 (a)	0.4%	0.5%
American Indian and Alaska Native persons, percent, 2011 (a)	1.4%	6.4%
Asian persons, percent, 2011 (a)	0.3%	0.7%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	Z	0.1%
Persons reporting two or more races, percent, 2011	1.6%	2.4%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	2.7%	3.1%
White persons not Hispanic, percent, 2011	93.9%	87.5%
Living in same house 1 year & over, 2006-2010	86.5%	83.2%
Foreign born persons, percent, 2006-2010	2.4%	2.0%
Language other than English spoken at home, pct age 5+, 2006-2010	2.5%	4.6%
High school graduates, percent of persons age 25+, 2006-2010	86.3%	91.0%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	13.4%	27.9%
Veterans, 2006-2010	660	100,874
Mean travel time to work (minutes), workers age 16+, 2006-2010	25.2	17.7
Housing units, 2010	2,654	482,825
Homeownership rate, 2006-2010	76.7%	69.0%
Housing units in multi-unit structures, percent, 2006-2010	5.0%	16.3%
Median value of owner-occupied housing units, 2006-2010	\$112,200	\$173,300
Households, 2006-2010	2,035	401,328
Persons per household, 2006-2010	2.13	2.36
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$20,875	\$23,836
Median household income 2006-2010	\$37,033	\$43,872
Persons below poverty level, percent, 2006-2010	17.8%	14.5%
Business QuickFacts	Musselshell County	Montana
Private nonfarm establishments, 2009	124	36,326 ²
Private nonfarm employment, 2009	694	341,357 ²
Private nonfarm employment, percent change 2000-2009	18.8%	15.2% ²
Nonemployer establishments, 2009	361	78,775
Total number of firms, 2007	S	114,398
Black-owned firms, percent, 2007	S	0.2%
American Indian- and Alaska Native-owned firms, percent, 2007	S	2.0%
Asian-owned firms, percent, 2007	S	0.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	S	S
Hispanic-owned firms, percent, 2007	S	1.0%
Women-owned firms, percent, 2007	S	24.6%
Manufacturers shipments, 2007 (\$1000)	0 ¹	10,638,145

Merchant wholesaler sales, 2007 (\$1000)	5,025	8,202,782
Retail sales, 2007 (\$1000)	33,610	14,686,854
Retail sales per capita, 2007	\$7,526	\$15,343
Accommodation and food services sales, 2007 (\$1000)	3,467	2,079,426
Building permits, 2011	1	1,914
Geography QuickFacts	Musselshell County	Montana
Land area in square miles, 2010	1,868.16	145,545.80
Persons per square mile, 2010	2.4	6.8
FIPS Code	065	30
Metropolitan or Micropolitan Statistical Area	None	

1: Counties with 500 employees or less are excluded.
 2: Includes data not distributed by county.

(a) Includes persons reporting only one race.
 (b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information
 F: Fewer than 100 firms
 FN: Footnote on this item for this area in place of data
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Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report
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State & County QuickFacts

