

# 2025-2030 COMPREHENSIVE CAPITAL IMPROVEMENTS PLAN

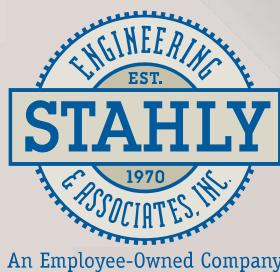


Prepared For:

## Carter County, Montana

Prepared by:

3530 CENTENNIAL DRIVE  
HELENA, MT 59601  
(406) 442-8594



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## I. EXECUTIVE SUMMARY

Carter County is located in the southeasternmost corner of Montana, adjacent to the South Dakota and Wyoming borders, and is home to several small communities and wide-open spaces. The County contains a rich ranching and coal mining history dating back to its inception in 1917.

Like most counties in rural Montana, Carter County struggles to maintain its infrastructure due to a limited tax base, limiting the County's ability to reinvest in new infrastructure and address the needs for aging and/or failing infrastructure. In addition to regular operations and maintenance costs, there is a constant need to upgrade and replace public facilities and systems to ensure they continue to meet the public service needs of the County.

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

**Table 1.1 Top Five Carter County Ranked Projects**

Project	Project Description
Ekalaka Volunteer Fire Department Building	Construct a volunteer fire department building in Ekalaka
Ekalaka Swimming Pool	Rebuild the current swimming pool
Road & Bridge Equipment Rotation	Annual funding to replace aging equipment based on inventory and operational needs
Airport Runway Extension and Improvements	Extend the current runway, install Automated Weather Observing System (AWOS), construct potential hangars and outbuildings
Weed Vehicle Rotation	Annual funding for weed trucks and ATV's for chemical application

Figure 1: Carter County Courthouse, Ekalaka, Montana



## II. INTRODUCTION

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

### Purpose of a Comprehensive Capital Improvements Plan

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

- The identification, review, planning, and budgeting of capital expenditures;
- Time to study identified projects;
- Public discussion of projects; and
- Citizen input concerning potential projects and expenditures.

The planning process of a CCIP initiates and encourages citizen participation to ensure a better understanding of the community's needs. Community engagement and education on existing conditions and the need for future planning also demonstrates that the County is fulfilling its obligation to the taxpayers in a long-term, financially efficient manner. Implementation of a CCIP allows the County to maintain public safety and efficiency of existing capital facilities and infrastructure and encourages unity among County officials through a clearly defined scope of work, budget, and timeframe. With project needs identified in a planning document, community leaders can anticipate financial needs and maximize available federal, state, and private funding opportunities. Evidence of forward-thinking planning and fiscally responsible managing of debt for capital improvements illustrates to funding agencies the need for grant and loan funding. Strategic and fiscally responsible planning can also potentially positively impact the County's costs of borrowing money, with the opportunity for lower interest rates.

In general, the creation of a CCIP follows a logical and sequential process of identifying and financing capital needs, while making sure the County is prioritizing projects in a way that responds to the needs of residents as reflected during the public engagement portion of the process.

## Essential Components

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

### 1. Needs Assessment

The first step in the CCIP planning process is to assess the overall needs of the community and the capital needs of the county in particular. It starts with notifying all Carter County Department Heads of the process. The County Commissioners initiate the needs assessment through a meeting with Department Heads whereby training is provided to walk through the process of developing the CCIP. A survey of needs is made available both in hard copy and online form. The online survey is posted to a project website and is also available to members of the public.

A press release notifying the public of the availability of the project website and encouraging their participation in the survey is published in the local newspaper. Public participation is essential for the completion of a successful CCIP and active participation from the public is encouraged throughout the process. Residents are asked to provide comments on community priorities, needs, and projects. Appendix A includes copies of the surveys that were submitted.

Upon completion of the needs assessment process, the Carter County CCIP team prepared a list of possible capital improvements projects compiled from existing plans, County officials, and public input.

### 2. Project Identification and Prioritization

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

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

- Public Health and Safety: Does the project address an urgent health or safety concern, legal mandate, or code compliance? (Priority Factor = 0-6)
- State/Federal Regulations: Is the project required for meeting a current state regulation or requirement? (Priority Factor = 0-6)
- Existing Facilities Preservation: Does the project correct a deficiency in an existing facility? Does the project correct deteriorating facilities? Does it preserve County assets? (Priority Factor = 0-6)
- Ongoing or Planned Projects: Is the project already ongoing? Was the project already previously planned? (Priority Factor = 0-6)
- Economic Development: Does the project contribute to additional/expanded business within the County? (Priority Factor = 0-6)
- Community Benefit: Does the project provide a benefit to the entire community, or only to a particular segment of the population based on location or need? Does the project improve or enhance the lives of individuals residing in the County? (Priority Factor = 0-6)

- **Funding Available:** Is there funding available, other than County resources, to finance the project in part or completely? (i.e. grant funding, low interest loans, special revenue accounts, existing capital accounts) (Priority Factor = 0-6)

The initial list of projects was reduced by eliminating projects with a cost less than \$5,000.00, projects that would not be completed within the next five years, or projects that were determined to not have a reasonable chance of being funded. Projects submitted outside of the County's direct financial responsibility were noted within the CCIP but were not scored or included in the County's overall list of projects. All recommended projects were then scored based on the above criteria. The CCIP team was then able to define a prioritized list of projects for further investigation which included project cost estimates, funding availability, and schedule. Public comment on the draft list of projects was also considered. The final ranking of the projects was completed by the Carter County Commissioners. The final project list has been adopted as part of the Carter County Comprehensive Capital Improvements Plan.

### 3. *Evaluation of Funding Options*

While the proposed project list was being generated, potential funding sources were evaluated to identify all possible options for financing the final project list.

There are a number of options available to the County for the purpose of funding capital projects, including general funds, grant funding, loans, bonds, and other 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 and included in 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. *Adoption and Implementation of the CCIP*

The final step in completing the Carter County CCIP was adoption and implementation of the plan. Prior to formal adoption, a draft CCIP was provided to the Carter County Commissioners for final review and comment. A notice was published in The Ekalaka Eagle notifying the public that the draft CCIP was also available for review at the County Courthouse, as well as on the project website. Appendix B contains copies of the published notice.

The CCIP was adopted by resolution on April 30, 2025, following presentation of the draft document at a public meeting held on April 21, 2025 at the Carter County Courthouse in Ekalaka. No public comments were received on the draft CCIP document. The formal adoption of the CCIP enables Carter County staff to begin implementation of the projects identified.

## **Public Participation**

Public participation is essential for completing a successful CCIP, particularly during the needs assessment portion of the CCIP process. Active participation from both county employees and the public was encouraged throughout the process. While public opinion alone does not determine need, it does provide a critical point of view.

The CCIP draft document was made available at the courthouse and on the project website (see Appendix B). The public was invited to review the document and submit comments prior to its adoption. No public comments were received.

Figure 2: Carter County CCIP Project Website

*\*Planning allows the community to envision its future and proactively work to achieve it, instead of just reacting and moving from one short-range, quick-fix solution to another, as events occur.*

## Carter County Comprehensive Capital Improvements Plan (CCIP)

[View the DRAFT CIP Document! →](#)

In an effort to address the most critical issues facing Carter County—now and in the near future—the County is undertaking the process to develop a Comprehensive Capital Improvements Plan (or CCIP). A Comprehensive Capital Improvements Plan is a long-range plan that provides the County with an overview of existing County conditions and a comprehensive list of capital improvement projects to carry out over time. It sets goals for improvements to County facilities, infrastructure, and services.

**General Government** **Public Facilities & Schools** **Public Health & Safety**

**Public Works** **Transportation** **Culture & Recreation**

**Stahly Engineering & Associates:**  
Traci Conduit  
[tconduit@seacg.com](mailto:tconduit@seacg.com)  
406.442.8594

**Robie Culver:**  
[rculver@seacg.com](mailto:rculver@seacg.com)  
406.442.8594

Use the comment box below if you have any comments on the DRAFT CIP Document. You will not be able to submit unless you have the text, name and email boxes filled out. Thank you!

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A press release was issued to The Ekalaka Eagle newspaper on March 27, 2025 and a legal notice was published on April 4, 2025 to announce the availability of the draft document for review before the final public meeting held on April 21, 2025 (see Appendix B).

### County Commission Adoption

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

It should be noted that projects included in the CCIP are not guaranteed to happen for a variety of reasons, including funding shortfalls, changing priorities, regulatory or permitting delays, community opposition, technical or engineering challenges, economic conditions, political or administrative changes, coordination issues, natural disasters or emergencies, or legal or property issues.

It is now the responsibility of the Carter County Commissioners to utilize information contained within this Plan in annual and long-range planning and budgeting efforts so that improvements can be achieved. It is also important to review and update the CCIP regularly to keep the Plan current and responsive to the County's needs.

### III. CARTER COUNTY OVERVIEW

Carter County is located in southeastern Montana and encompasses approximately 3,340 square miles, ranking 50<sup>th</sup> of the 56 counties based on population (Montana Department of Commerce, 2025).

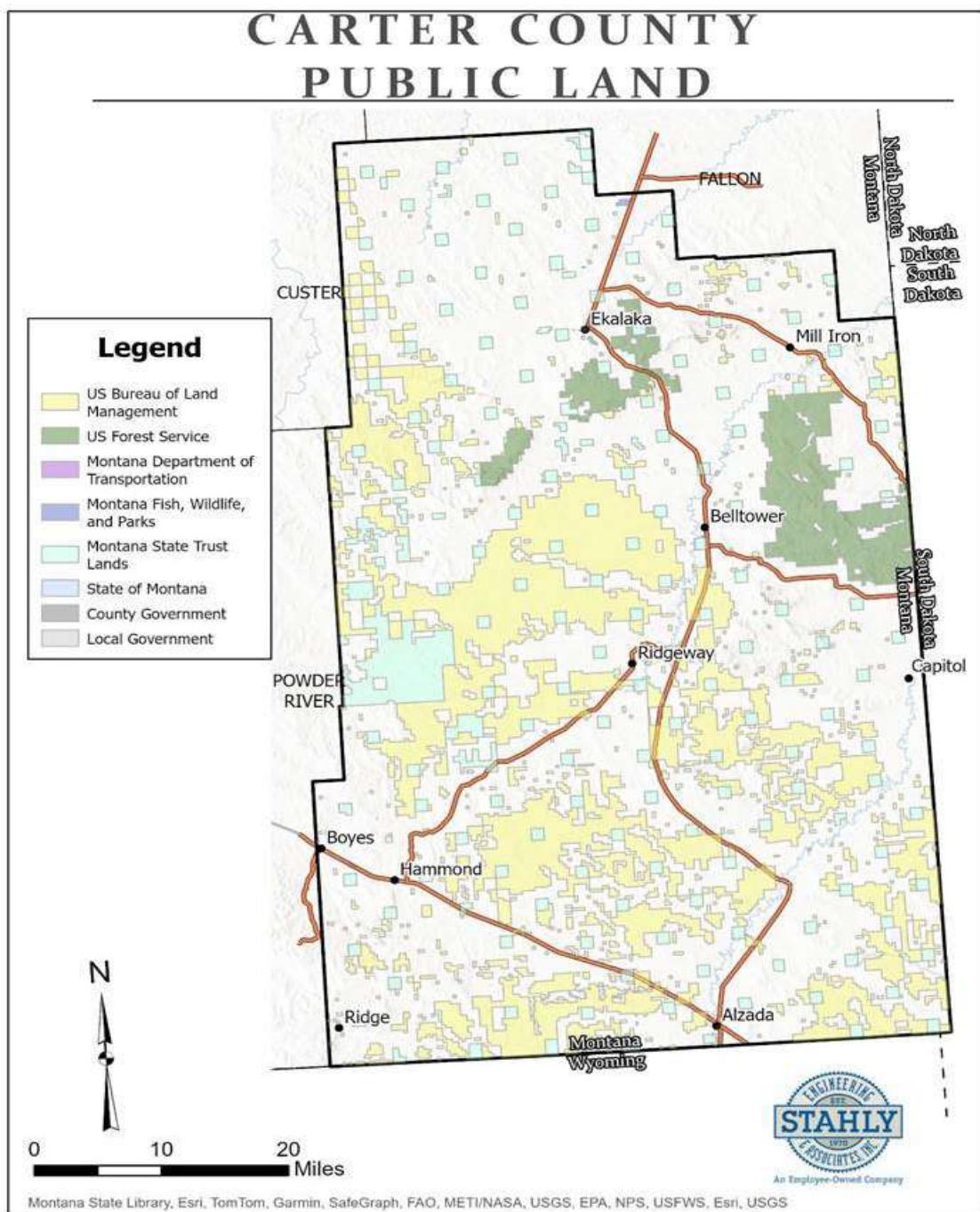
Information published by the U.S. Census Bureau reports the 2023 population of Carter County at 1,418, which is a 1.1% increase from the year prior (Montana Department of Commerce, 2025). Carter County was created in 1917 and borders Wyoming and North Dakota on two sides, as well as three other Montana counties.

Figure 3: Carter County Location Map



There are no major mountain ranges or rivers in Carter County. There are a total of 2,140,595 acres of land that make up the county. Of this land, 1,399,215 acres are private lands, 595,704 are federal lands, and 144,490 are state lands (Headwaters Economics, 2025). Carter County is home to the town of Ekalaka, which is the only incorporated town in the county. Ekalaka is the county seat with a population of 410 in 2023. Other communities that are not incorporated include Albion, Alzada, Belltower, Boyes, Capitol, Hammond, Mill Iron, Ridge, and Ridgeway. With nearly 1/3 of the land in this county being public lands, this region is very popular for hunters and recreationists. The town of Ekalaka sees an increase in activity in the fall due to this. One U.S. Highway and one Montana State Highway make up the major roadways in Carter County.

Figure 4: Carter County Public Lands Map



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 socioeconomic characteristics of a community, is a basic indicator of the services needed to serve the residents of a community.

The table below presents a summary of the historical Census population in Carter County and Ekalaka from 1990 to 2020. The trend shows fluctuation over the last thirty years, with the population steadily declining through 2010. Population from 2010 to 2020, however, has rebounded with a 20% jump in population resulting in a similar population from two decades prior.

