

MAYOR  
Joe Purcell  
  
POLICE CHIEF  
Paul M. George Jr.



PUBLIC WORKS DIRECTOR  
Michael Hurff Jr.  
  
FINANCE OFFICER/CITY CLERK  
Andrew Lehr

The City of Hardin is inviting you to a scheduled Zoom meeting.

**Committee & Council Meetings**  
**of Tuesday, July 1, 2025**

Held by virtual meeting and the Public is invited to attend in person.

**Topic: City of Hardin Council & Committee Meetings – 7/01/2025**

**Resolutions or Ordinances Committee Meeting: 6:15 p.m.**

**Council Meeting – 6:30 p.m.**

Start Time: 6:15p.m. Mountain Time

The meeting will open at 6:00 p.m.

If you will be logging into the Council meeting by:

Computer: Please identify yourself by submitting your first and last name by using the “Chat” function.

Phone: Please identify yourself by stating your First and Last Name.

**Join Zoom Meeting**

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Meeting ID: 989 710 4479

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- +1 346 248 7799 US (Houston)
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- +1 669 900 9128 US (San Jose)
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  - +1 386 347 5053 US
  - +1 507 473 4847 US
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Find your local number: <https://us02web.zoom.us/u/kdYSyhPxWF>

**Meetings are Audio Recorded ONLY**  
**Montana Legislature House Bill 890**

*The City of*  
**HARDIN**

406 North Cheyenne  
Hardin MT 59034  
(406) 665-9260

**Committee Meeting  
AGENDA**

**July 1, 2025**

Council Chambers  
401 N. Cheyenne  
and by virtual meeting

Join Zoom Meeting

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**PUBLIC COMMENT:**

- **Resolutions or Ordinances** **6:15 p.m.**
  - Subdivisions
    - Amendments to Regulatory Documents

*Meeting adjourned at \_\_\_\_\_ P.M.*

**Meetings are Audio Recorded Only  
Montana Legislature House Bill 890**



# Memo

**To:** HARDIN CITY- COUNTY PLANNING BOARD AND HARDIN CITY COUNCIL  
**From:** FORREST J. MANDEVILLE, AICP – CONTRACT PLANNER  
**Date:** JUNE 10, 2025  
**Re:** AMENDMENTS TO REGULATORY DOCUMENTS

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## **Background:**

The Hardin Zoning Ordinance and Subdivision Regulations may benefit from amendments to ensure conformance with statute and current practice.

Hardin has adopted the Montana Department of Commerce Model Subdivision Regulations that were last updated in 2006. It is unclear when the Department of Commerce will issue a new model and there have been several legislative changes to subdivision law in the last 19 years. Also, model documents should be tailored to the local jurisdiction to ensure local goal and objectives are met, and to ensure compliance with the local growth policy (see § 76-1-606, Montana Code Annotated).

It appears the last extensive update to the zoning ordinance occurred in 2003, though there have been several amendments since then to address identified issues, including as recently as 2024. There have been several legislative changes to zoning law, which should be analyzed to determine whether the zoning ordinance is compliant with these changes. Also, zoning should be guided by the general policy and pattern of development set out in the growth policy (see § 76-1-605, Montana Code Annotated).

## **Possible Areas for Amendments:**

Based on where statute has changed, amendments may be needed to address the following areas. Other changes may arise through the updating process per Planning Board requests, public comments, or as additional issues emerge.

- Subdivision Regulations:
  - Clarify the purpose of subdivision regulations (76-3-102, MCA)
  - Ensure definitions are properly used and cited (76-3-103, MCA)
  - Reflect proper procedures and uses of exemptions to subdivision review (76-3-201 through 211, MCA)
  - Ensure the regulations contain all required components (76-3-501 through 514, MCA)

- Clarify the purpose of an environmental assessment (76-3-603, MCA)
- Ensure the review process outlined in the regulations is compliant with statute (76-3-604, MCA)
- Ensure compliance with review criteria and requirements (76-3-608 and 620, MCA)
- Reflect changes to the minor subdivision review procedure (76-3-609, MCA)
- Allow for phased developments (76-3-617, MCA)
- Ensure compliance with water and wastewater review requirements (76-3-622, MCA)
- Include a process for expedited review where allowed by statute (76-3-623, MCA)
- Zoning Ordinance:
  - Ensure uses allowed complies with statute (76-2-302, MCA)
  - Ensure design standards meet requirements in statute (76-2-302, MCA)
  - Allow accessory dwelling units (ADUs) per statute (76-2-345, MCA)

Other changes may be identified during an update process. Administrative changes may also be identified, such as changes to application forms and fee schedules to ensure review fees are commensurate with costs. Some of these changes may involve coordination with various stakeholders, including City Department heads and members of the public, and/or creating working groups or subcommittees to work on sections in more detail. Public outreach and input would be required, and public hearings are required prior to adoption of new regulations.

**Potential Next Steps:**

It is my understanding that the City-County Planning Board is interested in pursuing updates to the regulations discussed above and would be willing to participate in the funding of these updates. I have experience in drafting these types of regulations and would be willing to work through the Planning Board on these updates.

I believe guidance is needed from the City Council as to their agreement on the need for updates, as the documents will need to be adopted by the Council in order to be implemented. If the Council has other suggestions or ideas regarding these regulatory documents, it would be a welcome discussion.

**AGENDA**

*The City of Hardin  
406 N. Cheyenne Avenue  
Hardin, MT 59034*

**July 1, 2025**

**AUDIO RECORDING BEGINS**

**MEETING CALLED TO ORDER AT 6:30 P.M.**

**PLEDGE OF ALLEGIANCE**

**ROLL CALL:** Mayor: \_\_\_\_\_

Alderspersons: Steven Hopes \_\_\_\_\_ Clayton Greer \_\_\_\_\_ Chris Sharpe \_\_\_\_\_  
Rock Massine \_\_\_\_\_ Jeremy Krebs \_\_\_\_\_ Antonio Espinoza \_\_\_\_\_

**CONSENT AGENDA:**

Council Meeting 6/17/2025 Resolutions or Ordinances 6/17/2025  
Finance/Budget Meeting 6/24/2025 Claims

**PUBLIC COMMENT:**

**MAYOR:**

**COMMITTEE REPORTS:**

- **Personnel Committee/City Policy:** Mayor
- **Sewer & Water:** Massine
- **Law Enforcement:** Hopes
- **Streets & Alleys:** Espinoza
- **Parks & Playgrounds:** Krebs
- **Finance/Landfill:** Greer
- **Resolutions and Ordinances:** Sharpe

**SPECIAL COMMITTEES:**

**PETITIONS & COMMUNICATIONS:**

- Montana Department of Transportation Summer 2025 Newsletter
- Big Sky Passenger Rail Authority

**UNFINISHED BUSINESS:**

**NEW BUSINESS:**

- Subdivisions amendments – City-County Planning Board
- RFQ Sustainable Tourism Management Plan
- In Control, Inc. Proposal - \$5,750.75

**STAFF REPORTS**

- **Public Works:**
- **Finance:**
- **Police:**
- **Legal:**
- **Economic Development:**

**RESOLUTIONS & ORDINANCES:**

Ordinance NO. 2025-01 – Amending Pedestrian Interference  
Ordinance NO. 2025-02 – Creating The Offense of Maintaining a Disorderly House

**ANNOUNCEMENTS:**

Local Government Review Study Commission Meetings - 3<sup>rd</sup> Wednesday of each month, TBD Council Chambers

RFP for Historical Depot Infrastructure Improvement Project - due by 3:00 p.m. July 2, 2025

City Offices : Closed Friday, July 4, 2025 for Independence Day

Budget Meetings - July 8<sup>th</sup>, 9<sup>th</sup>, and 10<sup>th</sup> and continuing as needed – Council Chambers

City of Hardin Job Openings: Full-time positions: Police Officer and Part-Time Building Inspector

*Meeting adjourned at \_\_\_\_\_ P.M.*

**AUDIO RECORDING ENDS**

*Additions to the Agenda can be voted on by Council to add to the Agenda for the next Council meeting.  
Agenda items will need to be submitted by Wednesday noon before a Tuesday Council meeting.*

**THE COMMON COUNCIL  
CITY of HARDIN, MONTANA**

**COUNCIL MEETING: The Regular Council Meeting for June 17, 2025 was called to order at 6:32 p.m. with Mayor Joe Purcell presiding by reciting the Pledge of Allegiance.**

The following Aldermen were present: Steven Hopes, Clayton Greer, Chris Sharpe, Rock Massine, Antonio Espinoza and Jeremy Krebs. Steven Hopes was excused (joined the meeting at 6:45 p.m.)