Petroleum County, Montana

People QuickFacts	Petroleum County	Montana
Population, 2011 estimate	491	998,199
Population, 2010 (April 1) estimates base	494	989,415
Population, percent change, April 1, 2010 to July 1, 2011	-0.6%	0.9%
Population, 2010	494	989,415
Persons under 5 years, percent, 2011	3.3%	6.2%
Persons under 18 years, percent, 2011	21.4%	22.3%
Persons 65 years and over, percent, 2011	20.0%	15.2%
Female persons, percent, 2011	46.6%	49.8%
White persons, percent, 2011 (a)	99.4%	89.9%
Black persons, percent, 2011 (a)	0.0%	0.5%
American Indian and Alaska Native persons, percent, 2011 (a)	0.0%	6.4%
Asian persons, percent, 2011 (a)	0.0%	0.7%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	0.0%	0.1%
Persons reporting two or more races, percent, 2011	0.6%	2.4%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	1.4%	3.1%
White persons not Hispanic, percent, 2011	98.0%	87.5%
Living in same house 1 year & over, 2006-2010	84.8%	83.2%
Foreign born persons, percent, 2006-2010	0.0%	2.0%
Language other than English spoken at home, pct age 5+, 2006-2010	2.5%	4.6%
High school graduates, percent of persons age 25+, 2006-2010	92.2%	91.0%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	13.8%	27.9%
Veterans, 2006-2010	76	100,874
Mean travel time to work (minutes), workers age 16+, 2006-2010	9.9	17.7
Housing units, 2010	324	482,825
Homeownership rate, 2006-2010	68.6%	69.0%
Housing units in multi-unit structures, percent, 2006-2010	2.7%	16.3%
Median value of owner-occupied housing units, 2006-2010	\$106,800	\$173,300
Households, 2006-2010	283	401,328
Persons per household, 2006-2010	2.11	2.36
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$21,008	\$23,836
Median household income 2006-2010	\$36,875	\$43,872
Persons below poverty level, percent, 2006-2010	16.7%	14.5%
Business QuickFacts	Petroleum County	Montana
Private nonfarm establishments, 2009	11	36,326 ³
Private nonfarm employment, 2009	0 ²	341,357 ³
Private nonfarm employment, percent change 2000-2009	NA	15.2% ³
Nonemployer establishments, 2009	34	78,775
Total number of firms, 2007	S	114,398
Black-owned firms, percent, 2007	S	0.2%
American Indian- and Alaska Native-owned firms, percent, 2007	S	2.0%
Asian-owned firms, percent, 2007	S	0.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	S	S
Hispanic-owned firms, percent, 2007	S	1.0%
Women-owned firms, percent, 2007	S	24.6%
Manufacturers shipments, 2007 (\$1000)	0 ¹	10,638,145

Merchant wholesaler sales, 2007 (\$1000)	0	8,202,782
Retail sales, 2007 (\$1000)	D	14,686,854
Retail sales per capita, 2007	D	\$15,343
Accommodation and food services sales, 2007 (\$1000)	409	2,079,426
Building permits, 2011	0	1,914

Geography QuickFacts	Petroleum	
	County	Montana
Land area in square miles, 2010	1,654.87	145,545.80
Persons per square mile, 2010	0.3	6.8
FIPS Code	069	30
Metropolitan or Micropolitan Statistical Area	None	

1: Counties with 500 employees or less are excluded.

2: Represents 20-99 employees.

3: Includes data not distributed by county.

(a) Includes persons reporting only one race.