**Table 3.1 Historic Populations of Montana, Carter County, and Ekalaka** (Montana Department of Commerce, 2025)

Population Center	Year			
	1990	2000	2010	2020
Montana	800,204	903,773	990,730	1,087,075
Carter County	1,489	1,335	1,163	1,404
Ekalaka	436	394	331	400

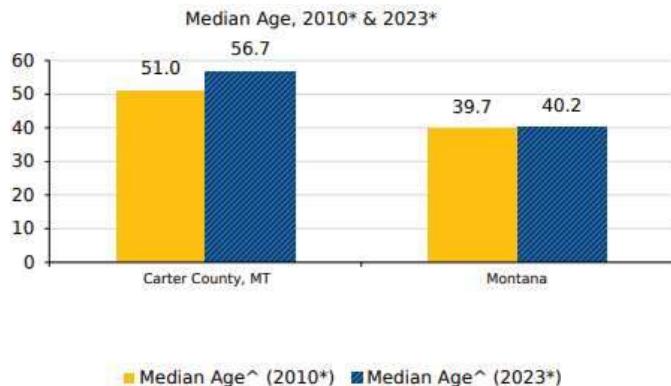
A lack of growth in the population is typical of rural Montana communities where farming and ranching are the primary source of economic activity. Young people from Carter County tend to seek employment and economic opportunities in other areas of the state or country. Because the population trend in the State of Montana shows steady growth since 1990, and the population growth of Carter County shows growth since 2010, there is a need for continued planning at the county level. Setting tangible goals for the County to improve and replace public facilities will encourage population growth, leading to a more vibrant economy.

Future growth projections for Carter County have been provided by the Census and Economic Information Center (CEIC) and are a product of Regional Economic Models, Inc. (REMI). REMI provides a complete demographic forecast through 2060 for Montana and each individual county within the state. Although future population projections reflect a steady decrease in population over the next 35 years, investing in local infrastructure is critical for those currently residing in the county. It may also reverse the trend of population loss by encouraging further economic development.

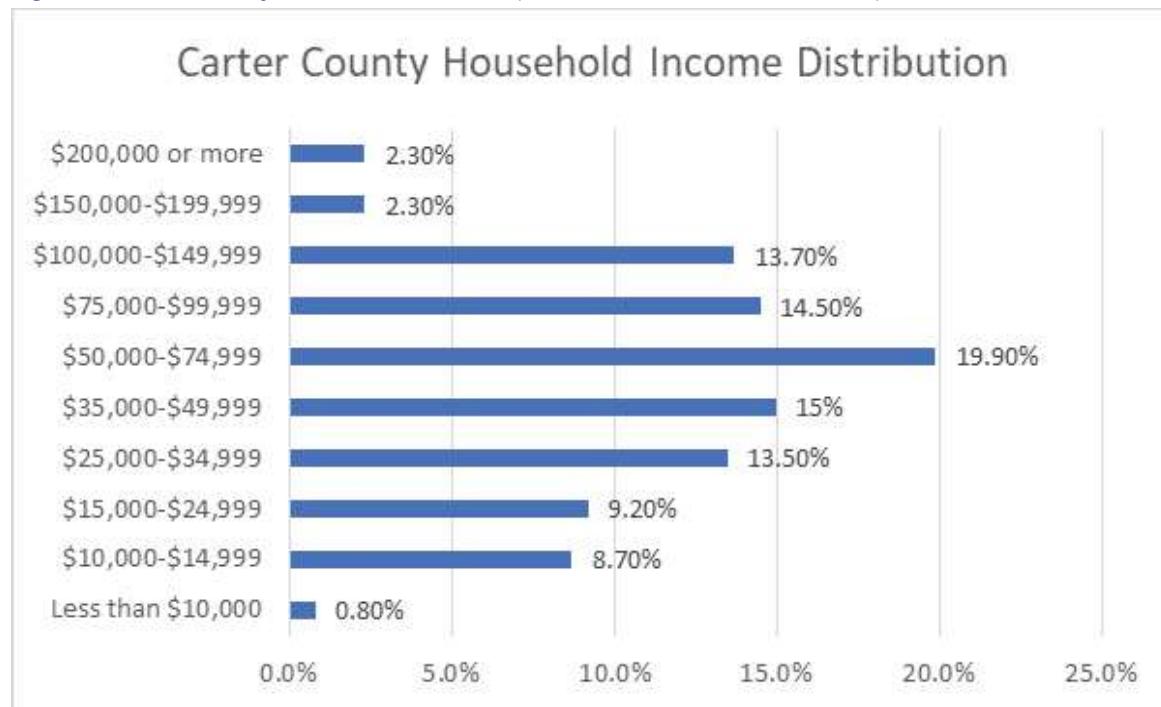
**Table 3.2 Carter County Population Projections** (Regional Economic Models Incorporated, 2025)

Carter County Population Projection Summary				
Year	2030	2040	2050	2060
Population	1,461	1,365	1,310	1,294

The median age in Carter County increased 11.2% between 2010 and 2023. Comparatively, the median age in Montana only increased by 1.3% during the same time. Implications of an aging population include the need for additional services and facilities for older adults (i.e. health care, nursing home, assisted living) in the County. Careful evaluation of needs on a regular basis will be critical to maintaining or growing the population of Carter County.

**Figure 5: Median Age in 2010 and 2023** (Headwaters Economics, 2025)

The Median Household Income (MHI) in Carter County was estimated at \$55,704 in 2023, as compared to Montana's MHI of \$70,939 (Montana Department of Commerce, 2025). The income distribution in Carter County is shown in Figure 5.

**Figure 6: Carter County Income Distribution** (Headwaters Economics, 2025)

Poverty levels in Carter County, estimated at 13.8%, are slightly above the average for Montana as a whole at 12%; however, over 43% of residents are living on Social Security income (Headwaters Economics, 2025).

The housing supply in Carter County is relatively old and deficient in general, and with the senior population continuing to increase in the County, the need for affordable and senior housing will continue to grow. The median year of construction for homes in Carter County is 1973 with 25% of residences sitting vacant (Headwaters Economics, 2025), likely due to their deteriorated condition.

However, of the residents that bought their homes, 78% do not have a mortgage. There has recently been an increase in the renter market with 38.4% of the housing market being rentals, and the vacancy rate being only 1.2%. This identifies a deficit of affordable and rental housing that generally benefits a younger demographic (Montana Department of Commerce, 2025).

The economy of Carter County is largely dependent on local government, retail, and agriculture as the primary sources of employment followed by arts, entertainment, and recreation and federal government. Of these sources of income, agriculture and forestry is the highest wage industry despite being the third largest employment category (Montana Department of Labor & Industry, 2025). While 72% of wage-earning residents earn an income through traditional employment, 43.6% of residents earn an income through Social Security (Montana Department of Commerce, 2025). Carter County could benefit from growth in these industries and the resulting income and tax base that help fund the local infrastructure. Projects that support tourism and natural resource development will lead to future economic development in the geographic area, including employment and growth income.

The Eastern Plains Economic Development Corporation (EPEDC) identified the following constraints on economic growth for the region, including Carter County:

- Insufficient/aging infrastructure;
- Low population;
- Attitudes; and
- Non-diversified economy.

According to the EPEDC's 2022-2027 Comprehensive Economic Development Strategy (CEDS), the region's ability to plan for and provide infrastructure will be the number one determinant of each community's ability to capitalize on economic activity and sustain itself into the future. Additionally, the declining, aging population has depleted the available workforce (Eastern Plains Economic Development Corporation, 2022-2027).

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

## IV. DEPARTMENTS AND PROJECT PRIORITIES

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

### Public Facilities and Services Priorities

Carter County owns or manages a total of 37 public buildings and facilities, ranging from the Carter County Courthouse to the Senior Center, Museum, and three radio towers. Many of the existing facilities are faced with space and useability constraints due to their age. While many are in fair or good condition, they do not serve the needs of the community to the best of their ability. Relocations, additions, and removal of some facilities would benefit the community for long-term maintenance and use.

The Carter County Courthouse is home to the County Commissioners, County Attorney, Clerk & Recorder, and Clerk of District Court, among several other county services. Upkeep of this building remains a top priority to ensure it stays in good operating condition for the community. However, space constraints have limited the ability to house more public resources in one central space. Plans to utilize surrounding space would keep all necessary departments and resources in one location.

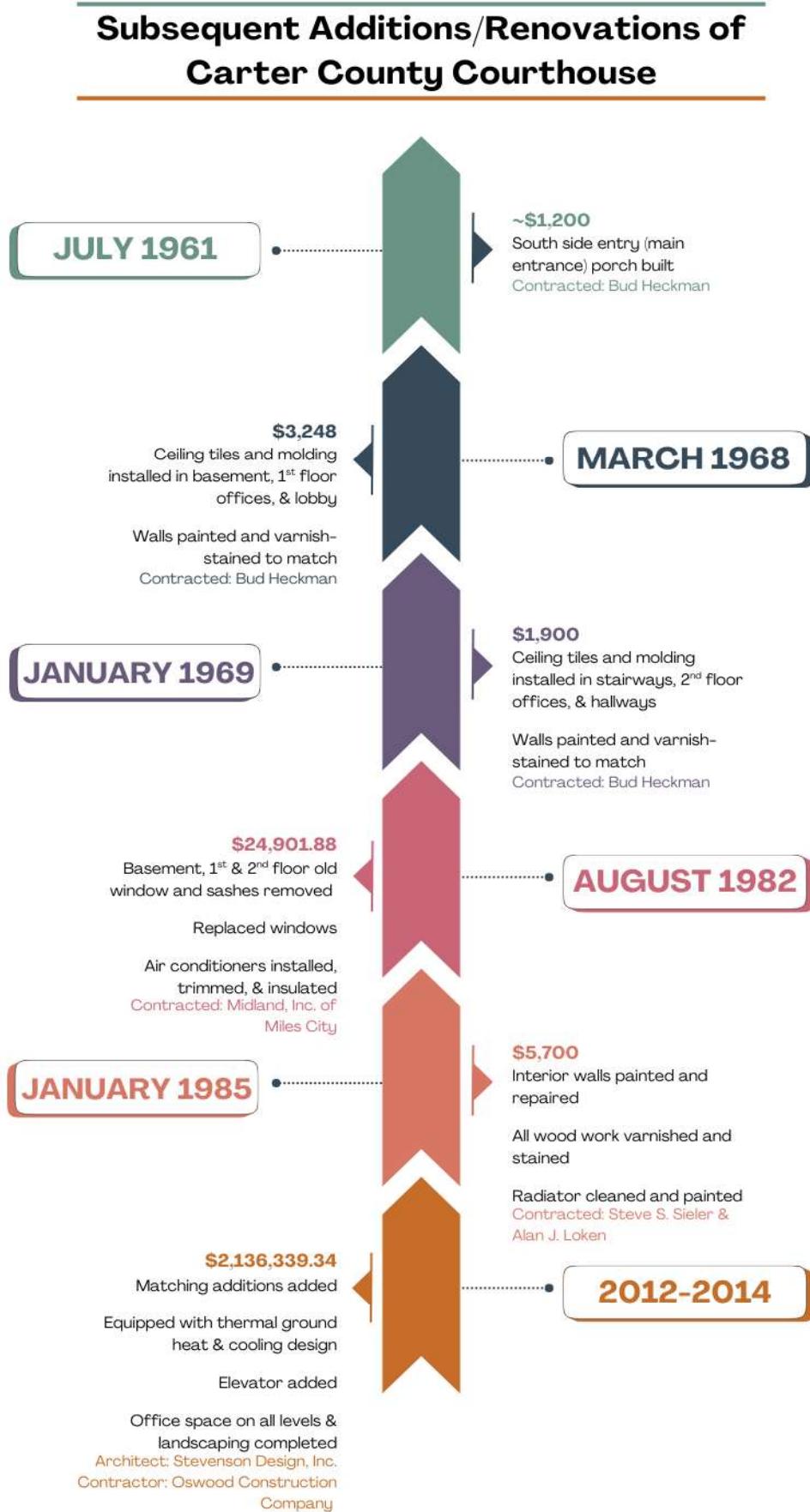
To understand the courthouse's current space limitations, it is helpful to look back at its origins. A parcel of land measuring 300' X 300' was deeded to Carter County from the Town of Ekalaka on April 16, 1919. This parcel of land lies between Park Street and Park Avenue and is known as "The Public Square." The land was deeded to the County with the understanding that a suitable courthouse be built on it. On the same day, a contract for the construction of the Carter County Courthouse was awarded to Lantis Rickard Lumber of Ekalaka, MT. Linke & Haire architects were awarded the contract for the design at a cost of approximately \$289.00.

As a result of the courthouse project, Lantis Rickard Lumber created a job market for several people for several months. Some of those who were instrumental in the construction work of the courthouse included foreman John M. Thompson, Kust Merilainen, Ray Strain, Clement Lovisik, Nels Nelson, Dean J. Dalrymple, Harry Miller, R.A. Reid, Ernest Oldaker, Henry Maly, W.R. Pickens, C.E. Timmons, Irvin Hedrick, and Geo Leeman.

The cost of the construction, including materials and labor, was approximately \$18,000. The fixtures, which included office equipment and vaults, were purchased from Billings Stationery & Office Co. for approximately \$1,400. The lighting contract was awarded to L.F. Bruggemann for a cost of \$600. The first insurance premium on the new building was with J.W. Brant for \$352.

The original Carter County Courthouse was completed in 1920 and "Moving Day" from the Old School House location to the new Carter County Courthouse was March 2-3, 1920. Subsequent additions and renovations to the courthouse are detailed in Figure 7.

Figure 7: Timeline of Carter County Courthouse Additions/Renovations



Several updates and maintenance issues related to the courthouse are being considered as part of the CCIP. The elevator is currently not in operation and negotiations for its repair are underway, although it may be necessary to replace the entire elevator. The sidewalks in front of the courthouse need to be replaced. The use of salt in the winter has broken down the concrete, leaving spalled and uneven surfaces, posing a safety issue. The stairwell in the 1920 portion of the courthouse needs to be refinished so that it matches the rest of the courthouse. Additionally, the carpet in the Commission boardroom and the room that connects it to the Clerk & Recorder's Office is deteriorated and needs to be replaced with maple flooring, or a similar product, to match the rest of the courthouse flooring.

Dahl Memorial Healthcare in Ekalaka is a county owned facility operated by Dahl Memorial Healthcare Association, Inc. It is comprised of a critical access hospital (CAH) with 25 beds, 21 of which are used for long-term care (nursing home) and the other available beds are for acute care. The facility also includes a rural health clinic, staffed by a Physician's Assistant, and an elderly day care program. Funding for the hospital is supported by a countywide mill levy.

In November 2021, construction of a new 40,900 square-foot building was completed to house the CAH, nursing home, and emergency department. The old complex, which includes the hospital, nursing home, and boiler building, needs to be demolished. This project is included in the CCIP and scheduled to take place during the Fall of 2025. Initially, the project was estimated to cost \$100,000; however, this number has increased to \$230,000 due to an increase in the cost of environmental remediation efforts. The County plans to construct a courthouse annex on the lot. The courthouse annex will house Public Health, the Senior Citizens Center, and the Food Bank.

**Figure 8: Carter County Museum**



The Carter County Museum was established in 1936 and moved to its current location in the late 1970s. The museum needs expanded facilities. Despite being 5,800 square feet, only 10% of the museum's collection is viewable. The remaining 90% remains stored off-site because there is no additional exhibition or storage space in the current museum, nor is there adequate support space to accommodate staff and volunteers.