Also present: Finance Officer/City Clerk Andrew Lehr, Public Works Director Michael Hurff, Jr., and Deputy City Clerk Angela Zimmer, City Attorney, Jordan Knudsen and Police Chief Paul George, Jr.

Also present physically: Several members of the public  
There was not anyone present by virtual meeting.

**MINUTES OF THE PREVIOUS MEETINGS & CLAIMS:** Sharpe made the motion to approve the Council minutes as written for June 3, 2025. Motion seconded by Greer. On a voice vote the motion was unanimously approved.

Greer made a motion to approve the claims for June 17, 2025.

	CLAIM No.	Monthly Total
May, 2025	32420-32428, 32433-32450, 32452, 32454	\$ 130,782.99
June, 2025	32429-32432, 32451, 32453, 32455	<u>252,239.67</u>
<b>TOTAL Submitted</b>		<b>\$ 383,022.66</b>

Massine seconded. On a voice vote, the motion was unanimously approved.

**PUBLIC COMMENT:**

JoAnn Feger, provided a history of situations where she has encountered dogs that are loose at or near her home. She voiced she is not only concerned for herself, but children. Mayor Purcell directed her to call the City Police Department or Sheriff’s Department day or night.

Jose Funke voiced his concerns about crime, law enforcement at night, seeing more “whinos”, and driving personal vehicles. (Hopes joined the meeting)

Corrina Kirschenmann-Kuntz voiced her thoughts on loosing police officers at the Police Department.

Pat Sargent, resident, provided information about an incident that happened at his home while he was out of town. He hasn’t heard from the Hardin Police Officer that attended that call. He asked who he should contact about vehicles that have been parked across the street from his residence. Mayor Purcell directed him to the police department. Sargent will meet with the Police Chief.

**MAYOR:**

**COMMITTEE REPORTS:**

**Personnel Policy/City Policy:**

Mayor Purcell reported on positions that are currently open at the City; adding interviews were held recently for those positions and offers have been extended.

**Sewer & Water:**

Massine reported extra water samples are being taken.

**Law Enforcement:**

**Streets & Alleys:**

**Parks & Playgrounds:**

Krebs reported he has been talking with Lehr and Hurff about what needs to be ordered for the South Park Project; including picnic tables, volleyball equipment, water lines etc. that would be

covered by the grant. Rick Funk, of SplashPadsUSA, is planning to be here by the end of this month to get started on the splash pad.

**Finance/Landfill:**

**Resolutions & Ordinances:**

Sharpe reported there was discussion about pedestrian interference and disorderly house. Knudsen will draft ordinances for the next meeting.

Mayor Purcell reported there will be a committee meeting held before the next Council meeting to discuss a City-County Planning Board letter regarding Subdivision Zoning changes and updates.

**SPECIAL COMMITTEES:**

**PETITIONS & COMMUNICATIONS:**

Mayor Purcell reported the City received the City-County Planning Board minutes from the meeting of May 12, 2025.

**UNFINISHED BUSINESS:**

**NEW BUSINESS:**

Mayor Purcell reported the City received a recommendation from the City-County Planning Board to approve a Conditional Use Application submitted by Thomas Lind and Keshia Croft. Lind reported the proposal is to renovate the old USDA office, located at 724 West 3<sup>rd</sup> Street, into apartments for people coming into the area working at the hospital, schools, elderly that don't to go into assisted living, etc. He reported they are trying to improve the community, the area; adding it is a sound building. Krebs asked if this would be subsidized housing, Lind voiced it is not. Krebs voiced he thinks we, the City, need the additional housing; it would be a good change to the building. Krebs motioned to approve the recommendation. Greer seconded. On a voice vote the motion was unanimously approved.

Mayor Purcell reported a letter was submitted by Environmental Contractors for grain bin disposal at the City Landfill. Hurff noted the bins will come from Billings; around 550 tons of metal with caulking in between that has non-friable asbestos. He added it can be disposed of in the landfill with other garbage. Massine asked if the bins would be cut up into pieces and then hauled to Billings or Yochum's to be recycled. C.J. Yochum reviewed state law regarding ACM asbestos contained material; adding the answer is no on scrap. Hurff noted, upon research, it would be difficult to get the metal smashed down to get it covered. He noted Fred Collins, Montana Department of Environmental Quality inspector for the landfill, will check on the lab results and recommended to talk with the landfill engineer to make sure the City can handle the amount of waste being added. Krebs asked if it was worth taking it with the added labor; adding he didn't think it was. Barry Damschen, City Landfill Engineer, recommended to not take it where they are just to bring it in, the City does not have the manpower or equipment to spend to knock it down and pack it to bury it. He recommended to not take it. He also noted if it comes in baled, we can take it. Sharpe motioned to not accept it. Massine seconded. On a voice vote the motion passed. (5/1) Sharpe voting Nay.

Janelle Enzminger, President of Help Every Pet, read a letter aloud outlining projects and the current amount of money they have paid in regard to the City animal population. Sharpe asked what they were asking for, veterinary expenses in the amount of \$27,086. She noted when an animal comes in they let Animal Care Center know if HEP is paying for it, if it is a County or City animal; they have three separate accounts. Loretta Barnes, Vice President, reported HEP paid \$5,073.98 from August 25<sup>th</sup> to present. She noted they want to help people in our community. Barnes provided an overview of their needs and the work they do. Mayor Purcell asked how it is determined what is a "city animal", "county animal" etc. Barnes reported she asks for the physical address. Mayor Purcell noted the report shows their expenses and asked where the funding comes from. It was reported there are donors, fundraisers, and Big Horn County. She reported a report has to be given to the County every quarter; they have a contract with the County

Attorney. Lehr asked why the County wouldn't cover the City, we are also county tax payers. Espinoza asked if they have asked the tribe for anything. She noted they have; the response was to apply for grants. Knudsen asked if they are asking to sign a contract, if they want to work with law enforcement, if they are asking for a donation? Sharpe asked if this could be tabled to have more in depth conversation. There was discussion about how the process was in the past. Mayor Purcell voiced his concern is there are other non-profits in town, it would be hard to donate city taxpayer money to one non-profit without having a contract or agreement in place. Enzminger noted they are not looking for donations, they are coming back to get a reimbursement for the money they spent at Animal Care Center and wondering if the city will do a contract like the county does. Mayor Purcell noted that can be looked at. Barnes voiced they would like to discuss it further; adding they would like to be reimbursed the money they spent this last year. Krebs voiced he is concerned about spaying and neutering and controlling the population. Mayor Purcell noted if Council is good with it, the city can go forward to negotiate a contract. The city program is set up for feral animals. Knudsen noted a contract would be better, with terms and the scope of what the city will be billed for. The city is accountable to the taxpayers. Knudsen noted they are not city owned animals, they are animals within the city. There was further discussion. Mayor Purcell noted if Council is good talks can be started with Chief George and Animal Control.

Barry Damschen, Landfill Engineer, reviewed the bid process for the Landfill Container site. He reported the bid was awarded to Yochum Contracting, Inc. (YCI) He then reviewed the layout and a diagram for the construction. Damschen noted he and Yochum are at a difference of opinion; adding the dimensions were detailed out. YCI did not use the call-outs. There was further discussion about the dimensions. Damschen reported he has used these plans for three other projects and has never had anyone tell him there is a discrepancy. He noted Yochum did not bring it up until two days after the notice to proceed. Yochum voiced he did at the pre-construction meeting before it was signed and Damschen dismissed it. Damschen voiced "No". Knudsen noted there is not a need for contract amendments. Mayor Purcell voiced the discussion moving forward is if Council will agree to move forward with \$37,500 increase without having to go out to bid and with no other contingency or other expenses identified. Espinoza motioned to accept. Yochum requested additional time if this is approved; he is concerned about the 4<sup>th</sup> of July holiday. Sharpe seconded. Mayor Purcell noted it has been moved and seconded to go forward with the increase for the landfill container site for \$37,500 with up to a thirty-day extension to get completed with no other contingencies. There was further discussion about the project. On a voice vote the motion passed. On a voice vote the motion passed. (5/1) Krebs voting Nay.