(b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information

F: Fewer than 100 firms

FN: Footnote on this item for this area in place of data

NA: Not available

S: Suppressed; does not meet publication standards

X: Not applicable

Z: Value greater than zero but less than half unit of measure shown

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State & County QuickFacts

Wheatland County, Montana

People QuickFacts	Wheatland County	Montana
Population, 2011 estimate	2,140	998,199
Population, 2010 (April 1) estimates base	2,168	989,415
Population, percent change, April 1, 2010 to July 1, 2011	-1.3%	0.9%
Population, 2010	2,168	989,415
Persons under 5 years, percent, 2011	6.7%	6.2%
Persons under 18 years, percent, 2011	23.7%	22.3%
Persons 65 years and over, percent, 2011	21.3%	15.2%
Female persons, percent, 2011	50.6%	49.8%
White persons, percent, 2011 (a)	96.4%	89.9%
Black persons, percent, 2011 (a)	0.3%	0.5%
American Indian and Alaska Native persons, percent, 2011 (a)	0.5%	6.4%
Asian persons, percent, 2011 (a)	0.6%	0.7%
Native Hawaiian and Other Pacific Islander persons, percent, 2011 (a)	0.0%	0.1%
Persons reporting two or more races, percent, 2011	2.3%	2.4%
Persons of Hispanic or Latino Origin, percent, 2011 (b)	1.7%	3.1%
White persons not Hispanic, percent, 2011	94.8%	87.5%
Living in same house 1 year & over, 2006-2010	98.0%	83.2%
Foreign born persons, percent, 2006-2010	0.0%	2.0%
Language other than English spoken at home, pct age 5+, 2006-2010	16.9%	4.6%
High school graduates, percent of persons age 25+, 2006-2010	81.8%	91.0%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	16.4%	27.9%
Veterans, 2006-2010	259	100,874
Mean travel time to work (minutes), workers age 16+, 2006-2010	20.8	17.7
Housing units, 2010	1,197	482,825
Homeownership rate, 2006-2010	78.0%	69.0%
Housing units in multi-unit structures, percent, 2006-2010	6.6%	16.3%
Median value of owner-occupied housing units, 2006-2010	\$85,000	\$173,300
Households, 2006-2010	929	401,328
Persons per household, 2006-2010	2.28	2.36
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$18,474	\$23,836
Median household income 2006-2010	\$30,321	\$43,872
Persons below poverty level, percent, 2006-2010	11.5%	14.5%
Business QuickFacts	Wheatland County	Montana
Private nonfarm establishments, 2009	59	36,326 ²
Private nonfarm employment, 2009	342	341,357 ²
Private nonfarm employment, percent change 2000-2009	10.0%	15.2% ²
Nonemployer establishments, 2009	149	78,775
Total number of firms, 2007	316	114,398
Black-owned firms, percent, 2007	F	0.2%
American Indian- and Alaska Native-owned firms, percent, 2007	F	2.0%
Asian-owned firms, percent, 2007	F	0.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	F	1.0%
Women-owned firms, percent, 2007	S	24.6%
Manufacturers shipments, 2007 (\$1000)	0 ¹	10,638,145

Merchant wholesaler sales, 2007 (\$1000)	D	8,202,782
Retail sales, 2007 (\$1000)	18,254	14,686,854
Retail sales per capita, 2007	\$9,127	\$15,343
Accommodation and food services sales, 2007 (\$1000)	1,574	2,079,426
Building permits, 2011	0	1,914

Geography QuickFacts	Wheatland County	Montana
Land area in square miles, 2010	1,423.20	145,545.80
Persons per square mile, 2010	1.5	6.8
FIPS Code	107	30
Metropolitan or Micropolitan Statistical Area	None	

1: Counties with 500 employees or less are excluded.
 2: Includes data not distributed by county.

(a) Includes persons reporting only one race.
 (b) Hispanics may be of any race, so also are included in applicable race categories.

D: Suppressed to avoid disclosure of confidential information
 F: Fewer than 100 firms
 FN: Footnote on this item for this area in place of data
 NA: Not available
 S: Suppressed; does not meet publication standards
 X: Not applicable
 Z: Value greater than zero but less than half unit of measure shown

Source U.S. Census Bureau: State and County QuickFacts. Data derived from Population Estimates, American Community Survey, Census of Population and Housing, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits, Consolidated Federal Funds Report
 Last Revised: Thursday, 16-Aug-2012 10:35:03 EDT

ATTACHMENT C

SWOT Analysis From Public Meetings

Publicly noticed Community Listening Sessions with local elected officials and interested community members were held in Petroleum County on 11/14/11 with ten (10) in attendance; in Golden Valley County on 11/15/11 with nine (9) in attendance; in Musselshell County on 11/21/11 with eleven (11) in attendance; Judith Basin County on 12/6/11 with eleven (11) in attendance and Wheatland County/Judith Gap three sessions in spring of 2012 with a minimum of 22 in attendance each time. Following are the accumulative comments from these sessions:

Strengths

- Oil and Gas Resources
- Coal Resources
- Wind and Energy Development Resources
- Water resources
- Wildlife resources
- Impact fee from resource development
- Community Volunteers
- Community Health Center in Stanford
- ITV, Vision-net and MT Digital Academy in the communities
- Healthcare and Social Assistance positions in 2001 made-up 1/5th of all private sector jobs. Considering the aging population, this is categorized as a strength.
- Wheatland County health care and social assistance sub sector garnered 19.6% of Private Sector earnings and employed 20.4% of all Private Sector employees in 2001.
- Wheatland County retail Trade services followed at 17% of the sector's employment showing strength in numbers since 2003 after dropping significantly during the early part of the decade.
- Wheatland County's smaller farm operations of 10-99 acres having been gaining strength in numbers since 1987.
- Wheatland County's large scale cattle operations grew in numbers by 44.4% between 2002 and 2007.
- Wheatland County's older rural residents boasted high rates of collegiate degree attainment in 2000.
- The drop-out rate for Wheatland County students fell to zero during the 08/09 school year, down from 4.9% in 07/08.
- Harlowton High School's percentage of advanced students in Reading rose from 12% in 2004 to 67% in 2010.

Weaknesses

- Aging Infrastructure (water, sewer, streets, bridges, communication systems,
- Damages due to spring flooding
- Inability to address infrastructure lost in flood (i.e. Petroleum County has \$3 million worth of damages to roads & bridges and receive \$89,735 annually in property taxes)
- Hazardous materials in public and private facilities (i.e. asbestos in Winnett School)
- Health Facilities in rural communities
- Emergency Services ability to communicate to hospitals when transporting
- Emergency Services ability to communicate in "dead spots" within the region
- Volunteers ability to receive information in order to respond effectively
- Lack of communication infrastructure for emergency services responders

- Lack of private investment capital
- 85% respondents said we had inadequate wireless cell service
- 85% respondents said we lacked broadband capacity, slow internet
- 15% respondents said we lacked shovel ready fiber to the lots for business and industry
- 50% respondents said we had unreliable service, service outages
- 50% respondents said we lacked public wireless hot spots
- Wheatland County employment numbers in the Farm industry dropped from 2001 to 2007 by 56 jobs.
- The Wheatland Co. employment losses made-up of 25% of the total farm jobs which existed in 2001.
- Government jobs in Wheatland County accounted for 21.7% of the total workforce in 2001 but dipped to 17% in 2009. (A weakness for many reasons.)
- Wheatland County residents' per capita income in 2009 ranked 45th of Montana's 56 counties at \$28,152.
- Wheatland County's Net Income in the Farm Sector (including livestock) was down 738.8% in 2009 from 2000 with losses of over \$3.5 million dollars, before government payments.
- Wheatland County's corporate farms led these losses at \$2.26 million dollars which represented a drop of over -1012% in income in 2009 from 2000.
- Retail sales per capita in 2007 in Wheatland County was two-fifths lower than State Averages.
- The largest Wheatland County farm operations (in acreage) lost the most between 2002 and 2007 with nearly half of all 500 to 999 acre farms and nearly 1 in 5 of all 1000+ acre farms going out of business between 2002 and 2007.
- 42% of rural residents in Wheatland County did not have a high school diploma or equivalency in 2000.
- 50% of all 25 to 34 year olds living in rural areas of Wheatland County had less than a 9th grade education.
- Females rates of Bachelor's or higher degree attainment was over 1 in 4 women while Males rates were only 1 in 10 men in 2000 in Wheatland County.
- Wheatland County's students math achievement from 2004-2011 fluctuated between 12% and 17% proficiency.
- Government Transfers in Wheatland County brought "total farm labor and proprietors income" into the black nearly each year of the decade.
- Wheatland County medical benefits led government assistance payments consisting of 42.3% of all transfers at \$3,169 – mostly in the form of Medicare assistance.
- Wheatland County CHIP recipients nearly tripled from 2005 to 2010 yet still only assisted 31.4% of all children in poverty.
- Wheatland County SNAP assistance remained steady at around 8.5% of the total County population then jumped to 11.0% in 2010.

Opportunities

- Flooding – replacing aged infrastructure that is washed out
- 15% respondents said we could improve usage by promoting broadband benefits through public outreach
- Wheatland County employment numbers throughout the decade trended away from farm and government employment and toward private employment.
- A clear pattern of growth in earnings in the Private Sector in Wheatland County was tabulated from 2001 to 2009. Total Private Sector Earnings increased 34.7% to \$2.3 million dollars.