A feasibility study completed in June 2023 detailed the proposed expansion and renovation of the museum. The planned expansion will add approximately 15,000 square feet and will be allocated to guest services, as well as exhibition and support space. This project will also address

issues with the existing roof and include installation of an HVAC system.

The expansion and renovation of the museum has been detailed in several Carter County planning documents, including the previous CCIP and 2024 Growth Policy Update. Several different funding sources will be tapped to pay for this project, including the Rural Economic Development Loan and Grant (REDLG) Program through the U.S. Department of Agriculture (USDA). The Rural Economic Development Loan (REDL) and Grant (REDG) programs provide funding to rural projects through local utility organizations. Under the REDL program, the USDA provides zero interest loans to local utilities, which they, in turn, pass through to local businesses (ultimate recipients), for projects that will create and retain employment in rural areas. The ultimate recipients repay the lending utility directly. The utility

is responsible for repayment to the USDA. The Southeast Electric Cooperative in Ekalala has already signed a resolution agreeing to partner with the museum for this 10-year loan at 0% interest.

Stahly Engineering provided surveys to the County Commissioners and County Departments, who conducted interviews with County employees and collected surveys from the community to better understand new and existing facility, equipment, infrastructure, recreation, transportation, and emergency services needs aimed at enhancing the quality of life in Carter County.

Public facility projects and equipment purchases identified in Carter County include:

**Table 4.1 Public Facilities Ranked Projects**

Project	Project	Project Description	Estimated Cost to Carter County
2	Ekalaka Swimming Pool	Rebuild the current swimming pool	\$200,000
4	Museum Expansion/Renovation	Expansion and renovation for more preparation, exhibit, and storage space	\$12,000,000
6	Demolition of Old Hospital Complex	Total demolition of old hospital, nursing home, and boiler building to make room for Courthouse Annex	\$230,000
7	Weed Department Relocation	Relocate and rebuild the Weed Department building and chemical storage	\$1 million
9	Courthouse Annex	Annex to house Public Health, Senior Citizens Center, and Food Bank	\$3.0 - \$3.5 million
12	Warehouse #1	Remodel to include AC, heat, and insulation; replace doors and windows	\$250,000
12	Courthouse Maintenance	Replace concrete in front of building where it is breaking apart from salt application	\$25,000
14	Ambulance Building Conversion	Convert the ambulance building to courthouse and DAHL maintenance/storage	\$20,000 - \$30,000
15	Courthouse Maintenance	Redo stairs and trim in the old part of the courthouse	
15	Courthouse Maintenance	Heavy equipment for snow removal at courthouse	\$50,000
16	Courthouse Maintenance	Redo landscaping (flower beds, bushes/shrubs)	\$10,000-\$20,000
17	Courthouse Upgrade	Room for driver's license renewals	\$5,000
18	Courthouse Upgrade	Room for legal document recordings	

*\*More than one project may hold a ranking, if they scored the same number of points.*

## Transportation Priorities

Carter County spans 3,348 square miles and County Road and Bridge Department staff are responsible for maintaining 30 bridges over 20 feet and 850 miles of county roadway. The County also maintains an airfield. A vast array of vehicles for upkeep, safety, and regular operations are utilized by County staff.

With the regular use of these vehicles by County officials, there is a need to maintain a regular replacement schedule. The entities intending to rotate vehicles include the Road and Bridge, Weed, and Public Safety Departments, as well as the museum. There are also storage needs for these vehicles when not in use to maintain their longevity. This storage plan also includes seasonal equipment like weed chemical trucks and snowplow blades.

The Ekalaka Airport, located just north of town, is owned and operated by Carter County and serves primarily business and recreational purposes. Pilots flying into Ekalaka do so for a variety of reasons, including aerial spraying, air ambulance services, hunting and fishing, visiting friends and family, real estate viewing, aerial photography, and occasional firefighting support.

Transportation-related projects and equipment purchases identified for Carter County include:

**Table 4.2 Transportation Ranked Projects**

Project	Project	Project Description	Estimated Cost to Carter County
2	Airport Runway Extension and Improvements	Extend the current runway, install Automated Weather Observing System (AWOS), construct potential hangars and outbuildings	\$2,500,000 <i>(Majority of funding will come from FAA)</i>
2	Road & Bridge Equipment Rotation	Annual funding to replace aging equipment based on inventory and operational needs	\$300,000
3	Weed Vehicle Rotation	Annual funding for weed trucks and ATVs for chemical application	\$100,000
5	Public Safety Vehicle Rotation	Public Safety vehicle replaced every odd year	\$100,000
8	Storage Building	Storage building at Road & Bridge in Boyes for blade/snowplow (heated building)	\$150,000 - \$200,000
11	Museum Vehicle Rotation	Museum vehicle replacement as needed	\$100,000
12	General Vehicle Rotation	Replace vehicles for use by the Public Health and Extension Office	\$35,000 - \$50,000
14	Road Department Building	Open-faced building with bays for storage of trucks/equipment	\$150,000

*\*More than one project may hold a ranking, if they scored the same number of points.*

## Emergency Services Priorities

Law enforcement services in Carter County are limited to the Carter County Sheriff's Office. They are the sole entity for handling impounded vehicle storage and public safety of the community.

**Figure 9: New Carter County Rural Fire Truck Provided by DNRC**



The County is also home to a rural fire station. Working in conjunction with the Montana Department of Natural Resources (DNRC), this station serves the County as first responders to rural fire needs. This station, in partnership with the Ekalaka and Alzada Volunteer Fire Departments, serves as the first line of defense in emergency fire response.

Emergency Services projects identified in Carter County include:

**Table 4.3 Emergency Facilities Ranked Projects**

Project	Project	Project Description	Estimated Cost to Carter County
1	Ekalaka Volunteer Fire Building	Volunteer Fire Department building in Ekalaka; privately owned but supported by the County	\$400,000 - \$600,000 <i>(\$375,000 allocated from LATC Fund)</i>
10	Rural Fire Building	Building with bays for rural fire trucks, tenders, and other equipment	\$300,000 - \$500,000
13	Impoundment	Fence around junk vehicles	\$10,000

*\*More than one project may hold a ranking, if they scored the same number of points.*

The Local Assistance and Tribal Consistency (LATC) Fund is a general revenue enhancement program that provides additional assistance to eligible Tribal governments, eligible revenue sharing counties, and eligible revenue sharing consolidated governments. Under this U.S. Department of Treasury program, recipients have broad discretion on the use of funds, similar to how they may use funds

generated from their own revenue sources.

## V. FUNDING SOURCES

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

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

### General Funds

The most commonly used method of financing capital improvement projects is the use of general funds, which are gathered from property taxes, local option tax, and state entitlement share. The general fund is typically inadequate to fund larger project needs; however, it is a practical source for funding small capital improvement projects. A few county departments generate fees, but the fees are not adequate to fund larger project needs. There will likely be no dramatic changes to Carter County's revenue during the next five years.

Carter County's historical tax collections from regulatory/statutory mill levies for the past five years are listed in Table 5.1. In recent years, the Commissioners have decreased the mills because the taxable value for the County has increased. When the taxable value decreases, the Commissioners increase the mills. Mills are split between the following funds:

- General
- Bridge
- Weed
- Livestock Predator
- Fair
- Airport
- Library
- Hospital Building
- Senior Citizen
- Extension Service
- Public Safety
- Museum
- Group Health Insurance
- Retirement
- Workers Compensation Insurance

Additionally, there is a voted mill levy for the Special Predator fund. This fund was created and approved by voters to ensure that funding remains available to cover expenses incurred by the Livestock Predator fund. In 2017, Carter County was the State's largest producer of sheep; however, in 2022, they dropped to number 5 (U.S. Department of Agriculture, 2022).

Table 5.1 Carter County Historical Tax Collections from Mill Levies (Carter County, 2025)

Fiscal Year	Taxable Value	Mill Levy	Tax Collection
2024-2025	\$74,278,220	59.90	\$4,449,265
2023-2024	\$73,288,665	58.27	\$4,270,531
2022-2023	\$76,415,876	74.86	\$5,720,492
2021-2022	\$67,900,123	71.59	\$4,860,970
2020-2021	\$57,709,042	43.00	\$2,481,489

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

Montana laws govern County indebtedness and bonding capacity.

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

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

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

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

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

#### Other Revenue

In addition to revenues generated from tax collections, Carter 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 are listed in Table 5.2.



**Table 5.2 Carter County's Special Revenue Funds** (Carter County, 2025)

Fund	Revenue
Intergovernmental	State entitlement share, contributions
Charges for Services	Service fees
Fine/Forfeitures	Court fines
Miscellaneous	Rent and sale of junk vehicles
Investment Earnings	Gain/loss in fair value of investments

Carter County receives funding for bentonite mining on an annual basis. According to the County's Annual Financial Reports for the years 2022 through 2024, Carter County received more than \$1.7 million dollars over the past four years, as detailed in Table 5.3. These funds are deposited into the County's general fund and may be used for capital improvement projects.

**Table 5.3 Funds Received by Carter County for Bentonite Mining**

Year	Amount
2024	\$808,896
2023	\$183,828
2022	\$369,393
2021	\$342,523
<b>TOTAL</b>	<b>\$1,704,640</b>

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

- Road
- Bridge
- Fair
- Airport
- Hospital Building
- Senior Transportation
- Public Safety
- Severity
- Camp Needmore
- Museum

The Severity fund was established to support Public Safety operations when a fire truck is sent to stage in Miles City with DNRC during wildfire events. The County receives payments for the use of

the fire truck, and those funds are deposited into the Severity fund. This fund is used exclusively for expenses related to those deployments—primarily for replacing fire trucks when needed. Other general government departments not listed above can still request formation of a capital improvement account and the Commissioners can designate funds to be tracked in that account to save for future projects. Utilizing savings from department efficiencies and planned capital improvement budgets will provide leverage for potential additional funding sources, which may include grant funding.

## Grant Funds

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

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

### [Community Development Block Grant Program \(CDBG\)](#)

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

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

### [Rural Development \(RD\) Water and Environmental Program](#)

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

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

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



### Montana Coal Endowment Program (MCEP)

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

- Planning grants are available in amounts dependent on legislative approval. Traditionally, MCEP planning grants have been available up to \$15,000 with a 1:1 required match. Planning grants may be used for a Preliminary Engineering Reports (PER) or Capital Improvements Plans.
- Bridge project grants are limited to a maximum of \$500,000 and require a 50% match from the applicant. In the instance of one bridge with an estimated project cost greater than \$1 million, the applicant may request up to \$750,000.
- All other infrastructure grants are limited to a maximum of \$750,000 and require a 50% match from the applicant.
- Emergency grants which are generally considered in the event of a public health or safety issue as a result of failing or damaged infrastructure are available up to \$30,000 per project with no match required.

### Renewable Resource Grant and Loan Program (RRGL)

RRGL provides grants for projects protecting, preserving or enhancing natural and renewable resources, and is administered by the Department of Natural Resources and Conservation (DNRC). Projects eligible for RRGL grants include drinking water, wastewater, and solid waste development and improvement, in addition to irrigation rehabilitation, dam repair, soil and water conservation, and forest enhancement. RRGL also provides planning and technical assistance grants. Planning grants currently range from \$15,000 to \$40,000 for PERs, PER or Technical Narrative Updates, Resource Plans or Studies, Watershed Restoration Plans or Restoration Project Plans. No matching funds are required.

- Construction grants are limited to \$125,000 per project with no match required.
- Emergency grants are available up to \$30,000 per project with no match required.

### Montana Historic Preservation Grant (MHPG)

The MHPG program supports public or private entities with preservation of historic sites, historical societies, or history museums through grant funding. Currently, grants are available up to \$500,000 with a 20% required match. Grant cycles are open every two years opposite legislative years and are awarded during the legislative session in odd years. The 2025 Legislature is considering changes to the program.

### Montana Fish, Wildlife & Parks (FWP) Recreational Trails Program (RTP)

The RTP is funded by the Federal Highway Trust Fund to support Montana trail projects. The maximum award is \$100,000 and requires a 20% match of total project costs. The program can help construct new trails, maintain and restore existing trails, develop and rehabilitate trailhead facilities, and purchase trail construction and maintenance equipment.

[Land & Water Conservation Fund \(LWCF\) Recreation Grants](#)

Projects funded by LWCF grants include ball fields, public parks, outdoor municipal pools, playgrounds, picnic facilities, and walking trails or other projects that develop outdoor recreation. A 50% match is required. These grants require adherence to federal grant requirements.

**Loans**

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

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

RD provides loans for projects with an emphasis on assisting small, rural communities with loan interest rates based on median household income and user rates. There is no maximum amount of loan funding, but it is limited by the applicant's ability to repay the loan.

The typical loan repayment length is 40 years, or the maximum life of the facility being funded.

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

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

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

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

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

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

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

**Bonding**

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

### Revenue Bonds

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

### General Obligation (GO) Bonds

General obligation bonds are secured by 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 City's flexibility on how yearly revenues can be utilized.

### Special Improvement Districts (SIDs)

Special Improvements Districts are a 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 cities. Property owners within the special district boundary are obligated to repay the project costs, or a portion thereof. Taxpayers outside the district are not obligated to pay the assessment.

### Tax Increment Financing Districts (TIFDs)

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

## **Government Agencies**

There are several government agencies that have their own resources available to help counties with capital projects. Most are very specific to the type of project eligible for funding, and are typically based on need, proper planning, and documentation that the project is going 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 focused on enhanced mobility and 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. Entities qualified to receive funds from the TA program include local governments, tribal governments, transit agencies, public land agencies, school districts, and regional government entities. Guidance for applying for TA funding can be found on the Montana Department of Transportation web site (<https://www.mdt.mt.gov/mt/ta-application.aspx>). 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 requirement 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 stormwater runoff abatement. WRDA grants require a 25% match from local entities, and there is no maximum grant award amount.

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

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

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

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



**FEMA**

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

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

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

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

## VI. CAPITAL IMPROVEMENTS PLAN SUMMARY

The capital improvement projects defined in this document were selected in accordance with the process outlined in Section II and represent the most pressing projects to be executed in order to maintain and improve community services and facilities in Carter County. Table 6.1 presents the Comprehensive Capital Improvements Plan for Carter County for the years 2025-2030. The projects are listed in priority order, and each line item includes the following: project description, location, estimated project cost, and possible funding sources.

It is now the responsibility of the Carter County Board of Commissioners to utilize this document as a tool in their annual budgeting and planning, to ensure that the projects are completed as planned. It is also important that the Commission continues to update and renew this plan as needed in order to keep goals on track.