Police Chief Paul George, Jr. reported the Coal Board awarded the department \$118,000 to purchase new radios. There is \$40,000 obligated from the department's budget. Sharpe asked who the radios were for. Chief George noted they are for ten police officers, an additional officer that will be coming in October, a few will be sent to dispatch in Alabama to communicate with the City department, and one additional to have on hand. It was noted these radios will allow communication with Big Horn County. Krebs noted the purchase if for 15 radios; asking how many officers does the department currently have. Chief George reported there are currently five. Mayor Purcell reported the plan is for a full department. Espinoza motioned to approve the purchase. Greer seconded. Lehr pointed out if one breaks, it will cost about \$8,200 to repair. It was noted they are tough radios. There was further discussion about the budget, cost of the radios, and the communication it will allow. On a voice vote the motion was unanimously approved.

Police Chief Paul George requested approval to purchase camera's in the amount of \$16,985. There was discussion about the purpose of the cameras and how they will be utilized. Espinoza motioned to approve the purchase. Mayor Purcell asked if there was a second to the motion. Hopes motioned to table the request. Greer motioned to second the request to approve the purchase and go forward with the quote. On a voice vote the motion was at a tie vote with Espinoza, Greer, and Hopes voting Yea and Sharpe, Massine and Krebs voting Nay. The Mayor broke the tie vote by voting Yea. Motion passed.

Lehr reviewed the Audit for Fiscal Year 2024. He reported the auditor is retiring and the City will be going out to bid for an auditor. Krebs motioned to approve the audit. Massine seconded. On a voice vote the motion was unanimously approved.

**STAFF REPORTS:**

**Public Works:**

Hurff reported the City took possession of the new garbage truck today. **Water Treatment Plant:** working on getting a Pre-Construction meeting scheduled for the liner installation in the

water tank. **Wastewater Treatment Plant:** the electrician made an onsite visit as part of the WWTP Project. **Landfill:** getting close to a water truck replacement, there was a DEQ inspection, and the street crew put down gravel on the landfill road. **Streets:** working on potholes, keeping the drains clean, and mowing. There has been a lot of requests for Alley Clean Up, it is scheduled for the end of July. **Parks:** were sprayed for weeds. **Water T&D:** lift station is working good. Hurff reported the City is gearing up for Big Horn Days and the 4<sup>th</sup> of July Events and the new vacor truck is expected to be delivered in about three months.

**Finance:**

Lehr reported the first budget meeting is scheduled for Tuesday, June 24, 2025 at 6:00 p.m.; the City received \$4,598 in the marijuana excise tax for this quarter with a total of \$13,825.46 received for the year; the May 2025 tax payment received was nearly \$570,000; the second draw request for the WWTP Project was provided to the City today for \$84,888, the funding agencies need to provide final approval before it is received. The American Rescue Plan (ARPA) Minimum Allocation Grant was requested in the amount of \$11,810 for this quarter for the final engineering invoices for the 1<sup>st</sup> Street Project, tank lining project, and the Preliminary Engineering Report for the Water Treatment Plant. There were no requests for the Lodge Grass ARPA project the City is sponsoring.

George Toyne asked if there was a projection of what the property tax changes are going to do to the revenue next year. Lehr noted he did not.

**Police:**

Police Chief Paul George, Jr. reviewed calls for service adding code violations are at forty-nine due to putting out weed signs. He reported Officer Joshua Garcia started Monday, he is doing trainings and certifications until he attends the academy. Job offers were extended and accepted for a Police Officer and the TAC/Admin Assistant positions.

Chief Paul George reported he is very transparent, and provided ways he can be reached. He addressed people that say things to make him look bad or post things in the paper adding it is not a PD issue, not a Police Chief issue, the issues the department has had are officer issues. He has no respect for liars and cowards. He provided a background of those issues. He noted the department has policies and procedures for a reason and he expects his staff to abide by the policy and the law; do the job they are paid to do. He reviewed a case and noted that now there is a skewed vision of him because of one officer. He voiced he is trying to provide the tools they, the officers, need to do their job. He noted Public Safety should be the largest fund of any Cities budget. He voiced if you have a problem with an officer, contact him. He reviewed the term "Disorderly House", a house who is engaged in gambling, public drinking, fighting etc. An ordinance will give the department the right to arrest everyone in the house and also include putting the liability on the landlord.

George Toyne voiced the department was established to stop crime in the City, get rid of drunks and vagrants, and to clean up the community and since it has been established it has gone up. There was discussion between Lehr, Knudsen, and Chief George about court fees/fines dropping. Chief George reported violent crime is down and citations have gone up since he has been here. Knudsen noted the majority of people that go to jail do not pay the fines.

**Legal:**

Knudsen pointed out a response has been drafted to the letters in the Original Briefs that will provide facts in the cases that were mentioned.

**Economic Development:**

**RESOLUTIONS & ORDINANCES:**

**ANNOUNCEMENTS:**

Mayor Purcell announced the Little Bighorn Battlefield National Monument 149<sup>th</sup> Battle Anniversary Event schedule is in the lobby. He announced the following employee anniversaries: Dean Baker, 11 years; Brock Boyer, 3 years; Michael Hurff,

15 years; Remington Malensek, 2 year; Tamara Mendez, 6 years; and Shawndae OldElk, 4 years.

Local Government Review Study Commission Meeting is scheduled for 6:30 p.m. Wednesday, June 18<sup>th</sup> at City Council Chambers and is open to the public; Request for Qualifications for the Pilot Community Tourism Grant are due by 3:00 p.m. June 20, 2025, Request for Proposals for the Historical Depot Infrastructure Improvement Project are due by 3:00 p.m. July 2, 2025, and Budget Meetings are scheduled for June 24, 2025 and July 8<sup>th</sup>, 9<sup>th</sup>, and 10<sup>th</sup>, 2025 and continuing as needed.

The City of Hardin has the following Job Openings: Full-time position - Police Officer. The Terminal Agency Coordinator (TAC) / Administrative Assistant I-IV position is pending the pre-employment qualifications. Part-Time position - Building Inspector. Positions are open until filled.

Espinoza voiced the Local Government Review Study Commission was voted for and no one shows up for the meetings. He encouraged citizens to participate.

Greer motioned to adjourn the meeting at 9:17 p.m. Feger asked a question about animals being on a leash. Mayor Purcell directed her to the Chief and Police Service Aide. Espinoza seconded. On a voice vote the motion was unanimously approved. The meeting adjourned at 9:18 p.m.

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**Joe Purcell, Mayor**

**ATTEST:**

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**Andrew Lehr, Finance Officer/City Clerk**

DRAFT

# City of Hardin

## Resolutions or Ordinances Committee Meeting

June 17, 2025

The Resolutions or Ordinances Committee Meeting began at 6:15 p.m. In attendance were Committee members Chris Sharpe, Steven Hopes, and Antonio Espinoza and Council Members Clayton Greer, Rock Massine, and Jeremy Krebs, Mayor Joe Purcell, Finance Officer/City Clerk Andrew Lehr, City Attorney Jordan Knudsen, Deputy City Clerk Angela Zimmer, and Police Chief Paul George.

Also present physically: Members of the public  
There was not anyone present by virtual meeting.

Public Comment: N/A

Knudsen reported he requested for both Pedestrian Interference and Disorderly House to go before the committee. The **Pedestrian Interference** code currently includes sidewalks and streets. He wants to expand this into boulevards. Knudsen voiced this will be useful to keep people safe and to help with the appearance of our town; people sleeping in these locations. Upon further discussion, the consensus is to move forward with a draft ordinance.