- Absent from the Wheatland economy are Furniture and home furnishing stores and Electronics and appliance stores. This represents a potential loss (future gain) to the local economy of up to \$400,000 in annual expenditures on these items.
- In Wheatland County there were no substantial new or used car dealers are present in the County. This represents another 5.4% of total per capita expenditures and could equal a total potential loss (future gain) to the local economy of up to \$1,500,000 in annual expenditures.
- Wheatland County's 5 total farms offering direct sales represents 3.6% of all farms in the County.

Threats

- Being left out of the Communication Improvements because rural infrastructure is extremely costly
- 65% respondents said our broadband service was not affordable
- 35% respondents said we needed training to improve technology skill of users
- 65% respondents felt there weren't enough choices of broadband access to the internet
- Majority felt that we lacked broadband capabilities within E-Commerce, Tele-health, Distance Learning, Public Safety, E-Government, and Agricultural applications.
- The annual unemployment rate for Wheatland is approaching the highest rate it has seen since 1998 which was 6.8%.
- In Wheatland County a 10 year monthly high occurred in January of 2011 at 8%.
- Wheatland County recorded the biggest percentage loss in the number of farm operations of all Montana counties, losing 16% of its 2002 operations.
- Of total farm numbers, Wheatland County was third in losses of all counties
- In Wheatland County large scale operations held nearly 95% of all farming acreage in the County in 2007 while representing 42% of all farm operations. (A threat due to losses in these sized operations.)
- Wheatland County ranked second lowest in percentage of low income individuals living more than 10 miles from a grocery store at 51.9%.
- Wheatland County ranked 5th amongst all Montana Counties in the number of fast food restaurants per 1000 people with there being 2.45 per 1000.
- There are no surgeons, mental health counselors, and no dedicated elder care/nursing home facilities in the Wheatland County.
- The 2008 Adult Obesity Rate for Wheatland County was 24.4%.
- The 2008 Adult Diabetes Rate was at 7.6%. These rates do not seem to have any correlation to rurality, median income, poverty, or educational attainment.
- The Child Poverty Rate in Wheatland County was at 34% of all children in 2009 representing the 2nd highest rate of children in poverty of all 56 Counties.

Future Projects or Community Needs

Musselshell County Justice Center

Roundup Memorial Health Center improvements and stabilization

Musselshell County Weed and Road Department Facility

Roundup School Facility

Lavina Water distribution and system

Maintenance and response vehicles for local governments

Lewistown Airport Business Park

Stanford Street repairs
Winnett Wastewater system
Winnett Chlorination plant improvements
Winnett City Hall needs flooding mitigation
Winnett public works department needs equipment
Winnett School asbestos removal
Stanford Library/museum/information center facility
Stanford community fitness & wellness center
Stanford senior living/assisted living facility
More rural Mental Health peer counselors
100% respondents desired promotion of tele-work & home based businesses
50% respondents wanted to promote entrepreneurship
50% respondents felt we should expand markets
50% respondents desired enhancement of regions attractiveness to business
30% respondents felt we should recruit businesses
30% respondents felt we should have more public access computers
50% respondents felt we should have more Wi-Fi hot spots
Promote Tele-work and Broadband opportunities within rural communities
Promote free wireless hot spots in business center in rural communities
Compile a broadband resource directory
Inventory sites for co-location of wireless equipment
Winifred Sewer Lagoon Rehabilitation
Winifred Water System project – additional storage
Changing the landscaping of the Winifred Community Center – to detour flooding in community hall
Winifred Concrete repair and replacement at the Community Center
Winifred Sidewalk Projects
Paving of 236 from Winifred to Big Sandy
Paving Winifred Airport runway
Lewistown, Winifred, Winnett, Denton, Moore, Hobson, Stanford City Pools need updates
Need larger drain pipe near Yogo Inn in Lewistown
Need to assess Lewistown's flood plain area
Hawk Creek Fire Department in Musselshell County needs vehicle and building updates
Dean Creek Fire Department in Musselshell County needs furnishings and fixtures within the new bldg.
Musselshell County needs courthouse improvements (\$3.5 million) and a new justice center/law enforcement center (\$6.6 million)
Musselshell County Road department has equipment needs (\$400,000)
Musselshell County needs new fairgrounds facility (73,800)
Roundup buildings need handicap accessible ramp
Roundup parks need play equipment
Roundup needs curb, gutter and sidewalks along 2nd Avenue
Roundup streets need repaving
Roundup wastewater lagoon needs disinfection
Roundup housing needs rehabilitation and demolition in some instances
Judith Gap housing needs rehabilitation and demolition in some instances