Table 6.1 Carter County 2025-2030 CCIP Project List

Project Ranking	Project Name	Project Description	Location	Proposed Construction / Purchase Date	Estimated Cost	Funding	Notes	Priority Score
1	Ekalaka Volunteer Fire Department Building	Construct a volunteer fire department building in Ekalaka - privately owned but supported by the County			\$400,000 - \$600,000	\$375,000 allocated from LATC		37
2	Airport Runway Extension and Improvements	Extend the current runway, install Automated Weather Observing System (AWOS), construct potential hangars and outbuildings	Current site		\$2.5 Million Extension \$500,000 Terminal	Majority of funding will come from FAA	Must acquire additional land for runway extension	32
2	Road & Bridge Equipment Rotation	Annual funding to replace aging equipment based on inventory and operational needs			\$300,000			32
2	Ekalaka Swimming Pool	Rebuild the current swimming pool		Spring 2025	\$200,000		Carter County has pledged \$200,000	32
3	Weed Vehicle Rotation	Annual funding for weed trucks and ATV's for chemical application			\$100,000	\$7,500/year from grant		30
4	Museum Expansion/Renovation	Expansion and renovation for more preparation, exhibit, and storage space	Current site	2025	\$12 Million \$550,000 to be paid by County	Grant Monies, REDLG, and other		29
5	Public Safety Vehicle rotation	Public Safety vehicle replaced each odd year			\$100,000			28
6	Demolition of Old Hospital Complex	Total demolition of old hospital, nursing home, and boiler building to make room for Courthouse Annex			\$230,000.00			27
7	Weed Department Relocation	Relocate and rebuild the Weed Department building and chemical storage			\$1 Million			25
8	Storage Building	Storage building at Road & Bridge in Boyes for blade/snowplow						24
9	Courthouse Annex	Annex to house Public Health, Senior Citizens Center, and Food Bank	To the east of existing courthouse		\$3.0 - \$3.5 Million			22
10	Rural Fire Building	Building with bays for rural fire trucks, tender, and other equipment			\$300,000 - \$500,000			21
11	Museum Vehicle Rotation	Museum vehicle replacement as needed			\$100,000			19
12	Warehouse #1	Remodel to include AC, heat, and insulation; replace doors and windows			\$250,000			18
12	General Vehicle Rotation	Replace vehicles for use by Public Health and Extension Office			\$35,000 - \$50,000			18
12	Courthouse Maintenance	Replace concrete in front of building where it is breaking apart from the salt			\$25,000.00			18
13	Impoundment Lot	Fence around the junk vehicles (old County shop)			\$10,000.00			17

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## Appendix A: Needs Assessment Surveys



An Employee-Owned Company

## **CARTER COUNTY CAPITAL IMPROVEMENT PLAN**

### **Project Request Form**

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

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

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

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

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

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

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11/9/25

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: CARTER COUNTY COURTHOUSE

Contact: JESI PIERSON

Telephone: 406-775-8735 Email: \_\_\_\_\_

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: ROOM FOR DRIVER'S LICENSES RENEWAL, IT HAS TO BE  
DEDICATED ONLY FOR STATE USE ONLY

Estimated cost of project 5000<sup>00</sup> or less

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.

NO

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

NO

Will this project require additional yearly supply costs? If so, please explain.

NO

1/9/25

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: CARTER COUNTY COURTHOUSE

Contact: JUDY WRIGHT

Telephone: 406-775-8749 Email: \_\_\_\_\_

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: MORE ROOM IS NEEDED FOR RECORDINGS, EITHER NEEDS ADDITIONAL SHELVING OR WHOLE NEW SPACE

Estimated cost of 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.

NO

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

NO

Will this project require additional yearly supply costs? If so, please explain.

NO

1/1/25

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: CARTER COUNTY COURTHOUSE

Contact: JUDY WRIGHT

Telephone: 406-775-8749 Email: \_\_\_\_\_

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: RE DO STAIRS AND TRIM IN THE OLD PART OF THE  
COURTHOUSE

Estimated cost of 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.

NO

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

NO

Will this project require additional yearly supply costs? If so, please explain.

NO

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: CARTER COUNTY COURTHOUSE

Contact: JUDY WRIGHT

Telephone: 406-775-8749 Email: \_\_\_\_\_

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: HEAVY EQUIPMENT FOR SNOW REMOVAL AT  
COURTHOUSE

Estimated cost of project 50,000

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.

NO

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

NO

Will this project require additional yearly supply costs? If so, please explain.

NO

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Courthouse

Contact: Judy Wright Clerk + Recorder

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

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: Replace Concrete

In Front of Building where it is breaking apart  
From to Much Salt \$ 25,000?

Estimated cost of 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.

No

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

No

Will this project require additional yearly supply costs? If so, please explain.

No

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Courthouse

Contact: Judy Wright

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

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: Re do Landscaping

Estimated cost of project \$10,000 to \$20,000

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.

\_\_\_\_\_

\_\_\_\_\_

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

\_\_\_\_\_

\_\_\_\_\_

Will this project require additional yearly supply costs? If so, please explain.

\_\_\_\_\_

\_\_\_\_\_

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: MAINTENANCE

— Bob Jacobs

→ courthouse maintenance

Contact: 406-973-8780

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

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: use existing ambulance shed  
for shared maintenance/agriculture garage w/ hospital

Estimated cost of project planned moving/fixing upgrades

\$- 20,000 to 30,000

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.

no

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

no

Will this project require additional yearly supply costs? If so, please explain.

no

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: NEW DAHL Hospital

Contact: Commission

Telephone: 106-775-8795 Email: \_\_\_\_\_

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: Side walk from  
Parking Area to Building Noefro Guel

Estimated cost of 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.

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Will this project require additional yearly maintenance or fixed costs? If so, please explain.

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Will this project require additional yearly supply costs? If so, please explain.

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Fire /ES Storage.

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Anex to Courthouse Public Health  
Contact: Corbit Harrington SK Services  
Telephone: 406 775 8853 Ambulance Storage  
Email: charrington@cartercounty.us SR Trans Vehicle Storage

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: Proposal is for a Carter County Services and

Senior Center building to replace the old hospital building. Proposal includes secure in-door parking for ambulances and county vehicles, a public health facility, food bank storage, and facility maintenance facility.

Estimated cost of project Cost unknown, but less than half the total square feet would be office space. Estimated storage is around 11,000 sq feet. Office space is around 10,100 sq feet.  
In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc. bond issuance.

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

No unless additional cleaning personnel.

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Will this project require additional yearly maintenance or fixed costs? If so, please explain.

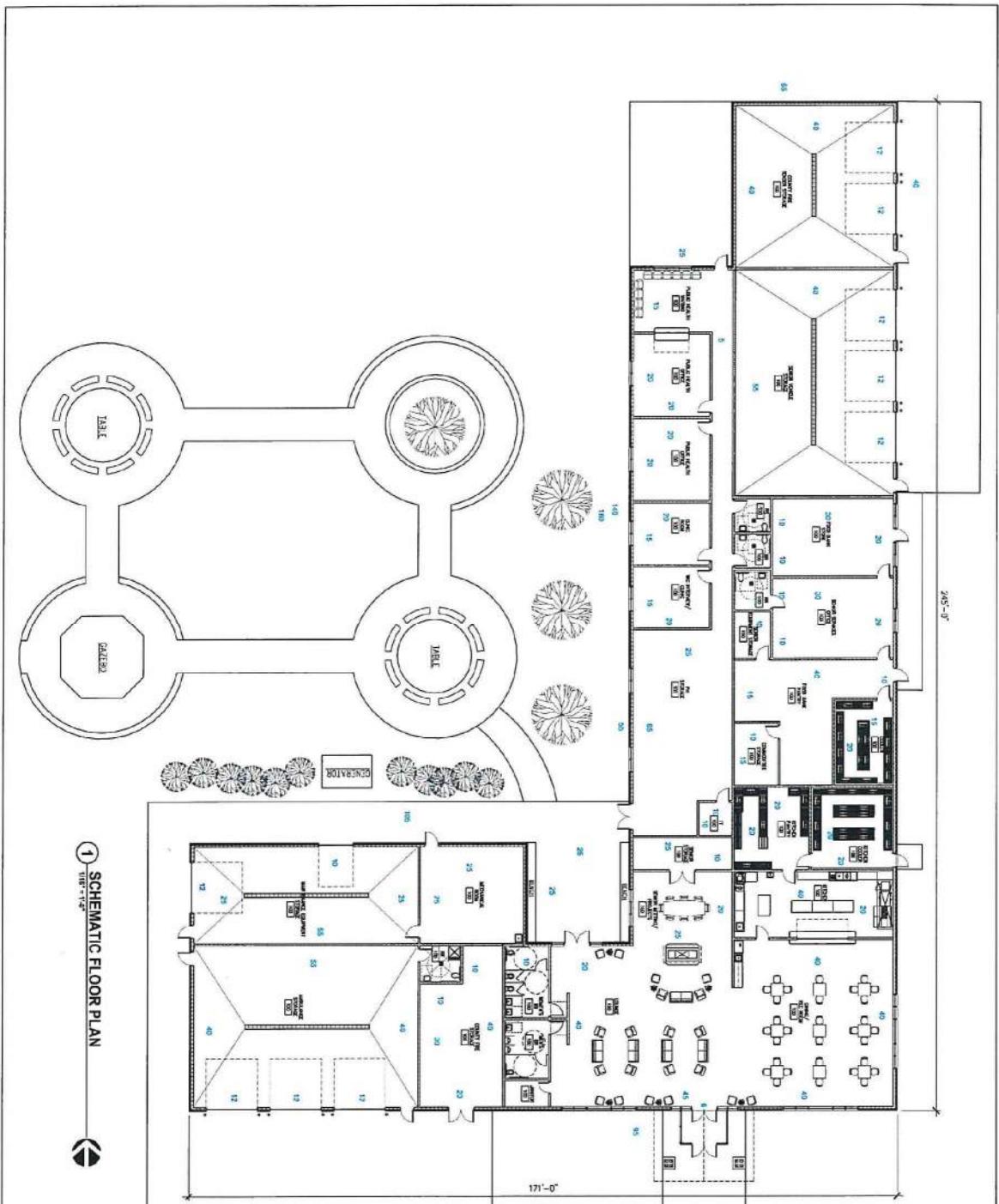
Project will require yearly maintenance and utility costs but will also save the county some rent and utility costs by unifying services under one building.

Will this project require additional yearly supply costs? If so, please explain.

No.

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Proposal will allow for a much larger more functional Senior Center which could be used for more senior events, larger meals, dances, and community events. All food bank services would be in one location on ground floor in secured facility. All Public Health would be in one location with better accommodations and storage. County vehicles including ambulances, Carter Charter, and County travel will be in-doors and secured. Maintenance will be in one location along with maintenance vehicles. Fire tenders could be stored in-doors.

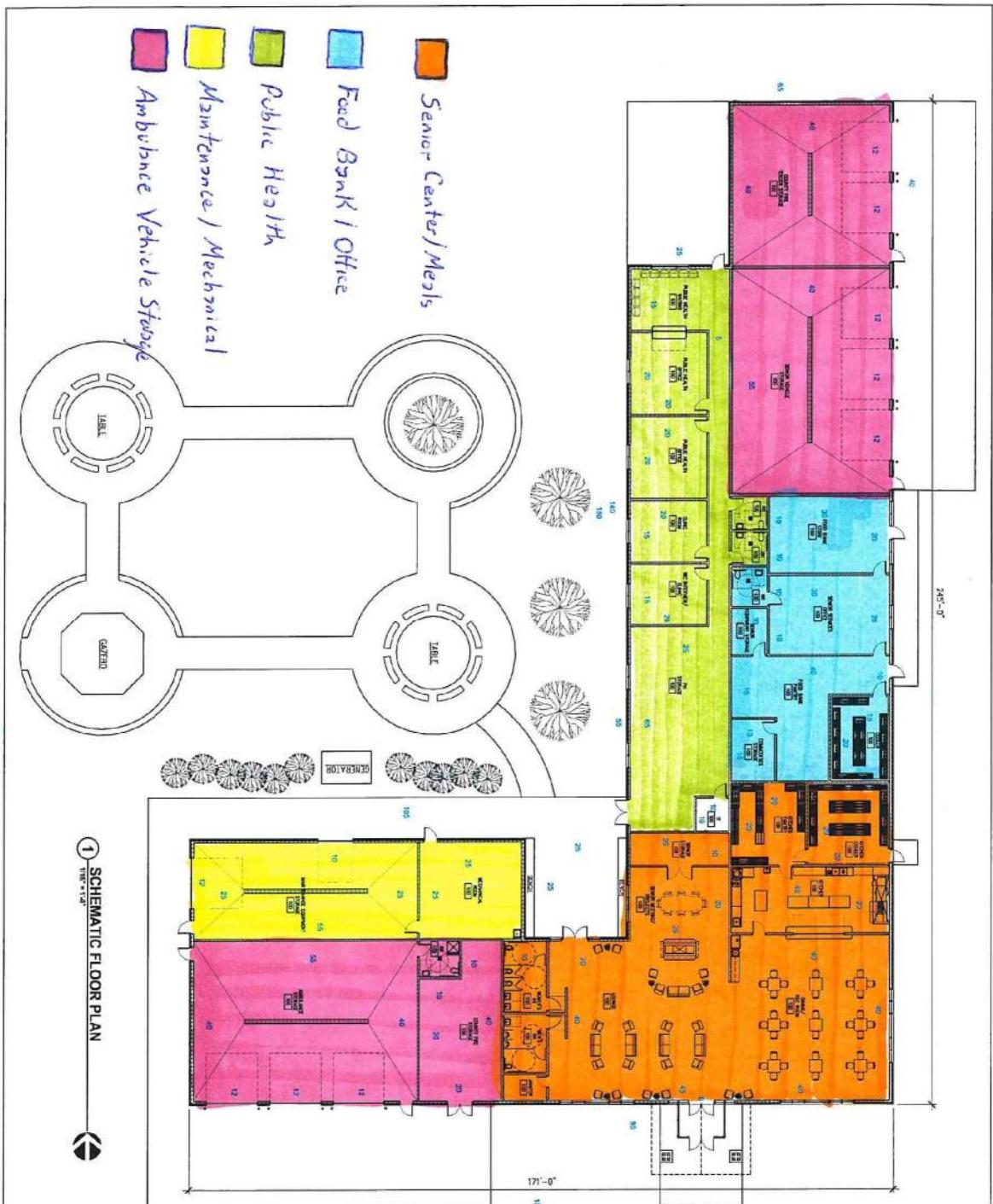


NOT FOR CONSTRUCTION

**CARTER COUNTY  
SERVICES FACILITY  
EKALAKA, MT**

<b>A1.1</b>	<b>SCHEMATIC FLOOR PLAN</b>	REV. BY <u>  </u> DATE <u>  </u>
	RECD. <u>  </u> DUE <u>  </u>	