**Disorderly House:** Knudsen reported Montana Code allows cities to pass laws to take care of disorderly conduct; adding the Chief gave him the idea to expand our control of disorderly conduct to disorderly houses to be able to enforce party houses etc. and going after the tenant or landlord for allowing that conduct to happen again and again. Knudsen reported there are several houses in town there are complaints on and this would be a good tool to combat that. There was further discussion about what qualifies as a disorderly house. The consensus is to move forward with a draft ordinance.

There was no further discussion.

The meeting ended at 6:24 p.m.

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Chris Sharpe, Committee Chairman

ATTEST:

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Angela Zimmer, Deputy City Cler

# City of Hardin

## Finance/Budget Meeting

June 24, 2025

The Finance/Budget Meeting began at 6:06 p.m. In attendance were Mayor Joe Purcell and Council members Clayton Greer, Rock Massine, Antonio Espinoza, Chris Sharpe, Jeremy Krebs and Steve Hopes. Also present was Finance Officer-City Clerk Andrew Lehr, Police Chief Paul George and Public Works Director Michael Hurff.

The Budget timeline was reviewed for due dates of assessments, mill levies and adopting the final budget. Street Maintenance will need to have the resolution to set assessments ready for the August 5<sup>th</sup> Meeting. Lighting Districts will have the resolution to set assessments ready for the September 2<sup>nd</sup> meeting, along with the mill levies and final budget.

Lehr reviewed the state entitlement allocation for Hardin, and how the first draft of the allocation was split between funds.

The Capital Improvement Plan (CIP) was reviewed. Items discussed regarding the CIP were:

- The windows being replaced at the council chambers. Hopes asked if this included the window in the hallway to the water plant. Lehr stated this was just to replace the windows in the council chamber area. Hurff stated he did have a contractor down to look at the windows and his comment was that it was going to be expensive. Greer noted it could be closed off, with no windows, to save money. The consensus was to move forward getting bids for the windows.
- Insulation at the shop across the street from the main city building was discussed. It was decided to leave the cost estimate at \$25,000 and in fiscal year 2028. Greer noted that it was put in the budget to make sure the city had a place to store an extra vac truck and the city will be receiving the new one soon.
- Radios for the fire department were discussed. Krebs asked if each guy needed one or just one in each truck. Lehr stated that the main goal would be to have one in each truck and walkie talkies, or the current radios could be used to communicate internally. Krebs asked if some of the police radios could be used at the fire department. George stated that the fire department did not want to be a part of the radio purchase when he approached the fire chief about it. Espinoza noted that if the equipment is purchased through coal board, they can be strict about which department is actually using the equipment and it would be best to leave at the police department.
- The next section covered was the police capital purchases. Massine asked what the emergency vehicle was budgeted for. Mayor Purcell noted it would be for repairs, etc. or if another vehicle is down they have a backup to use.
- The replacement for the grasshopper mower was discussed. Espinoza asked if it had to be a grasshopper mower. Hopes stated that the reason they have been purchased in the

past is that they are nearly indestructible. It was decided to move forward with this line item as is.

- Police department capital equipment was covered next. Lehr stated that the radios purchase was covered in this budget through the police capital fund in case the radios are not received in time to be in this budget. Chief George noted that everything in the budget is there except the purchase of printers for e-citations. This would allow the officer to print out the ticket and not hand write everything. Chief George stated these should only be a couple grand to purchase. He also noted that he is hoping that the radios come out of the budget in fiscal year 2025 so he can have his remodel completed in fiscal year 2026 for the full amount that will be needed.
- The garbage collection capital additions were discussed next. Hurff noted that the box still works well on the box truck, but the guys are starting to have issues getting it started in the winter time. Espinoza asked if we needed a new box truck. He noted that the county has had Kois Brothers create trucks that have multiple uses for them in the past and could do the same for the City. His advice was to use one of the old garbage trucks to create a new box truck and to create the roll-off truck that will be required with the new landfill transfer site. The replacement for the Peterbilt garbage truck was discussed and moved to fiscal year 2029 for purchase. The land purchase for the new ash cell was also discussed. Greer noted that during COVID the city probably could have received a deal on the property and leased it back to be used. However, he stated he would like to see this moved toward the front of the line to get purchased now.
- There was discussion on the stormwater replacement on railway. It was decided to rename this line item, but no other changes were made.
- The street related projects were also discussed. Mayor Purcell noted that Terry has been completed and can be removed from the list. Hurff provided a summary of what Stahly Engineering recommended from their time spent with Hurff driving through town reviewing road conditions. He noted that their recommendation was to put more money toward chip sealing, crack sealing, etc. on roads that are not yet in poor condition to extend the life of these roads. Hurff also mentioned that roads that are in poor condition, such as Crook Ave, will need a full replacement. Krebs stated that he would like to see 8<sup>th</sup> street by Mitchell Avenue be redone. Greer mentioned that it may be time to create a SID to complete some of these road upgrades. Espinoza stated a cost to replace road in the county and thought that the budget for Crook would need to be increased to complete the entire stretch that needs replaced. Lehr covered how much gas tax and BaRSAA funding the city still had remaining that could be used for street projects. The consensus was to move forward with chip sealing, crack sealing and extending the life of the streets that still have useful life left. The project on Crook could then be prepared and bid in the following fiscal year.
- The Water, Sewer and Landfill capital was the last capital improvement are covered. Hurff noted it would be nice to replace both dump trucks at the same time. He also stated that the Kodiak dump truck has a major oil leak; overall the trucks are starting to show their age. Sharpe stated he would like to see at least one new truck. Lehr noted that the dump trucks were one of the items that was on the list to request coal board funding. Massine asked if the scraper replacement was for the entire setup or just the scraper can. Hurff noted it was just for the can. Greer asked about the purchase of a dozer to replace the compactor that is on the CIP list. Hurff stated Chris had asked

about moving away from the compactor and toward a dozer to complete the compaction and pushing of garbage each day. Chris had asked Barry his thoughts on moving to a dozer and he gave his blessing for the transition. Hurff noted that the dozer checks almost all the same boxes that the compactor does for capabilities within the landfill. Espinoza asked if the line item could be changed from a scraper to a scraper or a dozer. Krebs asked if the city can afford all the equipment that is being proposed in the CIP. Lehr reviewed the equipment and projects that are paid through a grant or loan funding and that the landfill had sufficient cash balances to pay for the projects that are being proposed. Hurff then reviewed a few pieces of equipment that the public works employees would like to see updated or put on the list to be updated in the upcoming fiscal years. Those items were: a new sweeper for the streets, dump trucks, and a replacement for the blue 2-ton Ford for parks employees to use to transport mowers.

The last topic of the budget meeting was proposed revenue increases for fiscal year 2025-2026. Discussion points were as follows:

- Lehr began by reviewing the proposed increases to the two lighting districts, and the street maintenance districts. Lehr noted that the two lighting districts still have plenty of reserves, meaning there is no need to increase rates.
- The street maintenance district however has a projected budget of \$519,323 in expenditures, meaning assessments have to equal at least \$389,492. If the expenditure budget is not changed, the required increase would be 6.39%. However, the consensus of the committee was to lower that increase to 4% to stay in line with what has been done in the past.
- Next, property taxes were covered and how revenues could be split if there was no change to assessed values of the city. The last point covered was the need to increase the permissive medical mill to offset the budgeted expense for health insurance. Lehr reviewed the total budget for health insurance cost and that the city can levy up to 65.98 mills for health insurance. However, the recommendation was to increase just enough to cover the budgeted expenditures for the upcoming fiscal year and leave a small reserve for health insurance costs in future fiscal years. Once assessed values are received in August this will be revisited to determine the necessary increase.

The meeting adjourned at 8:09 p.m.