Appendix J
2016 Budget

9/2/2015		COUNTY OF FERGUS TAX LEVY REQUIREMENTS SCHEDULE			FY1516 LEVIED FINAL						Page 1 of 5		
ASSESSED VALUATION:													
TAX VALUATION:					ROAD								
1 MILL YIELDS:		\$27,157			\$20,046								
	FUND NO	FUND NAME	APPROPRIATIONS	CASH RESERVES	TOTAL REQUIREMENTS	CASH AVAILABLE	NON-TAX REVENUES	PILT 1334097	Entitle Levy 218,614	TOTAL NON TAX REVENUES	PROPERTY TAX REVENUES	TOTAL RESOURCES	MILL LEVY
24.96%	1000	GENERAL	2,424,476	605,068	3,029,544	924,070	1,396,948			2,321,018	708,526	3,029,544	26.09
19.43%	2110	ROAD	1,991,193	386,839	2,378,032	203,510	911,092	551,224	121,450	1,787,276	590,756	2,378,032	29.47
24.97%	2130	BRIDGE	531,428	132,711	664,139	268,216	133,315			401,531	262,608	664,139	9.67
20.00%	2140	WEED	337,329	67,466	404,795	105,052	222,503		22,926	350,481	54,314	404,795	2.00
6.28%	2160	FAIR	583,783	36,660	620,443	80,736	469,540		15,853	566,129	54,314	620,443	2.00
13.81%	2180	DIST CT	365,398	50,447	415,845	11,971	128,919		669	141,559	274,286	415,845	10.10
8.63%	2220	LIBRARY	55,850	4,820	60,670	11,888	3,973			15,861	44,809	60,670	1.65
24.71%	2250	PLANNING	127,724	31,555	159,279	38,912	53,832			92,744	66,535	159,279	2.45
1.63%	2260	COMP INS	173,439	2,819	176,258	25,221	16,556			41,777	134,481	176,258	4.95
10.00%	2270	HEALTH DIST	40,551	4,055	44,606	7,192	10,757		26,657	44,606	0	44,606	-
9.61%	2271	MENTAL HLTH	17,254	1,658	18,912	6,760	2,647		9,505	18,912	0	18,912	-
4.43%	2280	AGING SVCS	27,857	1,235	29,092	3,785	3,310			7,095	21,997	29,092	0.81
19.79%	2290	EXTENSION	190,428	37,690	228,118	33,920	57,573		8,987	100,480	127,638	228,118	4.70
23.81%	2300	PUBLIC SAFETY	1,763,616	419,942	2,183,558	659,597	819,237			1,478,834	704,724	2,183,558	25.95
9.41%	2370	P.E.R.S.	250,540	23,586	274,126	29,033	24,503		12,567	66,103	208,023	274,126	7.66
0.00%	7950	ENTITLE LEVY	218,614	0	218,614	0	0			0	218,614	218,614	8.05
		TOTALS	9,099,480	1,806,550	10,906,030	2,409,863	4,254,705			7,434,406	3,471,624	10,906,030	135.5520
						levied PILT used	551,224		218,614				
						group health ins PILT used	0						
						non-levied PILT used	477,374						
						left	305,499						
											Less Road	29.47	
											Reg Mills	106.08	
											Allowable Mills	106.08	