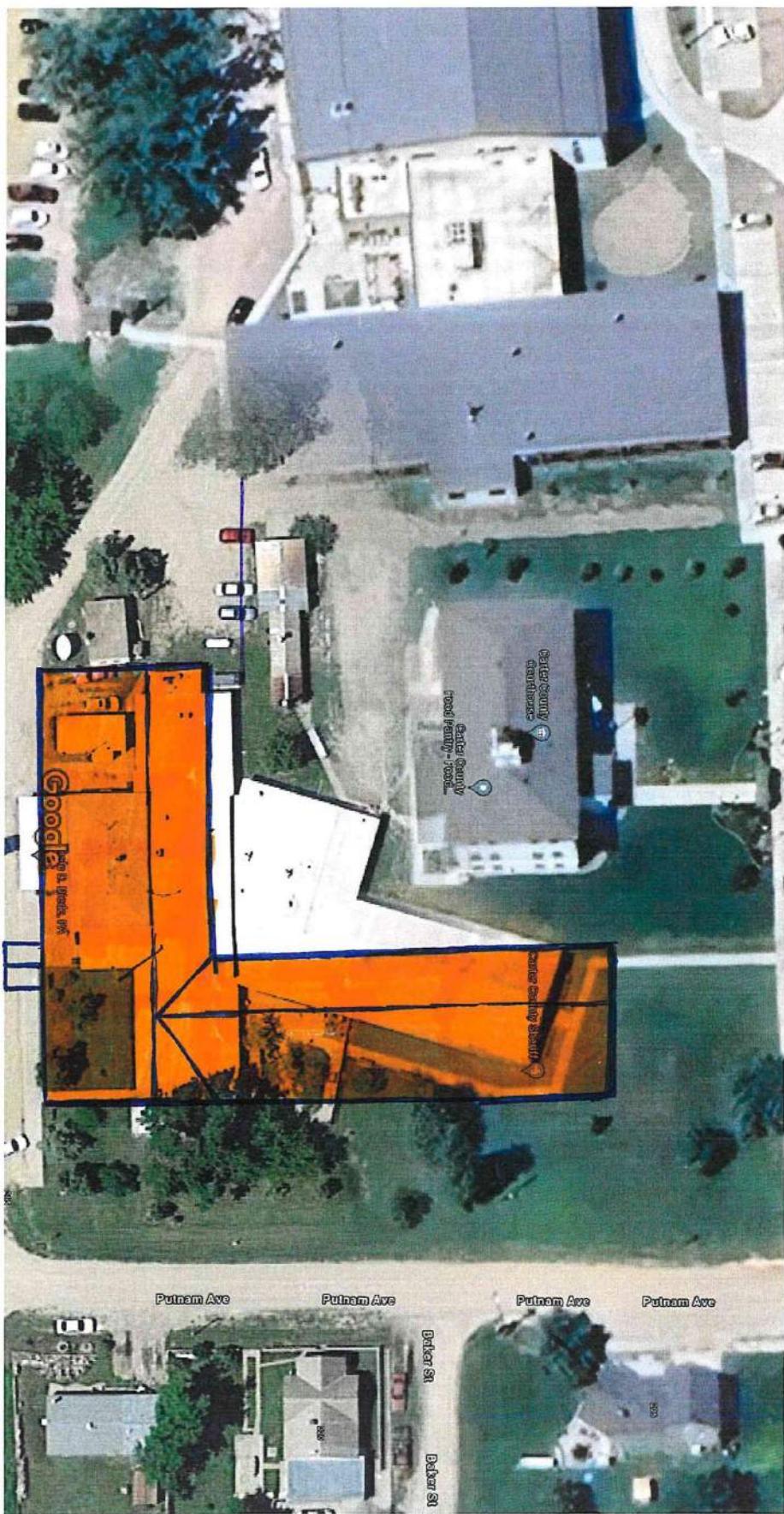
**NELSON**  
ARCHITECTS, LLC



NOT FOR CONSTRUCTION

CARTER COUNTY  
SERVICES FACILITY  
EKALAKA, MT

Architect	ROBBIE GUNN	Project Manager	CHRIS GUNN
Owner	CARTER COUNTY	Architectural Firm	NELSON ARCHITECTS, LLC
Date	03/20/2015	Architectural Drawing No.	100-15000
Project	CARTER COUNTY SERVICES FACILITY	Scale	1/4" = 20'-0"
File No.	A1.1	Sheet No.	1



**CARTER COUNTY CONSERVATION DISTRICT**  
**CAPITAL INVESTMENT PLAN FY2024**

**July 1, 2024, Cash Balance** **147,171.28**

Anticipated Revenue/Grants

Tax revenue	\$6620
Grant (CDA)	\$39,480
Operating Revenue	\$36,500
FY2025 Operating Income	\$82,600

**TOTAL CASH AVAILABLE** **\$229,771**

FY2025 Operating Expenses	(\$82,600)
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**Available for Investment** **\$147,171**

Equipment purchase/replace CD	(\$65,000)
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30% operating reserve per county recommendation	(\$25,000)
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Savings - Storage shed for equipment	(\$100,000)
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**RECONCILIATION** **(\$40,829)**

Carter County Conservation District (CCCD) has implemented a no-till drill and tree program which requires a drill, tree planter, fabric layer, tractor, and trailers. Potential additions are a 3 pt tiller and a 3 pt tree spade. The timetable for upgrading and or purchasing replacement equipment is within the next three years with an anticipated cost of \$65,000.

The district does not have a storage shed for equipment to keep it in good condition. Preliminary plans include building a storage shed with a cooled room inside for trees for the tree program. An opportunity has arisen for the potential purchase of a Quonset building which would serve the need rather than building new. The timetable is one to two years. Anticipated cost is \$100,000.

This plan projects the need for additional capital funds of more than \$40,000 dollars to meet those goals.

Approved July 16, 2024

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Adam Courtney, Chairman

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Town of Ekalaka

Contact: Kamely Harris

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

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: New Swimming Pool

Estimated cost of project Committed 200,000

In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc. from the Fund

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

No

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

this funding would be the town of Ekalaka

Will this project require additional yearly supply costs? If so, please explain.

Town of Ekalaka

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Junk Vehicle

Contact: Judy Wright

Telephone: 423-855-8749 Email: jwright @ Carter County.us

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: Fence around the Junk  
Vehicle

Estimated cost of project up to 10,000 ~~over budget~~

In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc. Operating Budget

How  
big

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

No

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

No

Will this project require additional yearly supply costs? If so, please explain.

No

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Extension

Contact: Amanda Williams

Telephone: (406) 775-6305 Email: amanda.williams19@montana.edu

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: purchase a pickup for Extension Nowhere used. Currently uses personal vehicle for field visits & travel

Estimated cost of project will need to get a quote when the time comes

In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc. Operating budget / capital outlay

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

no

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

yes, vehicle upkeep cost for maintenance & cost of fuel

Will this project require additional yearly supply costs? If so, please explain.

Maintenance costs such as fluid/oil changes, tires, etc. & fuel).

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Extension

Contact: Amanda Williams

Telephone: (406) 775-6305 Email: Amanda.Williams19@Montana.edu

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: For description please see weed Department plan.

Justification: more storage/office space for staff & help with similar clientele of collate w/ weed districts

Estimated cost of project Office space can be budgeted in Extension & help w/grants. see weed plan for more details

In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc. Grants to help offset costs. Office space can help be covered by Extension funds.

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

we do not believe so.

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

heating/cooling may require yearly maintenance for proper function. Snow removal equipment may be required.

Will this project require additional yearly supply costs? If so, please explain.

Internet usage & phone would be additional possible increases in water & sewer, as well as ink toner & paper

CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Public Health

Contact: Kirstie Nelson / Stefanie Harrington

Telephone: 406.775.6332 Email: knelson@cartercounty.us; sharrington@cartercounty.us

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: Vehicle to travel in county to provide services and support. This supports 'aging in place' for county's aging population, overall population health, and use in severe weather and disaster events. Also utilize for travel for PH events, trainings, conferences. Type of vehicle for uses listed is 4WD/SUV.  
Estimated cost of project presumed used (e) \$35–40k

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In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc. County funds –source dependant on availability and restrictions of the funds.

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

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Project of vehicle purchase would not require additional permanent personnel. (Providing the

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services/outreach would)

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

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Yes– general recommended vehicle maintenance (tires, oil change, license /insurance, etc.

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Will this project require additional yearly supply costs? If so, please explain.

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Yes–reference to general recommended vehicle maintenance items/tasks

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CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM

Department: Public Health

Contact: Kirstie Nelson / Stefanie Harrington

Telephone: 406.775.6332 Email: knelson@cartercounty.us; sharrington@cartercounty.us

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property – Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project: Relocation of PH department that has space/facilities which has appropriate layout for services and operations, and storage area for supplies and equipment.

Estimated cost of project Difficult to estimate depending on type of construction, existing resources (land, other) .

In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc. Limited understanding of county finance options ; assumption is has to be a mill levy.

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

Project of new facility may require additional permanent personnel for cleaning and general maintenance.  
Temporary project specific costs for project mgr.

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Will this project require additional yearly maintenance or fixed costs? If so, please explain.

Yes– general recommended building cleaning and building/grounds maintenance

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Will this project require additional yearly supply costs? If so, please explain.

Yes–reference to building cleaning and building/grounds maintenance

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# CARTER COUNTY CAPITAL IMPROVEMENT PLAN

## PROJECT REQUEST FORM

Date of Request: 1/8/25

Department: Weed District

Contact Name: Stefan Livingston or Taylor Kuntz

Phone: 406-775-6278

Email: [slivingston@cartercounty.us](mailto:slivingston@cartercounty.us) or [tkuntz@cartercounty.us](mailto:tkuntz@cartercounty.us)

- Equipment Purchases
- Facilities: Maintenance or Upgrades
- Facilities: New Construction
- Property: Parks, Trails, etc.
- Transportation Infrastructure: Roads, Bridges, etc.
- Other: \_\_\_\_\_

**Description and justification of project:** Five-year retention schedule for ATV/UTV and appropriate spray equipment. The process of replacing heavily used equipment by the weed district is becoming costly. The intention behind this schedule is to lower the "nickel and dime" costs of maintaining outdated equipment while keeping the resale value higher. Keeping a ATV/UTV past its prime could cause higher expenses on a year-to-year basis potentially affecting the budget with large, unexpected expenses. The weed district may want to keep ATV/UTV longer than five years pending the state of its condition but intended to have the support, capacity and approved budget to replace the unit if deemed necessary.

**Estimated cost of Project:** with the current price of ATV/UTV's and appropriate spray equipment, it is difficult to say what the estimated cost would be every five years. However, it is the intention of the weed district to maintain a reasonable purchase price of \$30,000.00 or lower.

**In your opinion, how do you see the project being funded?** *For example: operating funds, reserve funds, grant funds, etc.* The ATV/UTV and equipment would be purchased out of the 'Capital outlay account' within the Weed Districts budget. Every November, the weed district applies for a 'County Enhancement Grant' through the Noxious Weed Trust Fund for the max amount of \$7,500.00 per grant cycle. These funds can be used in various ways or 'saved' for future purchases.

**Will this project require additional permanent personnel?** If so, please explain. No, it is not the intention to hire additional permanent staff. The intended use of this schedule is for the seasonal operator crew to use controlling noxious weeds within the boundaries of Carter County. Crew sizes tend to vary from year to year; we intend to keep those who want to work supplied with the most safe and reliable equipment within our capacity

**Will this project require additional yearly maintenance or fixed costs?** If so, please explain. If so, please explain. No, with the suggested schedule, specific 'warranty(s)' would potentially be included with that purchase. Generally speaking, heavily used equipment should be maintained regularly to ensure proper function and be considered a safe, reliable equipment.

**Will this project require additional yearly supply costs?** If so, please explain. No. Maintenance for this schedule is intended to be the same as the other equipment, like fluid/oil changes, filters, tires, etc. Ideally avoiding the "nickel and dime costs" of maintaining older, heavily used and outdated equipment.

**Prepared By:**

**Print:** \_\_\_\_\_

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
**PROJECT REQUEST FORM**

Signature: \_\_\_\_\_

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN  
PROJECT REQUEST FORM #2**

Department: Carter County Museum

Contact: Sabre Moore, Ph.D.

Telephone: 406-775-6886 Email: smoore@cartercountymuseum.org

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property- Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

**Description and justification of project:**

Remodel Warehouse #1 to accommodate a working staff throughout the year. This would include AC in the summer and heat in the winter; replacing interior fiberboard walls with tin to reinforce them, and adding insulation; replacing the outside doors; replace and secure windows; and adding columns to support the roof (which was renovated in 2022).

Currently, this warehouse is only usable during the summer months, and even then presents difficulties to complete fossil prep work and to store collections. Our long-term goal for this space is a workshop space for the initial storage and preparation of fossils from our field collections and exhibit production.

**Estimated cost of project:**

\$250,000

**In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc.**

Operating budget – Capital Projects. This will take place as funds are available in our budget throughout the next 10 years.

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

No.

**Will this project require additional yearly maintenance or fixed costs? If so, please explain.**

No. It will replace the existing building and potentially save money as it will be more energy efficient.

**Will this project require additional yearly supply costs? If so, please explain.**

No. It will replace the existing building and potentially save money as it will be more energy efficient.

## CARTER COUNTY CAPITAL IMPROVEMENT PLAN

### PROJECT REQUEST FORM

Date of Request: 1/7/24

Department: Weed District

Contact Name: Stefan Livingston or Taylor Kuntz

Phone: 406-775-6278

Email: [slivingston@cartercounty.us](mailto:slivingston@cartercounty.us) or [tkuntz@cartercounty.us](mailto:tkuntz@cartercounty.us)

- Equipment Purchases
- Facilities: Maintenance or Upgrades
- Facilities: New Construction
- Property: Parks, Trails, etc.
- Transportation Infrastructure: Roads, Bridges, etc.
- Other: \_\_\_\_\_

**Description and justification of project:** 60' x 110' building (office, shop and conference room), see attached for further description. It has been "strongly Advised" by the FAA to remove the Weed District off of the current location at the airport. With the suggested goal of the FAA to remove/relocate the Weed District building/business by 2031(see attached material, highlighted), we feel it would be best to start looking at a new building. With the expanded office space, we could also include another county department that is seeking more space. The suggested herbicide storage would allow the weed district to confidently store herbicide in the manner required by current laws. Suggested "shop space" would allow the weed district to store sensitive equipment inside regardless of the current season, in turn saving on wear and tear. The current weed district building has less than desirable insulation and sealed exterior, which has led to pests entering the building and uncontrolled heating and cooling. Suggested heating and cooling options and factoring in new construction, the building would be considerably well insulated and sealed, saving costs on heating, cooling and pest control. With the addition of a fence and coded doors for the new building would potentially protect the sensitive equipment and supplies at its new location. Overall, the new suggested building would allow the weed district to operate at a higher capacity with sufficient storage and space; also establish a more professional view while maintaining proper storage for equipment and herbicide.