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Clayton Greer, Finance Chairman

ATTEST:

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Andrew Lehr, Finance Officer-City Clerk

# City of Hardin

Submitted for Approval

July 1, 2025

Month	CLAIM No.	Monthly Total
May, 2025	32462, 32526, 32528-32529	\$ 22,301.65
June, 2025	32456-32459, 32461, 32463-32469, 32472-32477, 32498-32503, 32505-32515, 32517-32518, 32521-32525, 32527, 32530, 32534-32536	736,988.11
July, 2025	32470-32471, 32478-32497, 32504, 32519-32520, 32531-32532	176,117.11
<b>Claims Total (Expenditures)</b>		<b>\$ 935,406.87</b>
<b>June, 2025</b>		<b>236,533.47</b>
<b>TOTAL Submitted</b>		<b>\$ 1,171,940.34</b>

### Claims or Expenditures over \$5,000 per Resolution #2189

Vendor	Purpose	Check #	Amount
FIRST INTERSTATE BANK (MASTERCARD)	Credit card purchases	-99533	8,498.37
STAHLY ENGINEERING & ASSOCIATES INC	Waste Water Upgrades Phase II	41631	8,756.00
U.S. BANK TRUST -SpA LOCKBOX CM9695	2021 SRF Sewer Loan Payment	-99535	19,125.00
PREMIER TRUCK RENTAL, LLC	Mechanic Truck	-99531	76,600.00
JORDAN W KNUDSEN	Legal Services	41652	8,500.00
MONTANA MUNICIPAL INTERLOCAL AUTHOR	Liability Insurance Premium FY25-26	-99525	96,504.00
MONTANA MUNICIPAL INTERLOCAL AUTHOR	Property Insurance Premium FY25-26	-99524	55,626.50
MT DEPARTMENT OF ENVIRONMENTAL QUAL	Quarterly Landfill license/ permit fee	41664	10,176.23
MT. LEAGUE OF CITIES & TOWNS	Fiscal Year 25-26 Dues	41665	5,578.50
<i>Approved previously at June 19, 2025 Meeting</i>			
MOTOROLA SOLUTIONS, INC.	Motorola Police Radios	-99526	161,833.42
<i>Approved previously at August 20, 2024 Meeting</i>			
FLOYD'S TRUCK CENTER	2026 Autocar Garbage Truck	41645	433,784.00

**CITY OF HARDIN**

Claims Report

**For the Accounting Period: May, 2025**

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<b>Vendor</b>	<b>Claim #</b>	<b>Check</b>	<b>Amount</b>
FIRST INTERSTATE BANK (MASTERCARD)	CL 32462	-99533	8,498.37
STAHLY ENGINEERING & ASSOCIATES INC	CL 32526	41629	4,287.69
STAHLY ENGINEERING & ASSOCIATES INC	CL 32528	41631	8,756.00
STAHLY ENGINEERING & ASSOCIATES INC	CL 32529	41668	759.59
			<b>22,301.65</b>

CITY OF HARDIN

Claims Report

For the Accounting Period: June, 2025

Vendor	Claim #	Check	Amount
U.S. BANK TRUST -SpA LOCKBOX CM9695	CL 32456	-99535	19,125.00
PEPSI-COLA BOTTLING COMPANY	CL 32457	41666	588.00
WAGeworks, INC.	CL 32458	-99534	55.28
FLOYD'S TRUCK CENTER	CL 32459	41645	433,784.00
LOCAL GOVERNMENT SERVICES	CL 32461	41656	170.00
ANGELA ZIMMER	CL 32463	41634	220.00
LOCKWOOD ENGINEERING	CL 32464	41657	2,044.00
PREMIER TRUCK RENTAL, LLC	CL 32465	-99531	76,600.00
INTERNAL REVENUE SERVICE	CL 32466	41607	123.97
MOUNTAIN ALARM	CL 32467	41663	464.50
JORDAN W KNUDSEN	CL 32468	41652	8,500.00
HAWKINS, INC	CL 32469	-99530	4,374.98
MILEVA GACANICH	CL 32472	41660	86.70
LEON DONEY	CL 32473	41655	97.25
CITY WATER DEPT	CL 32474	41641	2,517.02
MARKUS TAKES THE HORSE	CL 32475	41659	9.98
ALL LOCK, INC.	CL 32476	41632	575.00
MONTANA DAKOTA UTILITIES	CL 32477	41662	971.88
COLLEEN WELLKNOWN	CL 32498	41642	15.00
TINA M TOYNE	CL 32499	41669	47.27
BIG SKY LINEN & UNIFORM INC	CL 32500	-99529	158.90
BIG SKY TIRE & SERVICE CO LLC	CL 32501	41636	3,925.00
BILLINGS CLINIC	CL 32502	41637	882.00
IMEG CONSULTANTS CORP	CL 32503	41650	2,682.38
BOBCAT OF BIG SKY INC	CL 32505	41639	249.00
CENTURYLINK	CL 32506	-99528	213.15
ECOLAB INC	CL 32507	41643	85.41
ENERGY LABORATORIES INC	CL 32508	41644	1,032.00
HARDIN BUILDING CENTER	CL 32509	41646	119.55
HARDIN CHEVROLET INC	CL 32510	41647	166.95
HARDIN DO IT BEST	CL 32511	41648	593.88
IN CONTROL, INC	CL 32512	41651	2,557.80
I-STATE TRUCK CENTER	CL 32513	41649	201.41
KELLEY CREATE	CL 32514	41653	180.00
KNIFE RIVER INC	CL 32515	41654	1,865.17
LYNN'S SUPERFOODS	CL 32517	41658	39.95
MILLENNIUM ELECTRIC	CL 32518	41661	2,505.00
RDO EQUIPMENT	CL 32521	41667	287.43
TOUGH RUGGED LAPTOPS	CL 32522	41670	1,507.59

**CITY OF HARDIN**

Claims Report

**For the Accounting Period: June, 2025**

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<b>Vendor</b>	<b>Claim #</b>	<b>Check</b>	<b>Amount</b>
TIMECLOCK PLUS, LLC	CL 32523	-99527	15.75
TOWN & COUNTRY SUPPLY ASSN	CL 32524	41671	940.00
ANDREW LEHR	CL 32525	41633	198.38
STAHLY ENGINEERING & ASSOCIATES INC	CL 32527	41630	1,477.75
BIG SKY LAWN CARE & PLOWING	CL 32530	41635	800.00
MOTOROLA SOLUTIONS, INC.	CL 32533	-99526	161,833.42
TWEnterprises INC	CL 32534	41672	816.99
CenturyLink	CL 32535	41640	1,210.42
TINA M TOYNE	CL 32536	41669	73.00
			<b>736,988.11</b>

CITY OF HARDIN

Claims Report

For the Accounting Period: July, 2025

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Vendor	Claim #	Check	Amount
MONTANA MUNICIPAL INTERLOCAL AUTHORITY	CL 32470	-99525	96,504.00
MONTANA MUNICIPAL INTERLOCAL AUTHORITY	CL 32471	-99524	55,626.50
MT DEPARTMENT OF ENVIRONMENTAL QUALITY	CL 32478	41664	10,176.23
JACK WEICHMAN	CL 32479	41610	100.00
BOB SCHOEN	CL 32480	41611	100.00
PAT BRECKENRIDGE	CL 32481	41612	100.00
TERRY BULLIS	CL 32482	41613	100.00
RON NEDENS	CL 32483	41614	100.00
DENNIS FOX	CL 32484	41615	100.00
HARRY KAUTZMAN	CL 32485	41616	100.00
ROB BRYSON	CL 32486	41617	100.00
KENTON G KEPP	CL 32487	41618	100.00
JAY LUNDBERG	CL 32488	41619	100.00
DANIEL J KLINGENSTEIN	CL 32489	41620	100.00
LARRY W VANDERSLOOT	CL 32490	41621	100.00
JIM WEDEL	CL 32491	41622	100.00
TIM A WAGNER	CL 32492	41623	100.00
TEDDY J BURROUGHS	CL 32493	41624	100.00
KATHERINE M JOHNSON	CL 32494	41625	50.00
SANDRA K BIERY	CL 32495	41626	50.00
JERRY WEMPLE	CL 32496	41627	100.00
MARK BETTS	CL 32497	41628	100.00
BNSF RAILWAY COMPANY	CL 32504	41638	2,314.78
MT. LEAGUE OF CITIES & TOWNS	CL 32519	41665	5,578.50
ONSOLVE, LLC	CL 32520	-99523	3,151.98
WISPWEST.NET	CL 32531	41674	115.12
U.S. POSTAL SERVICE	CL 32532	41673	850.00
			<b>176,117.11</b>