9/2/2015	COUNTY OF FERGUS					FY1516 GROUP INSURANCE FINAL			Page 2 of 5	
	TAX LEVY REQUIREMENTS SCHEDULE									
ASSESSED VALUATION:										
TAX VALUATION:										
1 MILL YIELDS:			\$27,157							
FUND NO	FUND NAME	APPROPRIATIONS	CASH RESERVES	TOTAL REQUIREMENTS	CASH AVAILABLE	NON-TAX REVENUES St Entitle	TOTAL NON TAX REVENUES	PROPERTY TAX REVENUES	TOTAL RESOURCES	MILL LEVY
2375	Group Health Ins	1,130,256	20,893	1,151,149	302,201	34,238	336,439	814,710	1,151,149	30.00
		Levied Fund Ins:	1101906					1151149.00		
		VWA	16200					-1151149.00		
		Fam Plan	12150							
			1130256							
								0.00 Needed		

9/2/2015	COUNTY OF FERGUS					FY1516 FAIR LEVY FINAL					
	TAX LEVY REQUIREMENTS SCHEDULE									Page 3 of 5	
ASSESSED VALUATION: TAX VALUATION: 1 MILL YIELDS:											
FUND NO	FUND NAME	APPROPRIATIONS	CASH RESERVES	TOTAL REQUIREMENTS	CASH AVAILABLE	NON-TAX REVENUES	TOTAL NON TAX REVENUES	PROPERTY TAX REVENUES	TOTAL RESOURCES	MILL LEVY	
4160	FAIR CONST LEVY	118,948	0	118,948	118,948	0	118,948	0	118,948	0.000	
		Year	Mill Value	# of Mills	Total						
		FY2007	22,980	6.000	137,880						
		FY2008	23,371	6.000	140,226						
		FY2009	24,049	6.000	144,294						
		FY2010	25,244	6.000	151,464						
		FY2011	25,990	6.000	155,940						
		FY2012	26,055	6.000	156,330						
		FY2013	25,651	4.361	111,866						
					998,000						

9/2/2015	COUNTY OF FERGUS					FY1516 FAIR WATER SEWER FINAL				Page 4 of 5
TAX LEVY REQUIREMENTS SCHEDULE										
ASSESSED VALUATION:										
TAX VALUATION:										
1 MILL YIELDS:		\$27,157								
FUND NO	FUND NAME	APPROPRIATIONS	CASH RESERVES	TOTAL REQUIREMENTS	CASH AVAILABLE	NON-TAX REVENUES St Entitle	TOTAL NON TAX REVENUES	PROPERTY TAX REVENUES	TOTAL RESOURCES	MILL LEVY
4075	FAIR WATER & SEW	162,127		162,127	126,834	0	100	162,127	162,227	5.97
		Mills	Mill Value	Total						
FY1415	Year #1	5.97	25766	153,823						
FY1516	Year #2	5.97	27157	162,127						
				315,950						
Total Voted Amount over 20 yrs				3,082,940						