**Estimated cost of project:** The estimated cost of the building is undetermined at this point. Building materials have significantly raised since 2020; estimating the cost of the new building with the proper equipment to maintain and operate within expectations would delve into further detail and gather estimated price costs with the help of a professional that can understand building codes and needed structure requirements. As mentioned before, adding the proper means for a secure facility would also factor into the cost.

**In your opinion, how do you see the project being funded?** For example: operating funds, reserve funds, grant funds, etc. The new building could be partially funded by applying for grants through the Noxious Weed Trust Fund or other sponsors. The costs not covered by the grants, would suggest coming out of the Weed Districts Budget that has been approved by the County Commissioners. To help offset the cost, the weed district could downsize on the unused "supplies" that would no longer be needed by lawful and professional means determined by the county commissioners and county attorney.

**Will this project require additional permanent personnel?** If so, please explain. In our opinion, we do not believe it will require additional personnel. Most of the maintenance can be done in house by staff or other county departments. Examples taken care of by staff: cleaning, general maintenance on basic building materials, snow removal, etc.

## CARTER COUNTY CAPITAL IMPROVEMENT PLAN

### PROJECT REQUEST FORM

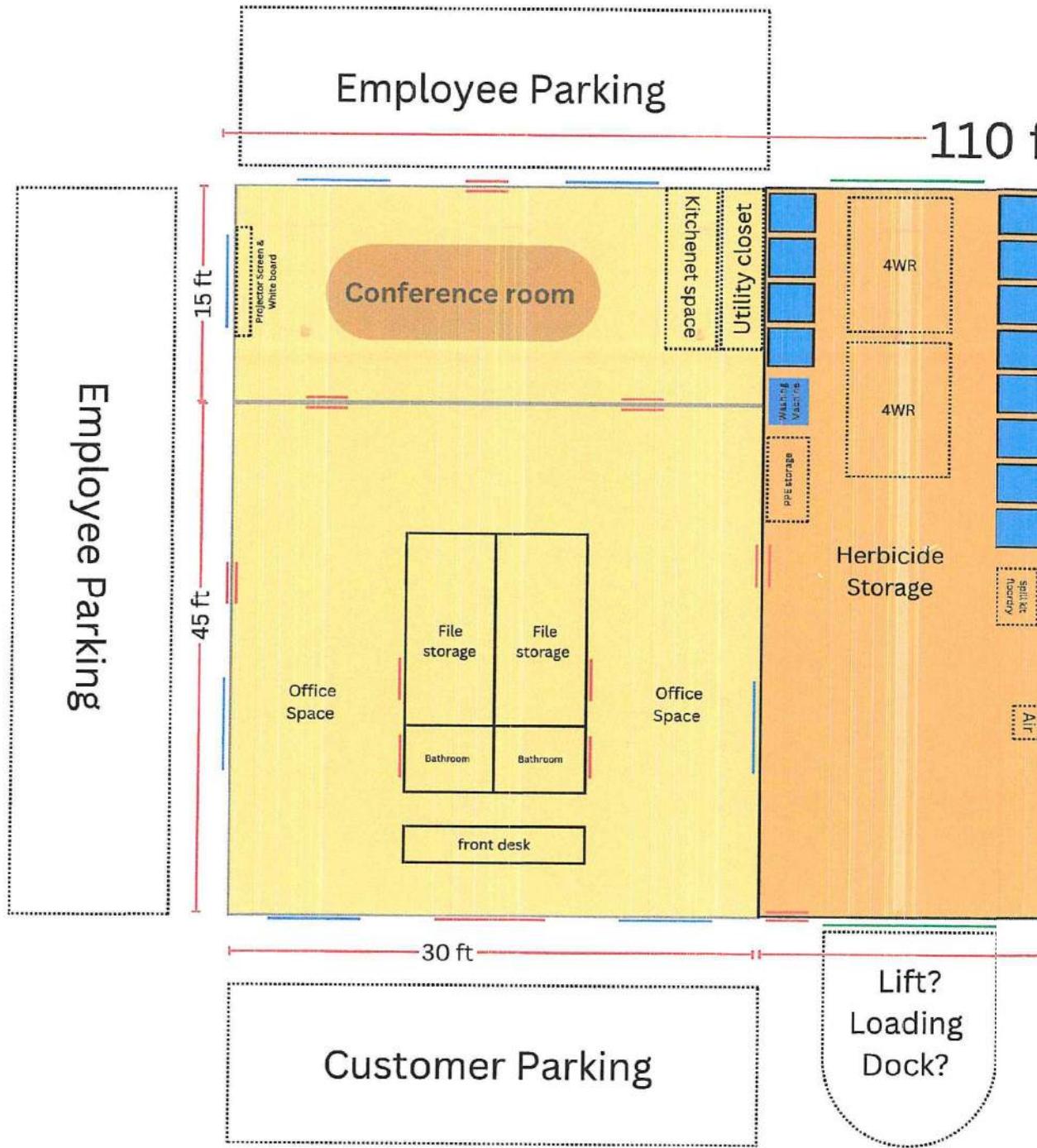
**Will this project require additional yearly maintenance or fixed costs?** If so, please explain. Suggestions made for heating/cooling options may require yearly maintenance by a professional to ensure proper function. In addition, snow removal equipment may be part of the initial cost.

**Will this project require additional yearly supply costs?** If so, please explain. With the suggestions implied on the building for the bigger office space and conference room, yearly "supply" costs would most likely rise. For example: internet/Wi-Fi usage, printing costs like paper and ink, water usage, and cleaning supplies, landline usage.

Prepared By:

Print: \_\_\_\_\_

Signature: \_\_\_\_\_



# CHAPTER 4: IMPLEMENTATION & COMPATIBILITY

## Introduction

The implementation and compatibility plan provides guidance on how to carry out the preferred development recommendations identified in **Chapter 2: Runways and Taxiways** and **Chapter 3: Terminal Area and Support Facilities**.

Based on the preferred development plan, the improvement projects needed at the Ekalaka Airport (97M) over the planning period can be formulated. This chapter includes the following sections:

- Project Sequence
- Financial
- Environmental Review
- Compatibility

## Background

Each project is sequenced to balance demand, schedule, other projects, environmental/agency approval, funding, and financial constraints. The project plan may change over time to react to changing conditions but is flexible so that the airport can react to change and re-prioritize projects based on actual demand.

A more detailed facility implementation and financial feasibility plan is identified for the near-term (i.e. 1-10 years), because needs are more realistically anticipated based on available funding and actual demand. There is more uncertainty in project funding, demand, and local project importance in the long-term. When reaching that point, airport planning documents should be updated.

All planning-level project costs developed are in 2022 dollars. Final project costs are subject to change based on actual construction and project formulation needs.

### Implementing a Project

The airport must go through an established process to receive the federal funds to complete an airport development project. FAA requires long lead times to complete all project steps and incorporate projects into federal funding plans. Additional coordination is required to prepare National Environmental Policy Act (NEPA) environmental documentation. Common steps in the project implementation process for a complex project include (steps may be shorter or longer based on complexity):

**Professional Services:** Select a qualified consultant for the project planning, environmental reviews, survey, engineering design, and construction administration for the project. The FAA recommends a distinct selection process for both planning and engineering services.

**Five (5) Years Prior to Construction:** Identify the project on the Airport Layout Plan, complete necessary airport planning studies and collect supporting documentation to demonstrate the project is justified for AIP funding, and is compatible with the Airport Layout Plan.

**Four (4) Years Prior to Construction:** Update the Capital Improvement Plan (CIP) to identify the project scope, eligibility, justification, and funding. Close coordination with FAA is required.

**Three (3) Years Prior to Construction:** Initiate any aeronautical surveys, navigational aid agreements (reimbursable agreements) or special FAA coordination for flight procedures which may be necessary prior to construction. Solidify project funding plan and final justification with FAA.

**Two (2) Years Prior to Construction:** Complete required NEPA environmental documentation and analysis for the proposed action. Prepare 30 percent project design, refine cost estimates, and prepare benefit/cost analysis as necessary. Acquire land for project and initiate airspace studies.

**One (1) Year Prior to Construction:** Obtain environmental clearance and permits for the proposed action. Prepare funding pre-application, detailed project plans and specifications including design report, airspace studies, Safety Management Systems (SMS) and construction safety/phasing plan. Finalize project schedule.

**Year of Construction:** Complete final design. Solicit bid proposals from companies engaged in the project construction. Prepare grant application and accept Federal grant. Issue notice to proceed and monitor construction. Maintain FAA grant compliance and payments.

**After Construction:** Submit final report and close out the AIP grant.

For complex projects requiring federal discretionary funding such as runway extensions, these steps may take up to five years prior to the issuance of an AIP grant for construction. Less complex projects using entitlements such as pavement rehabilitation will require less lead times, typically no less than three years prior to grant issuance.

Many of the projects identified are demand-driven based on the Planning Activity Levels (PALs) established in the approved aviation forecasts. The timing of implementation is estimated from the FAA-approved activity forecasts. Any change from the forecasted airport activity may affect the timing of capacity-driven improvements.

Based on the PALs and other regular pavement and safety needs, some airport development capacity projects may not be able to be sequenced to meet PALs within a realistic funding plan. These projects are initiated within a few years of their PAL demand trigger to account for anticipated available funding.

## Project Sequence

Significant individual projects are described in this section along with information about the project purpose, scope, and triggering events. The recommended project phasing at Ekalaka is based on anticipated needs and available funding. This information provides guidance to the airport sponsor and funding agencies on future implementation steps.

*Table 4-1 - Major Projects*

Year	Project	Scope		Estimated Cost		Activity from Aircraft requiring the Longer Runway	
		Prelim				Trigger	
203-26	Runway Extension	Prelim	Environmental Assessment and Land Acquisition	\$2.5 m		Trigger	Activity from Aircraft requiring the Longer Runway
			Extend the Runway 31 end by 805' with lighting, hold bay and fence relocation			Justification	Demand for longer Runway
2031	Terminal	Prelim	Relocate Weed Control Offices	\$0.5 m		Trigger	County Weed Control Relocation
			Convert existing County Weed Control building into a GA Terminal; add access road and parking			Justification	Need for a Terminal with landside public access and airside main apron access

*Source: KLI Analysis*

## Capital Improvement Plan (CIP)

The CIP is a key element in the implementation plan. The CIP identifies the project title, year, estimated costs, and anticipated funding for airport improvements. Larger projects are often divided into smaller elements that reflect how projects are approved, designed, and constructed. Each project is requested through the CIP project programming and grant application process. The CIP is updated and submitted to the FAA annually to program Federal and State grant funding. The proposed Ekalaka CIP identifies over \$3.4 million in airport improvements over the next 10 years see **Table 4-2 Capital Improvement Plan**.

*Table 4-2 -- Capital Improvement Plan*

Year	Project	Scope	Estimated Cost	FAA Funds	State Funds	Local Funds	Other
<b>Near-Term (2021-2030)</b>							
2023	AWOS-III	Remove SuperAWOS and install AWOS in new location	350,000	315,000		35,000	
2023	Environmental Assessment	EA for land acquisition and runway extension	80,000	72,000		8,000	
2023	Pavement	Various Pavement Maintenance	250,000	225,000		25,000	
2024	Acquire Land	Acquire land for runway extension	120,000	108,000		12,000	
2026	Extend Runway	Extend runway 31 end 805' and construct holding bay	2,325,000	2,092,500		232,500	
2028	Instrument Approach Procedure	1-mile visibility on both runway ends	15,000			15,000	
2028	Pavement	Various Pavement Maintenance	275,000	247,500		27,500	
Sub-Total			\$ 3,415,000	\$ 3,060,000	\$ 0	\$ 355,000	\$ 0
<b>Long-Term (2031-2041)</b>							
2030	Group/T-Hangars	70' x 150' Group/T-Hangars	1,320,000	1,188,000		132,000	
2031	Remodel for Terminal Building	Convert existing weed control office and equipment building into new terminal building	330,000	297,000		33,000	
2031	Parking Area	New access road and parking area to terminal building	137,500	123,750		13,750	
2032	Pavement	Various Pavement Maintenance	275,000	247,500		27,500	
2035	Relocate Fuel System	Relocate 100LL Avgas fuel system	360,000	324,000		36,000	
2035	Apron Expansion	Expand current apron 2,100 SY	440,000	396,000		44,000	
2032	Pavement	Various Pavement Maintenance	275,000	247,500		27,500	
2039	Conventional Hangar	80'x 80' box hangar	920,000	828,000		92,000	
Sub-Total			\$ 4,057,500	\$ 3,651,750	\$ 0	\$ 405,750	\$ 0
<b>TOTAL</b>			<b>\$ 7,472,500</b>	<b>\$ 6,711,750</b>	<b>\$ 0</b>	<b>\$ 760,750</b>	<b>\$ 0</b>

*Source: KLJ Analysis; values rounded to nearest 100.*

## CARTER COUNTY CAPITAL IMPROVEMENT PLAN

### PROJECT REQUEST FORM

Date of Request: 1/8/25

Department: Weed District

Contact Name: Stefan Livingston or Taylor Kuntz

Phone: 406-775-6278

Email: [slivingston@cartercounty.us](mailto:slivingston@cartercounty.us) or [tkuntz@cartercounty.us](mailto:tkuntz@cartercounty.us)

- Equipment Purchases
- Facilities: Maintenance or Upgrades
- Facilities: New Construction
- Property: Parks, Trails, etc.
- Transportation Infrastructure: Roads, Bridges, etc.
- Other: \_\_\_\_\_

**Description and justification of project:** Six-year retention schedule for spray trucks and appropriate spray equipment. The process of replacing heavily used equipment by the weed district is becoming costly. The intention behind this schedule is to lower the "nickel and dime" costs of maintaining outdated equipment while keeping the resale value higher. Keeping a spray truck past its prime could cause higher expenses on a year-to-year basis potentially affecting the budget with large, unexpected expenses. The Weed District may want to keep a vehicle longer than six years pending the state of its condition but intended to have the support, capacity and approved budget to replace the vehicle if deemed necessary.

**Estimated cost of Project:** with the current price of cab and chassis and appropriate spray equipment, it is difficult to say what the estimated cost would be every six years. However, it is the intention of the weed district to maintain a reasonable purchase price of \$80,000.00 or lower.

**In your opinion, how do you see the project being funded?** *For example: operating funds, reserve funds, grant funds, etc.* The Spray trucks would be purchased out of the 'Capital outlay account' within the Weed Districts budget. Every November, the weed district applies for a 'County Enhancement Grant' through the Noxious Weed Trust Fund for the max amount of \$7,500.00 per grant cycle. These funds can be used in various ways or 'saved' for future purchases.