**CITY OF HARDIN**

Check Report

7/1/2025

Vendor	Claim #	Check	Amount
INTERNAL REVENUE SERVICE	CL 32466	41607	123.97
JACK WEICHMAN	CL 32479	41610	100.00
BOB SCHOEN	CL 32480	41611	100.00
PAT BRECKENRIDGE	CL 32481	41612	100.00
TERRY BULLIS	CL 32482	41613	100.00
RON NEDENS	CL 32483	41614	100.00
DENNIS FOX	CL 32484	41615	100.00
HARRY KAUTZMAN	CL 32485	41616	100.00
ROB BRYSON	CL 32486	41617	100.00
KENTON G KEPP	CL 32487	41618	100.00
JAY LUNDBERG	CL 32488	41619	100.00
DANIEL J KLINGENSTEIN	CL 32489	41620	100.00
LARRY W VANDERSLOOT	CL 32490	41621	100.00
JIM WEDEL	CL 32491	41622	100.00
TIM A WAGNER	CL 32492	41623	100.00
TEDDY J BURROUGHS	CL 32493	41624	100.00
KATHERINE M JOHNSON	CL 32494	41625	50.00
SANDRA K BIERY	CL 32495	41626	50.00
JERRY WEMPLE	CL 32496	41627	100.00
MARK BETTS	CL 32497	41628	100.00
STAHLY ENGINEERING & ASSOCIATES INC	CL 32526	41629	4,287.69
STAHLY ENGINEERING & ASSOCIATES INC	CL 32527	41630	1,477.75
STAHLY ENGINEERING & ASSOCIATES INC	CL 32528	41631	8,756.00
ALL LOCK, INC.	CL 32476	41632	575.00
ANDREW LEHR	CL 32525	41633	198.38
ANGELA ZIMMER	CL 32463	41634	220.00
BIG SKY LAWN CARE & PLOWING	CL 32530	41635	800.00
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CITY WATER DEPT	CL 32474	41641	2,517.02
COLLEEN WELLKNOWN	CL 32498	41642	15.00
ECOLAB INC	CL 32507	41643	85.41
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FLOYD'S TRUCK CENTER	CL 32459	41645	433,784.00
HARDIN BUILDING CENTER	CL 32509	41646	119.55
HARDIN CHEVROLET INC	CL 32510	41647	166.95
HARDIN DO IT BEST	CL 32511	41648	593.88
I-STATE TRUCK CENTER	CL 32513	41649	201.41
IMEG CONSULTANTS CORP	CL 32503	41650	2,682.38
IN CONTROL, INC	CL 32512	41651	2,557.80

**CITY OF HARDIN**

Check Report

7/1/2025

Vendor	Claim #	Check	Amount
JORDAN W KNUDSEN	CL 32468	41652	8,500.00
KELLEY CREATE	CL 32514	41653	180.00
KNIFE RIVER INC	CL 32515	41654	1,865.17
LEON DONEY	CL 32473	41655	97.25
LOCAL GOVERNMENT SERVICES	CL 32461	41656	170.00
LOCKWOOD ENGINEERING	CL 32464	41657	2,044.00
LYNN'S SUPERFOODS	CL 32517	41658	39.95
MARKUS TAKES THE HORSE	CL 32475	41659	9.98
MILEVA GACANICH	CL 32472	41660	86.70
MILLENNIUM ELECTRIC	CL 32518	41661	2,505.00
MONTANA DAKOTA UTILITIES	CL 32477	41662	971.88
MOUNTAIN ALARM	CL 32467	41663	464.50
MT DEPARTMENT OF ENVIRONMENTAL QUALITY	CL 32478	41664	10,176.23
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PEPSI-COLA BOTTLING COMPANY	CL 32457	41666	588.00
RDO EQUIPMENT	CL 32521	41667	287.43
STAHLY ENGINEERING & ASSOCIATES INC	CL 32529	41668	759.59
TINA M TOYNE	CL 32499	41669	47.27
TINA M TOYNE	CL 32536	41669	73.00
TOUGH RUGGED LAPTOPS	CL 32522	41670	1,507.59
TOWN & COUNTRY SUPPLY ASSN	CL 32524	41671	940.00
TWEnterprises INC	CL 32534	41672	816.99
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WISPWEST.NET	CL 32531	41674	115.12
ONSOLVE, LLC	CL 32520	-99523	3,151.98
MONTANA MUNICIPAL INTERLOCAL AUTHORITY	CL 32471	-99524	55,626.50
MONTANA MUNICIPAL INTERLOCAL AUTHORITY	CL 32470	-99525	96,504.00
MOTOROLA SOLUTIONS, INC.	CL 32533	-99526	161,833.42
TIMECLOCK PLUS, LLC	CL 32523	-99527	15.75
CENTURYLINK	CL 32506	-99528	213.15
BIG SKY LINEN & UNIFORM INC	CL 32500	-99529	158.90
HAWKINS, INC	CL 32469	-99530	4,374.98
PREMIER TRUCK RENTAL, LLC	CL 32465	-99531	76,600.00
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WAGeworks, INC.	CL 32458	-99534	55.28
U.S. BANK TRUST -SpA LOCKBOX CM9695	CL 32456	-99535	19,125.00
			<b>935,406.87</b>



# NEWSLINE

Montana Department of Transportation  
mdt.mt.gov



Summer 2025

## Teaming Up for Teen Traffic Safety

**P**ro linebacker Troy Andersen and Buckle Up Blue for Lauryn Founder Pat Goldhahn teamed up in April to spread the Engage traffic safety message to teens. Students at Beaverhead County, Bozeman, and Gallatin high schools listened intently to their message centered on the importance of making good decisions while driving and always wearing a seat belt.

Andersen, a Beaverhead County High School and Montana State University – Bozeman alum, has worked with MDT for the past three years to spread the Engage traffic safety message. He is featured in a series of short videos about buckling up, driving distraction free, and not driving aggressively. (Watch at MontanaDOT - YouTube: [youtube.com/montanadot](https://youtube.com/montanadot))

Goldhahn has been sharing the story of his daughter, Lauryn, since she was killed in a car crash in 2016. She was not wearing a seat belt.

Over the past decade, young drivers between the ages of 15 and 20 accounted for roughly 20% of all passenger vehicle fatalities in Montana. Educating students on the importance of responsible and safe driving habits is key to preventing fatalities and serious injuries among teens. For more information about MDT's Traffic Safety campaign, Engage, visit [engage-mt.org](https://engage-mt.org).



Troy Andersen speaks to students about the importance of safe driving at Bozeman High School.

## MDT's Jon Axline Named Montana Heritage Guardian

Words by Laura Evilsizer and Kira Axline

**M**DT's renowned historian, Jon Axline, was awarded the Montana Historical Society's highest honor, the Montana Heritage Guardian Award, for his statewide contributions to the field of Montana history. This is truly a unique award that the Montana Historical Society Board of Trustees gives for outstanding achievements. Jon has dedicated over three decades to preserving and interpreting Montana history. As this award attests, he is one of the superstars of the Montana history profession. There isn't a topic of Montana history that he hasn't touched upon at some point in his research. Union history in Butte, the history of paleontology sciences, The Montana Ground Observer Corps, and the Smith Mine disaster are just a few of his topics. One of Jon's perennial focuses has been to tell Montana history stories that were ignored or forgotten by others. Of course, what Jon is most well-known for is his writing on transportation history. The story of Montana's roads and bridges might sound like a boring topic, until you listen to Jon tell the story. He weaves together his sense of humor and deep knowledge of Montana's people and places to reach all audiences.



Jon Axline, MDT Historian

Jon was born in 1958 as a fourth-generation Montanan. He spent his early years in Billings and later moved to Helena, graduating from Helena High School. Jon's early life had a profound impact on his interest in history. Experiences such as watching John F. Kennedy's motorcade from his grandparent's front yard in Billings in 1963 to visiting his great-grandparents homestead outside of Helena set him on the course for a long and distinguished career as one of Montana's top Historians. Jon attended Montana State University where he earned his Bachelor's and Master's degrees in American history. Before settling into his Historian position at MDT in 1990 he also worked for the Museum of the Rockies, the Montana State Prison Museum, the Bear Paw Development Corporation, and the Powell County Museum and Arts Foundation.