9/2/2015			FY1516 NON-LEVIED FINAL			Page 5 OF 5		
	COUNTY OF FERGUS	NON-LEVIED	FUNDS	FY2013				
FUND	FUND NAME	APPROPRIATION	CASH	TOTAL	CASH	NON-TAX		TOTAL
NO			RESERVES	REQUIREMENTS	AVAILABLE	REVENUES	PILT	RESOURCES
2150*	PREDATORY ANIMAL-Sheep	2,750	389	3,139	690	2,449		3,139
2165	BRIGHT COUNTRY LIGHTS	8,000	149	8,149	3,149	5,000		8,149
2155*	PREDATORY ANIMAL-Cattle	43,260	9,507	52,767	24,767	28,000		52,767
2210	COUNTY PARK	27,510	0	27,510	27,510	0		27,510
2272	CENT MT HEALTH DIST	157,728	102,739	260,467	138,995	121,472		260,467
2274	EMERGENCY PREP	256,735	576,393	833,128	612,127	221,001		833,128
2350	COMMUNITY COUNCIL	1,591	0	1,591	1,591	0		1,591
2381	DRUG FORFEITURES	15,559	0	15,559	13,559	2,000		15,559
2384	FIRE COUNCIL	55,421	0	55,421	4,343	24,000	27,078	55,421
2386	USG LOAN-SMDC	97,382	0	97,382	97,382	0		97,382
2392	ECON DEVELOP LOAN	106,880	0	106,880	106,880	0		106,880
2393	RECORD PRESERV	23,000	8,637	31,637	18,137	13,500		31,637
2394	ALCOHOL REHAB	21,588	10,025	31,613	10,025	21,588		31,613
2395	COMPUTER	97,457		97,457	10,923		86,534	97,457
2396	LEASED PROPERTY	87,930	6,000	93,930	87,930	6,000		93,930
2420	GAS TAX	155,000	1,146	156,146	3,132	129,252	23,762	156,146
2830	JUNK VEHICLE	78,979	20,394	99,373	20,394	78,979		99,373
2840	WEED GRANT	44,520	0	44,520	35,234	9,286		44,520
2859	COUNTY LAND INFO	4,000	3,193	7,193	4,193	3,000		7,193
2894	STATE-FED MIN ROYAL	74,942	3,500	78,442	74,942	3,500		78,442
2895	HARD ROCK TRUST CRChew	41,143	15,000	56,143	41,143	15,000		56,143
2896	METAL MINE-Port Authority	75,372	0	75,372	75,372	0		75,372
2900	P.I.L.T.	1,348,095	0	1,348,095	1,268,095	80,000		1,348,095
2915	DARE	12,000	39,925	51,925	45,925	6,000		51,925
2917	CRIME VICTIMS ASST	69,035	1,411	70,446	1,168	69,278		70,446
2958	DES GRANTS	141,856	0	141,856	-48,965	190,821		141,856
2972	FAMILY PLANNING	239,097	178,685	417,782	166,935	250,847		417,782
2973	MCH NURSES	38,682	16,564	55,246	16,564	38,682		55,246
2978	IMMUNIZATIONS	6,857	11,833	18,690	11,833	6,857		18,690
2991	CTEP	-		0	0			0
4000	CONSTRUCTION RSV.	120,000	497,483	617,483	617,483			617,483
4010	ROAD CAP IMP	-	0	0	0			0
4020	BRIDGE CONST RES	675,188	16,417	691,605	104,011	337,594	250,000	691,605
4030	JUNK VEHICLE CAP IMP	-	84,740	84,740	84,740			84,740
4100	FAIR CONST RESERVE	21,575		21,575	21,575	0		21,575
4101	FAIR PARKING	3,681		3,681	3,681	0		3,681
4110	AIRPORT CONST RES	653,512	54,925	708,437	32,867	675,570		708,437
4112	AIRPORT CAP IMP	74,393	190,996	265,389	136	265,253		265,389
4120	RECREATION DISTRICT	150,465	0	150,465	2,870	147,595		150,465
4400	CAPITAL IMPROVMNT	301,161		301,161	211,161		90,000	301,161
5610	AIRPORT	284,158	29,723	313,881	58,386	255,495		313,881
6050	SELF INSURANCE	156,611		156,611	156,611	0		156,611
	TOTALS	5,773,113		7,652,887	4,167,494	3,008,019	477,374	7,652,887
*Receives assessments so cash reserves cannot exceed 33%								

Fergus County	
Tax Year	Taxable Valuation
1999-2000	21,351,564
2000-2001	20,994,490
2001-2002	21,562,817
2002-2003	21,122,277
2003-2004	21,458,532
2004-2005	22,020,663
2005-2006	22,980,088
2006-2007	23,371,447
2007-2008	24,049,462
2008-2009	25,244,828
2009-2010	25,990,047
2010-2011	26,055,496
2011-2012	25,651,313
2012-2013	25,815,675
2013-2014	25,766,302
2014-2015	27,157,209
2015-2016	30,401,195



**Fergus County
Comprehensive Capital Improvements Plan
2016-2021**