**Will this project require additional permanent personnel?** If so, please explain. No, it is not the intention to hire additional permanent staff. The intended use of this schedule is for the seasonal operator crew to use controlling noxious weeds within the boundaries of Carter County. Crew sizes tend to vary from year to year; we intend to keep those who want to work supplied with the most safe and reliable equipment within our capacity.

**Will this project require additional yearly maintenance or fixed costs?** If so, please explain. No, with the suggested schedule, specific 'warranty(s)' would potentially be included with that purchase. Generally speaking, heavily used equipment should be maintained regularly to ensure proper function and be considered a safe, reliable vehicle.

**Will this project require additional yearly supply costs?** If so, please explain. No. Maintenance for this schedule is intended to be the same as the other trucks, like fluid/oil changes, filters, tires, etc. Ideally avoiding the "nickel and dime costs" of maintaining older, heavily used and outdated equipment.

**Prepared By:**

**Print:** \_\_\_\_\_

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
**PROJECT REQUEST FORM**

Signature: \_\_\_\_\_

## CARTER COUNTY CAPITAL IMPROVEMENT PLAN

### PROJECT REQUEST FORM

Date of Request: 1/8/25

Department: Weed District

Contact Name: Stefan Livingston or Taylor Kuntz

Phone: 406-775-6278

Email: [slivingston@cartercounty.us](mailto:slivingston@cartercounty.us) or [tkuntz@cartercounty.us](mailto:tkuntz@cartercounty.us)

- Equipment Purchases
- Facilities: Maintenance or Upgrades
- Facilities: New Construction
- Property: Parks, Trails, etc.
- Transportation Infrastructure: Roads, Bridges, etc.
- Other: \_\_\_\_\_

**Description and justification of project:** Purchase of a new spray truck for the 2025 season. The new truck would replace the 1999 Ford F-450 that is intended to be auctioned in 2025. The 99' Ford is no longer feasible for the Weed District as it is untrustworthy out in the field. With the 99' Ford "unusable", the need for a replacement is imminent. The new truck is a 'crew cab' creating more room for seasonal staff to store supplies and parts for their field days, in turn increasing safety precautions and productivity with the goal of supplying a safe, reliable vehicle. Please see attached for specifics on the intended truck purchase preapproved by the Weed Board and County Commissioners.

**Estimated cost of Project:** The truck is still in the 'quote' process, coming in at \$64,380.00. Price includes the 'optional equipment' the weed district is not interested in, along with 'delivery'. It does not include the purchase and installation of the flat bed sold by the dealership. 'Delivery price' would be intended for Rapid City, SD to Warne Chemical for the spray equipment to be installed. The spray equipment quote from Warne Chemical is estimated at \$10,782.00 for 'Custom Dual 300 Gallon Pickup Sprayer' and \$2,539.00 for 'Rate Controller, installed'. Please see attached documentation for reference.

**In your opinion, how do you see the project being funded?** *For example: operating funds, reserve funds, grant funds, etc.* The new pick up is intended to be purchased using the 'Capital Outlay account' of the Weed District's budget. To help offset the cost of the new replacement pickup, the Weed District intends to place the 1999 Ford up for sealed bids with a mindful reserve. Other options of lawful bidding have been discussed; the best option will be selected by the weed board and brought to the commissioners for approval. Every November, the Weed District applies to a 'County Enhancement Grant' through the Noxious Weed Trust Fund for the max amount of \$7,500.00 per grant cycle. This grant money can be used in various ways or 'saved' for future purchases, such a new equipment.

**Will this project require additional permanent personnel? If so, please explain.** No, it is not the intention to hire additional permanent staff for this purchase. The intended use of this purchase is for the 'seasonal operator crew' to use controlling noxious weeds within the boundaries of Carter County. Crew sizes tend to vary from year to year; we intend to keep those who want to work supplied with the safest equipment within our capacity.

**Will this project require additional yearly maintenance or fixed costs? If so, please explain.** No, with the purchase of the new truck, specific 'warranty(s)' is included in that purchase. Generally speaking, heavily used equipment should be maintained regularly to ensure proper function.

**Will this project require additional yearly supply costs? If so, please explain.** No. Maintenance on this new truck is intended to be the same as the other trucks, like fluid/oil changes, filters, tires, etc. Ideally

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**

**PROJECT REQUEST FORM**

purchasing a new truck could avoid the "nickel and dime costs" of maintaining older, heavily used and outdated equipment.

**Prepared By:**

Print: \_\_\_\_\_

Signature: \_\_\_\_\_



Commercial  
Vehicle Center

Finding the Right Work Truck in Dickinson  
Red Rock Ford Dickinson, (701) 695-4025  
222 3rd St W, Dickinson, ND 58601



## 2024 Ford F-450 Crew Cab DRW 4x4, Cab Chassis (Stock #63254)

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[View Window Sticker](#)

### Vehicle Notes

Oxford White 2024 Ford F-450SD XL DRW 4D Crew Cab/Chassis 7.3L V8 PFI OHV 16V Federal 335hp 4WD 10-Speed Automatic 4WD, ABS brakes, Bright Grille, Chr...

[Read More...](#)

[View 2024 Ford Super Duty Chassis Cab Towing Guide](#)

### Chassis Details

Stock Number	63254
Stock Type	New
Year	2024
Make	Ford
Model	F-450
Class	5
Drive Train	4x4
Cab Type	Crew
Vehicle Trim	XL
Vehicle VIN	1FD0W4HN9RF89311
Interior Color	Medium Dark Slate
Exterior Color Description	White
Engine Cylinder Count	8
Transmission Type	Automatic
Rear Wheels	Dual
Fuel Type	Gasoline
Engine Make	Ford
Engine Size (L)	7.3
Brake Type	Hydraulic

### Build & Get a Quote

[Share](#)

[Save](#)

[Print](#)

[Price](#)

\$64,380

#### Vocation

Select Vocation...

#### Body Options

Select Body Option...

#### Add-Ons and Accessories

Back Up Camera

Ladder Rack

Tool Box

Tow Package

Other:

Add-Ons...

Price above is for the bare chassis only.

Vehicle available NOW in Dickinson, ND.

Contact Red Rock Ford Dickinson for more info.  
(701) 695-4025

#### Special Requests

### Body Details

Body Type

Cab Chassis

### Vehicle Options

- GVWR: 16,500 lb Payload Package
- XL Chrome Package
- Air Conditioning
- Rear Window Defroster

[View All](#)

### Disclaimer:

Although every reasonable effort has been made to ensure the accuracy of the information contained on this site, absolute accuracy cannot be guaranteed. This site, and all information and materials appearing on it, are presented to the user 'as is' without warranty of any kind, either express or implied. All vehicles are subject to prior sale. Price does not include applicable tax, title, and license charges and \$195 documentation fee. \*Vehicles shown at different locations are not currently in our inventory (Not in Stock) but can be made available to you at our location within a reasonable date from the time of your request, not to exceed one week.

KTP-001657 ND 9-NORMAL, NB, 101657, RL001

7838

## SUPER DUTY

2024 F-450 4x4 CREW CHASSIS  
XL 203 WB CHASSIS CAB  
7.3L DURATORQ V8 ENGINE  
10-SPEED AUTO TORQSHIFT

VEHICLE DESCRIPTION



ford.com

## STANDARD EQUIPMENT INCLUDED AT NO EXTRA CHARGE

**EXTERIOR**

- HEADLAMPS - AUTOLAMP (ON/OFF)
- HEADLAMPS - WIPER ACTIVATED
- MIRRORS - HTD, PWRS GLASS, MANUAL-FOLD, TURN SIGNALS
- ROOF CL CLARANCE LIGHTS
- TOW HOOKS
- TRAILER BRAKE CONTROLLER
- TRAILER SWAY CONTROL
- TRAILER TOW WIRE HARNESS
- WIPERS- INTERMITTENT

## INTERIOR

- 12" PRODUCTIVITY SCREEN
- AIR CORD, MANUAL FRONT
- BLACK VINYL FLOOR COVERING
- OUTSIDE TEMP. DISPLAY
- PARTICULATE AIR FILTER
- POWER LOCKS AND WINDOWS
- STEERING COLUMN TELESCOPE, CRUISE & AUDIO CONTROLS
- UPGFITTER SWITCHES

## SAFETY/SECURITY

- 4-WHEEL ANTILOCK BRAKE SYS
- \*FORDPASS™ CONNECT 5GWF-FI HOTSPOT TELEMATICS MODEM
- \*HILL START ASSIST
- \*JEWEL EFFECT HEADLAMPS
- \*REMOTE KEYLESS ENTRY
- \*STABILIZER BAR, FRONT/REAR
- \*SYNC®-64 WB™ SCREEN
- \*SYNC®-64 WB™ SCREEN
- \*SYNTHETIC POWERTRAIN
- \*SYNTHETIC ROADSIDE ASSIST
- \*SYNTHETIC DIESEL ENGINE

## INCLUDED ON THIS VEHICLE

OPTIONAL EQUIPMENT (OTHER)

- PREFERRED EQUIPMENT PKG A50A
- NO CHARGE
- 225/70R16G BSW MAX TRAC TIRE
- 255/70R16G BSW MAX TRAC TIRE
- 4.88 RATIO LIMITED SLIP AXLE
- FRONT LICENSE PLATE BRACKET
- PLATFORM RUNNING BOARDS
- 1650W GWR PACKAGE
- ENGINE BLOCK HEATER
- SNID PLATES
- 50 STATE EMISSIONS
- 12V/40W OUTLET
- SPARE TIRE AND WHEEL
- JACK
- WHEEL WELL LINERS - FRONT
- 410 AMP ALTERNATOR
- DUAL BATTERY
- REAR VIEW CAMERA & PREP KIT
- CLOTH 40/20/40 SEAT
- PRIVACY GLASS
- XL CHROME PACKAGE
- BACKSEAT DEFROST
- POWER SLIDING REAR WINDOW
- FOG LAMPS
- REMOTE START SYSTEM

(MSRP)

(MSRP)

PRICE INFORMATION	
BASE PRICE	\$6,265.00
TOTAL OPTIONS/OTHER	3,120.00
TOTAL VEHICLE & OPTIONS/OTHER	62,385.00
DESTINATION & DELIVERY	1,995.00

(MSRP)

(MSRP)

NO CHARGE	\$6,265.00
215.00	3,120.00
395.00	
445.00	
190.00	
100.00	
NO CHARGE	
175.00	
350.00	
NO CHARGE	
180.00	
115.00	
NO CHARGE	
415.00	
315.00	
225.00	

(MSRP)



05-31-2024

Quote Number: WCNP24-147

PRICE QUOTE PREPARED FOR:

Carter County Weed and Pest  
Attn: Stefan Livingston  
PO Box 315  
Ekalaka MT 59324  
406-975-9791  
[slivingston@cartercounty.us](mailto:slivingston@cartercounty.us)

PRICE QUOTE PREPARED BY: Nevin Price

#### Custom Duel 300 Gallon Pick-up Sprayer

##### Pump

- Electric start GX270 Honda direct coupled with centrifugal pump producing max 140 GPM, 140 PSI
  - Drainzit installed for ease of servicing engine
  - Engine will be bolted directly to truck bed

##### Hose and Hose Reels

- Unit will have one electric hose reel mounted coming off passenger side of unit
  - 300' 1/2" 600 PSI pesticide resistant hose on reel
  - Pressure banded steel ends with swivel on spray gun end
  - Black Jewel adjustable pattern spray gun installed on reel
  - Roller guides installed
  - Reel to be bolted direct to truck bed
- Unit to have manual hose reel installed coming off driver side of unit
  - 50' 1" black rubber hose installed for filling other units
  - Fill gun with shutoff installed on end of hose
  - Reel to be bolted direct to truck bed

##### Tank and Plumbing Specs

- Unit will have two 300 gallon tanks built with one across the front of the bed and the other going down the center of the truck bed
  - Tanks will be in a frame and bolted direct to bed
- Unit will have valving tree for individual tank selection
- Unit to have boom built covering the width of the truck
  - Three nozzles will cover 42' spray pattern spraying 19 GPA @ 30 PSI, 5 MPH
  - Unit to have in cab control for electric ball valves to control solenoids
  - NO RATE CONTROLLER INCLUDED
- Unit to be plumbed for bypass, hose reels, and boomless nozzles
- Unit mounted at Warne Chemical and ready for use

2680 Commerce Road  
Rapid City SD 57702  
800-658-5457 ~ 605-342-7644  
605-342-4036 Fax  
[www.warnechemical.com](http://www.warnechemical.com)

**Unit Price: \$10,782.00**

**Rate Controller Installed: \$2,539.00**

**Notes / Terms**

- Applicable taxes not included in price
- Allow 4-5 weeks build time
- Price is FOB Rapid City SD
- Quote valid for 30 days

Thank you for your quote request!

Nevin Price

Warne Chemical And Equipment Company Inc.

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
**PROJECT REQUEST FORM #1**

Department: Carter County Museum

Contact: Sabre Moore

Telephone: 406-775-6886 Email: smoore@cartercountymuseum.org

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property- Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

**Description and justification of project:**

Due to our active field program and generous local donations, our collections have grown to the point where over 90 percent are not on display. In 2018, the Carter County Museum participated in the Museum Assessment Program, which identified the problem that we do not have adequate facilities to support and fulfill our mission as a growing institution with an active community. A subsequent Collections Assessment Plan (2019) report echoed these findings as has the Ekalaka Community Plan (2023). In order to continue our work as a premiere community and tourist institution, the CCM proposes to expand the museum and keep our local history in Montana. This project will add more prep and lab space, a larger exhibition space, and larger collections storage spaces. These updates will allow the museum staff to operate more efficiently and safely, especially with the addition of adequate lab space for fossil preparation, etc. Programming space will still be incorporated into gallery spaces, but there will be a much-improved area with the new addition. As a federal repository for state fossils, it is our responsibility to keep up with industry standards in preservation and care for our collections. This project is indicative of our dedication to that objective and is essential in our mission to Keep Collections Local. This project will alleviate the following issues, also described in our 2019 CAP document:

- The need to provide a modern building and exhibition space worthy of the internationally renowned Paleontology collection
- The need for safe and purpose-built workspace for old paleo collections and incoming paleo finds
- The need for a “dirty” room away from collections storage
- The need for an HVAC system large enough to work on large fossils
- The need for museum quality storage furniture and materials for paleo and historic collections
- The need for work and office space for staff, seasonal and part-time staff, fellows, and interns, and volunteers
- The need for larger gift shop space and a more defined welcome area to the museum
- The need for a community space to conduct museum education such as our Junior Scientist Program, which serves 300 children annually, most of them local to Carter County.