Jon is a prolific author and presenter with many books, articles, National Register Nominations, and public presentations under his belt. This includes being a regular contributor to the *Newsline* since 2005. The Montana Historical Society will be hosting an award ceremony in Helena on August 1, 2025, to celebrate Jon's outstanding contributions to the field of Montana History. The ceremony is open to the public and will be held at Reeder's Alley from 6 p.m. to 7 p.m., followed by a social hour.



## Federal Surface Transportation Program Status

**W**hile the current federal surface transportation bill (IIJA/BIL) runs through September 30, 2026, work has been underway for over a year on reauthorization. "Reauthorization" is the term used for the legislative process where the federal surface transportation program is renewed, setting all policies, priorities, and funding levels for multiple years. Reauthorization is typically for five to six years but may be longer or shorter. For the federal program to continue beyond September 30, 2026, Congress must pass either a long-term bill, or a program extension. Over the past 25 years, every expiring federal surface transportation bill has needed a program extension of more than a year before reauthorization was complete. Through the reauthorization process, stakeholders provide data and information to members of Congress to influence what is included in the next federal surface transportation bill. Montana's Congressional Delegation works with a variety of stakeholders statewide to ensure our rural state's needs are addressed, and that Montana continues to get the federal funding and programmatic changes necessary to support transportation infrastructure across the state.



## NEWSLINE SUBSCRIPTION UPDATES

**Did you know?** The Newsline is available by both mail (print) and email (electronically). Please contact Lauren Eichenfels, Newsline Editor, to add or update your subscription preferences.

- > By email: [leichenfels@mt.gov](mailto:leichenfels@mt.gov)
- > By phone\*: 406-444-7614

**\*Please leave a voicemail with your full name, phone number and mailing address for print subscriptions, OR your name, phone number and the best time of day to reach you to create or update your subscription.**

**Moving? Change of address? Please let us know!** We are happy to update your current mailing address if you wish to continue receiving the Newsline.

**NOTE: Due to State costs associated with printing and mailing, all returned copies of the Newsline will be removed from future mailings to that address and/or contact. New subscriptions may be requested at any time by contacting the Newsline Editor (see options above). We thank you in advance for your help in reducing waste and your assistance in providing updates to your subscription information as they occur.**



## SAVE THE DATES AUGUST 13 & 14

### 2025 Annual Transportation Safety Meeting

Carroll College  
All Saints Hall  
1601 North Benton Avenue, Helena, Montana

This year's event is an opportunity for state, local, tribal, and federal safety partners to come together to learn about Montana's Comprehensive Safety Plan (CHSP) Update and discuss the development and implementation of emphasis area strategies.

#### Emphasis Areas:

- > Safe Roads
- > Safe Speeds/Safe Vehicles
- > Safe Road Users
- > Emergency Response-Post-Crash Care

The agenda is under development and will be posted at [mdt.mt.gov/visionzero/plans/chsp-meetings.aspx](http://mdt.mt.gov/visionzero/plans/chsp-meetings.aspx).

For additional information, please contact Pam Langve-Davis at 406-444-7646 or [plangvedavis@mt.gov](mailto:plangvedavis@mt.gov).

## Celebrating Good Roads in Montana



There are over 73,500\* miles of roads open to public travel in our state (including 12,906 miles of MDT routes) that accommodate over 13 billion annual vehicle miles traveled (AVMT). Simply put, roads and roadways (including bridges) keep our great state connected and moving forward! The third Tuesday in June marks Good Roads Day, designated by the Montana Legislature in 1947, whereby the people of the state are asked to contribute toward the improvement and safety of public highways (MCA 60-1-104). For MDT, building "good roads" takes

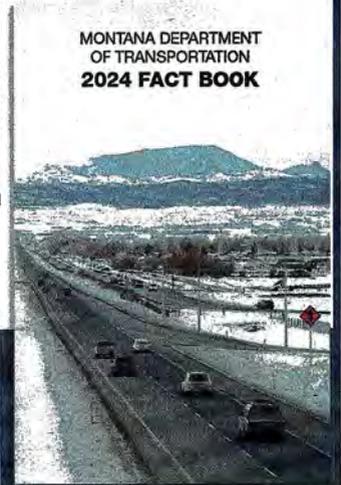
time and means a continuous planning process that is underway long before ground is ever broken on a project. It can take four to eight years to complete a road project, but long-range planning starts anywhere from one to 20 years prior to the project start date.

Join MDT in celebrating and share what #GoodRoads mean to you! See the footer below for information on how to connect with MDT on our social media channels.

\*Find more transportation-related facts in the 2024 Fact Book, available online at [mdt.mt.gov/fs/factbook/](http://mdt.mt.gov/fs/factbook/), or by scanning the QR code to the right with your mobile device.



MONTANA DEPARTMENT  
OF TRANSPORTATION  
**2024 FACT BOOK**



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@mtdot



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Montana Department  
of Transportation

## MDT's Pam Langve-Davis Recognized for Service and Presented with Star Quilt

When it comes to a commitment to safety and serving the public, Pam Langve-Davis, MDT's Comprehensive Highway Safety Plan (CHSP) Manager, is a name that comes to mind as exemplary of both – not just to her colleagues at MDT, but to Montana's statewide network of traffic safety partners and stakeholders. Over the years and many miles traveled, she has selflessly and tirelessly promoted the importance of safety on our state's roadways. Whether she's assisting safety partners in their communities, collaborating with federal partners on Montana's behalf, or giving friendly "reminders" to ALWAYS buckle up in MDT's parking lot, Pam truly cares about the people around her.

At the 2025 Rocky Mountain Region Tribal Symposium on April 17, the Fort Belknap Indian Community recognized Pam for her dedicated service by honoring her with a beautiful star quilt. The star quilt was gifted to her by Vice President Judy King, Elizabeth Horsecapture Azure (Transportation/Disaster Emergency Services (DES)), Kevin Hawley (Road Maintenance Director), and Bill Main, Jr. (Transportation Director). As the quilt was presented, Bill said it was "as a thank-you for all the work you do and the help you give to us in Indian Country. You are always thinking of safety and thinking of us and always include us."

***Congratulations, Pam! Through your care, compassion and dedication, you continue to be an example to us all.***



*Pam Langve-Davis hugs Elizabeth Horsecapture Azure after being presented with a beautiful star quilt. (Also pictured, from left to right: Judy King, Kevin Hawley and Bill Main, Jr.)*

## Highway Delineators Installed to Improve Safety and Response

Montana Representative Scott DeMarios, House District (HD) 71, knows it doesn't always take legislation to solve problems. During the recent legislative session, he and MDT Director Chris Dorrington had a conversation about the difficulty in spotting authorized vehicle crossings on the interstate.

As a retired captain of the Anaconda Fire Department, Rep. DeMarios has some 29 years of experience using these crossovers, signed as "Authorized Vehicles Only." He explained that after dark and during times of low visibility, the opportunity to turn around on the interstate using the crossovers can be hard to find. This slows response time and can result in travelling extra miles to the next safe place to change direction.

To address the problem, MDT Maintenance staff devised a simple, low-cost solution. MDT is installing blue delineators about 500 feet before the turnaround point and then another blue and yellow delineator at the turnaround point. This will help first responders when time is critical - like responding to a crash or other emergency.

"We all get elected, and we come up to Helena with all these grand ideas, and we think that everything requires a bill," Rep. DeMarios told KTVH reporter Allie Kaiser in an interview. "I think what I've learned from this is everything requires communication. If we can start there across the board, we can get ahead."

***MDT thanks our state legislators for their hard work on behalf of all Montanans! Your continued partnership to best serve the traveling public is truly appreciated.***



*Rep. DeMarios (center) chats with Sign Shop Foreman, Bart Coulter (right), during a visit to MDT's Sign Shop with Director Dorrington (left) and Maintenance Division Administrator, Jon Swartz (far left).*



## Beartooth Highway Opens for 2025 Season

Each spring, MDT is responsible for clearing the Beartooth Highway to the Montana/Wyoming border, where the National Park Service (NPS) takes over maintenance responsibilities through Wyoming, back into Montana, and into Yellowstone Park. MDT and NPS coordinate closely to keep the road open throughout the summer. (Watch at MontanaDOT - YouTube: [youtube.com/montanadot](https://www.youtube.com/montanadot)) The highway opened Memorial Day weekend for the 2025 season, but weather-related closures or travel impacts on this seasonal route are not uncommon. Visit [511mt.net](https://511mt.net) to plan ahead for your Beartooth Highway adventure.