The Carter County Museum is the only natural history museum in the southeastern part of Montana. Through our collections, displays and educational programming, we offer 100 million years of history in this region. Since 2013, visitorship at the Carter County Museum has increased from 1,000 to 5,844 annual visitors as many travel to Ekalaka, Montana, population 400, to see the world-renowned dinosaur, American Indian, local history and natural history displays. Over 900 visitors attend the award winning Annual Dino Shindig to hear lectures from

leading paleontologists and participate in kids activities. The museum volunteer corps has grown to 40 people, including students from Montana State University and Johns Hopkins University. In 2022, the museum reached a total audience of 109,271 people through on-site programming and educational outreach. Of that number, 5,193 listed the museum in person. Recent scholarship in the Museum field puts the value of an in-person visit to the museum at \$415/person, meaning the Carter County Museum had a social impact of \$2.1 million in 2022 alone. With a new facility, we could easily accommodate 6,000–10,000 visitors per year and host the Annual Dino Shindig on site, as well as lease the space out to other community organizations for meetings, holiday get-togethers, etc., creating another source of revenue.

**Estimated cost of project:**

\$10 Million. \$8 million for the building (including lighting, HVAC, etc.) and an additional \$2 million for displays, prep lab equipment as described in the attached document.

**In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc.**

The existing Building Expansion Fund is at a total of \$161,158. The remaining funds will come from grants including the USDA Rural Economic Development Loan & Grant Program (\$2 Million), USDA Community Facilities Direct Loan and Grant Program (\$1.2 Million), the Montana Historic Preservation Grant Program (\$500,000), IMLS Small Museums Grant (\$50,000), and IMLS Leadership Grant (\$750,000), as well as funds from the Montana Main Street Program, among others. That leaves \$5.5 million to be raised through other grants, corporate sponsorships and private donations. We are in talks with organizations about these remaining funds.

From the County, we would ask to devote our capital budget toward loan repayment on an annual basis, which at this time stands at \$250,000/year. The USDA RED LG program has no interest rate and is payable over 10 years. The Facilities Program has a low interest rate and is payable over a maximum of 40 years.

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

In 2022, 40 volunteers averaged 925 hours at the museum for a total economic impact of \$27,703.75 (based on values provided by the Nonprofit Leadership Center). At present, the museum operates with one full time director, four part time staff and one seasonal full time intern. In order to keep up with the workload, growing attendance, and outreach, we would ask to re-evaluate our staffing at a later date and perhaps introduce positions funded by the Carter County Geological Society. These external positions will be funded initially through grants (Murdoch Foundation, Montana Foundation for History) then transition to permanent positions funded through revenue brought on by increased traffic to the museum.

**Will this project require additional yearly maintenance or fixed costs? If so, please explain.**

Yes. Increased space will increase utility and maintenance costs, however, our design will incorporate energy efficient lighting and other utilities wherever possible.

**Will this project require additional yearly supply costs? If so, please explain.**

No.

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
**PROJECT REQUEST FORM #2**

Department: Carter County Museum

Contact: Sabre Moore

Telephone: 406-775-6886 Email: smoore@cartercountymuseum.org

**Type of Project:**

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property- Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

**Description and justification of project:**

Continue to upgrade lighting in the museum according to the PIERCE lighting design for the museum. At present, we are working on completing lighting in the Lambert Dinosaur Hall, which was supported primarily by tourism grant funds. This is one of the needs identified in our Collections Assessment Plan and ensures a professional level of stewardship and preservation for Carter County collections.

**Estimated cost of project:**

The remaining museum lighting is estimated at \$200,000 (including supplies and labor).

**In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc.**

Montana Historic Preservation Grant Program, which would require a match of 20 percent of the total project budget, which would be part of our capital outlay. The deadline for this program is February 26, 2024 with estimated award in 2025. If we use it for the HVAC and the lighting, that would require a match of \$30,000.

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

No.

**Will this project require additional yearly maintenance or fixed costs? If so, please explain.**

No, in fact it will lower costs through energy efficient LED, dimmable lights, and motion lights that will eliminate electricity waste during shoulder tourism seasons.

**Will this project require additional yearly supply costs? If so, please explain.**

No.

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
PROJECT REQUEST FORM #3

Department: Carter County Museum

Contact: Sabre Moore

Telephone: 406-775-6886 Email: smoore@cartercountymuseum.org

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property- Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project:

Upgrade museum HVAC system in order to support exhibit preservation and stewardship. This would include climate monitoring and would enhance the visitor experience as well. This would lower energy costs and increase the museum's ability to adequately care for Carter County's unique history. This is a priority identified in the museum's 2018 Collections Assessment Plan.

Estimated cost of project:

\$100,000

In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc.

The Montana Heritage Preservation Grant Program, which requires a match of 20 percent of the total project budget, which would be part of our capital outlay. The deadline for this program is February 26, 2024 with estimated award in 2025. If we use it for the HVAC and the lighting, that would require a match of \$30,000.

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

No.

Will this project require additional yearly maintenance or fixed costs? If so, please explain.2

No, in fact it will likely lower costs, especially during winter and summer.

Will this project require additional yearly supply costs? If so, please explain.

No.

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
**PROJECT REQUEST FORM #4**

Department: Carter County Museum

Contact: Sabre Moore

Telephone: 406-775-6886 Email: smoore@cartercountymuseum.org

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property- Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

**Description and justification of project:**

Replacement of the 4Runner passenger 4WD SUV. This vehicle was purchased in 2018 as a used item and is approaching 100,000 miles. We recommend replacing the vehicle for an equal product. We will continue to share it with county departments.

**Estimated cost of project:**

\$50,000

**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.**

No.

**Will this project require additional yearly maintenance or fixed costs? If so, please explain.**

Yes, oil changes and tires, other repairs as needed.

**Will this project require additional yearly supply costs? If so, please explain.**

Fuel costs.

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
PROJECT REQUEST FORM #5

Department: Carter County Museum

Contact: Sabre Moore

Telephone: 406-775-6886 Email: smoore@cartercountymuseum.org

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property- Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project:

Purchase of a crew cab, 4WD pickup for the exclusive use of the Carter County Museum. As our field season has continued to expand, it is evident that we have a need for a pickup that can haul large fossils safely from the field to the museum. A crew cab would enable our staff to get out to the sites without the need for personal vehicles or to borrow from board members. This would help reduce fire hazards and the spread of invasive, noxious weeds by keeping the number of vehicles down. At present, sharing a vehicle among the county during field season and fall has made it difficult for us to complete our field work in a timely manner as much of our work is dependent on the weather.

Estimated cost of project:

\$50,000

In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc.

County funds from museum budget.

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

No.

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

Yes, oil changes and tires, other repairs as needed. \$2,500

Will this project require additional yearly supply costs? If so, please explain.

Fuel costs estimated at \$5,000.

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
**PROJECT REQUEST FORM #6**

Department: Carter County Museum

Contact: Sabre Moore

Telephone: 406-775-6886 Email: smoore@cartercountymuseum.org

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property- Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project:

Fix window and door trim of museum warehouse #1, remodel bathroom and repair interior wall. Add trim to museum warehouse #2

Estimated cost of project:

\$20,000

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.

No.

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

No.

Will this project require additional yearly supply costs? If so, please explain.

No.

**CARTER COUNTY CAPITAL IMPROVEMENT PLAN**  
**PROJECT REQUEST FORM #7**

Department: Carter County Museum

Contact: Sabre Moore

Telephone: 406-775-6886 Email: smoore@cartercountymuseum.org

Type of Project:

- Equipment purchases
- Facilities – maintenance or upgrade
- Facilities – new construction
- Property- Parks, trails, Etc.
- Transportation infrastructure – Roads, bridges, Etc.
- Other

Description and justification of project:

Repair plumbing in museum kitchen. The drain pipe is obstructed and we frequently experience backups. Pipes need to be redone.

Estimated cost of project:

\$15,000

In your opinion, how do you see this project being funded? For example, operating budget, reserve funds, grant funds, Etc.

Operating funds

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

No.

Will this project require additional yearly maintenance or fixed costs? If so, please explain.

No.

Will this project require additional yearly supply costs? If so, please explain.

No.

## Appendix B: Public Outreach



An Employee-Owned Company

- **Understand the Comprehensive Capital Improvements Plan**
- **Know the key issues involved**
- **Have your say in the outcome**



# Carter County Comprehensive Capital Improvements Plan (CCIP)

*Working to achieve the County's future through long-range planning instead of reacting to change with one short-range, quick-fix solution to another as events occur.*

## Project Overview

In an effort to address the most critical issues facing Carter County—now and in the near future—the County is undertaking the process to develop a Comprehensive Capital Improvements Plan (or CCIP).

## What is a Comprehensive Capital Improvements Plan?

A Comprehensive Capital Improvements Plan is a long-range plan that provides the County with an overview of existing County conditions and a comprehensive list of capital improvement projects to carry out over time. It sets goals for improvements to County facilities, infrastructure, and services.



**Carter County Courthouse**

## What steps are taken to complete the Plan?

1. **Assess Needs**—County and community projects identified (general government public facilities, public safety, public works, public health, culture and recreation, schools, transportation).
2. **Prioritize Needs**—County Commission members determine means for scoring and prioritizing projects (i.e., current projects, public health and safety, economic development, improving County services, public requests, routine replacement of County equipment).
3. **Evaluating costs**, maintenance requirements, and funding options.
4. **Adopting and implementing** the CCIP.



## What are the advantages to having a Comprehensive Capital Improvements Plan?

- ***Saves money***
  - Serves as a long-term financial plan
  - Identifies need for improvements before an emergency occurs
  - Analyzes financial options
  - Demonstrates to bond underwriters that the County is a better financial risk
  - May improve success rate for obtaining grants
- ***Helps local government understand and be responsive to citizens' needs***
  - Prevents funding of “pet projects” that only benefit a small group
  - Builds support for critical projects
  - Shows taxpayers the total responsibility for a wide range of projects – illuminates all infrastructure responsibilities of County government
  - Educates the public about the long-term public works issues and consequences, as well as the difficult choices that must be made by community leaders
- ***Improves efficiency of local government***
  - Establishes priorities for projects that are most critical
  - Builds consensus among local officials and staff
  - Requires staff to justify project requests
- ***Encourages economic development***
  - Helps ensure adequate facilities for new or expanding businesses
- ***Helps local government meet statutory requirements***
  - Can help compose or implement a Growth Policy

## How do I get involved?

- Visit the project web site at: TBD.
- Contact Carter County Commission Administrative Assistant Melissa Schwede at 406-XXX-XXXX or [mschwede@cartercounty.us](mailto:mschwede@cartercounty.us).
- Attend upcoming Public Meetings—watch for announcements in the newspaper or on the County’s web site.
- You may also contact Robie Culver, Planning Technician, at Stahly Engineering & Associates at 406-442-8594 or [rculver@seaeng.com](mailto:rculver@seaeng.com).



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## Carter County, MT

*"Planning allows the community to envision its future and proactively work to achieve it, instead of just reacting and moving from one short-range, quick-fix solution to another, as events occur."*



# Carter County Comprehensive Capital Improvements Plan (CCIP)

[View the DRAFT CIP Document](#) →

In an effort to address the most critical issues facing Carter County—now and in the near future—the County is undertaking the process to develop a Comprehensive Capital Improvements Plan (or CCIP). A Comprehensive Capital Improvements Plan is a long-range plan that provides the County with an overview of existing County conditions and a comprehensive list of capital improvement projects to carry out over time. It sets goals for improvements to County facilities, infrastructure, and services.



General Government



Public Facilities & Schools



Public Health & Safety



Public Works



Transportation



Culture & Recreation

Stahly Engineering & Associates:  
Traci Conduit  
tconduit@seaaing.com  
406.442.8594

Robie Culver  
rculver@seaaing.com  
406.442.8594

Use the comment box below if you have any comments on the DRAFT CIP Document. You will not be able to submit unless you have the text, name and email boxes filled out. Thank you!!

Enter text here

**Press Release**

**To: The Ekalaka Eagle**

**Subject: Notice of Availability of Draft Carter County Comprehensive Capital Improvements Plan**

**Contact: Melissa Schwede, Administrative Assistant, (406) 775-8791 or [mschwede@cartercountymt.gov](mailto:mschwede@cartercountymt.gov)**

Carter County is developing a 5-Year Comprehensive Capital Improvements Plan (CCIP) for 2025–2030 and has released a draft for public comment. The CCIP serves as a strategic budgeting and financial tool, guiding the County in maintaining, enhancing, and funding capital improvement projects and equipment over the next five years.

As a living document, the CCIP will be updated annually as part of the County's budgeting process to reflect evolving community needs and service priorities. This allows the County to add new projects, adjust the importance of existing projects, and take advantage of new opportunities.

The CCIP establishes clear goals and objectives to proactively improve and replace public facilities and infrastructure, preventing severe degradation or catastrophic failure while also positioning the County to capitalize on economic growth opportunities.

Projects included in the CCIP are not guaranteed to happen for a variety of reasons, including funding shortfalls, changing priorities, regulatory or permitting delays, community opposition, technical or engineering challenges, economic conditions, political or administrative changes, coordination issues, natural disasters or emergencies, or legal or property issues.

The draft document is available for viewing at the Carter County Courthouse, 214 Park Street, Ekalaka, MT in the Commissioners' Office. It can also be accessed online at: [www.carter.stahlyprojects.com](http://www.carter.stahlyprojects.com).

A public meeting on the draft document will be held on Monday, April 21, 2025 at 1:00 p.m. during the regular County Commission meeting. The meeting will be held in the Carter County Commissioners Chambers, 214 Park Street, Ekalaka, MT.

Written comments on the draft plan will be accepted by the County Commissioners until 5:00 p.m. on Friday, April 18, 2025. Please send comments to the Carter County Commissioners, PO Box 315, Ekalaka, MT 59324 or use the comment box online at: [www.carter.stahlyprojects.com](http://www.carter.stahlyprojects.com).

Adoption of the document is planned during the regular County Commission meeting on Wednesday, April 30, 2025.

For further information, please contact Melissa Schwede, Administrative Assistant, at (406) 775-8791 or [mschwede@cartercountymt.gov](mailto:mschwede@cartercountymt.gov).

**Please Publish:**

**March 28, 2025**

**For Publication April 4, 2025**

Contact: Melissa Schwede, Administrative Assistant  
(406) 775-8791

**Legal Advertisement: Availability of Draft Document**

**Provide Invoice and Affidavit of Publication to:**

Melissa Schwede, Administrative Assistant  
Carter County  
214 Park St.  
Ekalaka, MT 59324

**NOTICE OF AVAILABILITY OF DRAFT DOCUMENT**

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PREPARED FOR:

CARTER COUNTY, MT  
PO BOX 315  
214 PARK STREET  
EKALAKA, MT 59324  
(406) 775-8749



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