# 100 Deadliest Days of Summer: Stay Safe in Your Travels!

Montanans are ready to get out and travel our great state! As residents and visitors head out on the roadways to explore Montana, MDT is urging travelers to remember the serious nature of driving and join the commitment to Vision Zero – zero deaths and zero serious injuries on our roadways.

Summer is one of the best seasons for road trips, but did you know that it's also one of the deadliest? Due to increased traffic fatalities and serious injuries nationwide, there's a period known as the "100 Deadliest Days of Summer" that takes place between Memorial Day and Labor Day. Let's make summer travel safer for everyone by buckling up, and driving sober, within the speed limit and distraction-free.

While higher speeds and traffic volumes can contribute to the severity of highway crashes, drivers need to remember that crashes – including severe and fatal crashes – don't just happen on the highway. When traveling in town, on unpaved roads, as well as on the highway, all drivers, riders, bicyclists and pedestrians must take care to be safe. Drivers should always:

- Follow posted speed limits and keep in mind changing road conditions.
- Be rested and give full attention to driving.
- Keep their vehicle in safe running condition.
- Scan their travel area for safety hazards such as wildlife and debris. Expect the unexpected.
- Buckle up and drive sober.
- Share the road. Watch for motorcyclists, pedestrians and bicyclists.

Each of us has at least one reason to reach our destination safely! The impact of losing just one person to a preventable motor vehicle crash is devastating for family, friends, and communities. If we can each remember that we have a reason to buckle up, watch our speed, arrange a sober ride, and drive distraction-free, arriving safely can be achieved for all travelers. Check out the Engage website to learn more about MDT's traffic safety campaign efforts: [engage-mt.org/](http://engage-mt.org/).

MDT is committed to safety on Montana's roadways. To learn more about Vision Zero, contact Kevin Dusko at 406-444-7411 or [kedusko@mt.gov](mailto:kedusko@mt.gov).

# MDT and FCCLA Traffic Safety Partnership

For the past nine years, MDT has partnered with the Montana Family, Career and Community Leaders of America (FCCLA) to promote teen traffic safety. FCCLA is a student organization for young men and women in Family and Consumer Sciences education grades 7 through 12. There are 65 Chapters across Montana. This is a peer-to-peer project that gives teens the opportunity to educate their peers on traffic safety issues facing their communities.

During the last five years, teen drivers represented approximately 13% of all fatalities and 22% of all serious injuries on Montana's roadways. Yet, teens only account for approximately 6.7% of the state's population. MDT has made this issue a priority.

During 2024/2025 school year, MDT awarded approximately \$20,500 to 11 FCCLA chapters across the state to create their own local teen traffic safety campaigns. These campaigns ranged from school assemblies on traffic safety issues, to billboard development, community signage improvements, newspaper and radio ads, and YouTube videos. As in past years, prizes were given to the top three projects and were awarded as follows:

- 1st Place: \$2,000 grant to Power FCCLA
- 2nd Place: \$1,500 grant to Moore FCCLA
- 3rd Place (tie): \$500 grant to Fergus County FCCLA
- 3rd Place (tie): \$500 grant to Jefferson County FCCLA

Winners were announced during the Statewide Leadership Conference held in Bozeman on March 14, 2025. Take a look at some of the campaign material created by these outstanding students at [mdt.mt.gov/visionzero/people/teen-peer-to-peer.aspx](http://mdt.mt.gov/visionzero/people/teen-peer-to-peer.aspx).

MDT is excited to continue this partnership for the 2025/2026 school year, and applauds these teens and their efforts to educate their peers on local traffic safety issues. For more information, contact Sheila Cozzie at 406-444-7301 or [scozzie@mt.gov](mailto:scozzie@mt.gov).



Power FCCLA chapter members pictured with their 1st place speed campaign signs.

## Share the Road with Motorcycles

Montana's scenic views invite motorcyclists to hit the open road when warmer weather arrives. Safe driving and motorcycle riding behaviors include observing the speed limit, staying alert for other drivers and driving sober. Safe driving and riding can mean the difference between a memorable summer and the tragedy of life lost on our roads.

Motorcyclists remain an at-risk group for crashes and fatalities in Montana. "Motorcycles are some of the most vulnerable vehicles on the road," said Casey Redder, Director of Montana Motorcycle Rider Safety (MMRS). "It is very important for drivers to remember that a motorcycle has all the rights of the road as any other motorist."

Preliminary numbers for 2023 indicate there were 29 motorcycle fatalities in Montana, representing approximately 14% of the state's total fatalities that year. Ten of the 29 total fatalities, or 34%, were not wearing helmets. These numbers are down from 2022 which had an annual total of 37 motorcycle fatalities - the highest annual total reported in the last decade.

In addition to making Montana's drivers more aware of motorcycles, MDT's annual safety awareness campaign also targets motorcycle riders. This includes targeting the riskiest rider, those over the age of 45. Almost 66% of all motorcycle fatalities are aged 45 or over, making this a priority traffic safety issue in Montana.

If you would like additional information on MDT's motorcycle traffic safety program, contact Sheila Cozzie at 406-444-7301 or [scozzie@mt.gov](mailto:scozzie@mt.gov).

## HIT THE OPEN ROAD

Without actually hitting the open road.



## Montana Traffic Safety Dates

⇒ **May 1, 2025 - September 30, 2025**

National Heatstroke Prevention Awareness

⇒ **June 30, 2025 - July 6, 2025\***

4th of July Drive Sober or Get Pulled Over Law Enforcement Impaired Driving Mobilization

⇒ **July 7-31, 2025**

National Speeding Prevention Campaign

⇒ **August 13, 2025 - September 1, 2025\***

Labor Day Drive Sober or Get Pulled Over Law Enforcement Impaired Driving Mobilization

**Note:** There are Selective Traffic Enforcement Programs (STEP) participating across the state that conduct intensive enforcement of specific traffic safety laws with extensive communication, education, and outreach informing the public about the enforcement activity. For more information, contact Kevin Dusko, MDT State Traffic Safety Section Supervisor, at 406-444-7411 or [kedusko@mt.gov](mailto:kedusko@mt.gov).

⇒ **September 21-27, 2025**

Child Passenger Safety Week (National Seat Check Saturday is September 27, 2025)

⇒ **September 15-21, 2025**

See Tracks? Think Train® Week (Operation Lifesaver)

⇒ **October 1-31, 2025**

National Pedestrian Safety Month

**\*Selective Traffic Enforcement Program (STEP) Mobilization Periods**

## Summer Safety Tips for Traveling Through Work Zones

Summer highway construction and maintenance are underway, and MDT urges motorists to use extra caution when traveling through work zones. In 2023, there were 282 crashes in Montana work zones. To keep yourself and workers safe, please:

- Be patient.
- Stay alert and give full attention to driving.
- Obey road signs and instructions from work zone flaggers.
- Turn on headlights to be more visible to workers and other motorists.
- Follow a safe distance behind other vehicles.
- Drive the posted speed.

MDT attempts to minimize inconveniences, but travelers should expect delays, slower travel, and rougher surfaces. To stay informed about road conditions and construction, incidents, restrictions, weather, cameras, and more, go to [511mt.net](http://511mt.net), dial 511 (800-226-7623 / TTY, 800-335-7592), or download the mobile app, *MDT 511 Travel Info*.

## How to Start Walking or Biking for Transportation: A Beginner's Guide



Summer in Montana is an ideal time to try walking or biking for your daily transportation needs—whether it's commuting to work, running errands, or even visiting friends. With longer daylight hours and roads free of snow, getting out of your car can be both refreshing and practical. Here's how to get started:

### **1. Start Small**

Begin with short trips. Try biking to a nearby store or walking to a weekly event. You'll quickly get a sense of what's feasible and how long it takes.

### **2. Plan Your Route**

Google Maps offers biking and walking directions, but local knowledge helps too. Avoid high traffic areas if you can and look for dedicated non-motorized infrastructure like sidewalks, shared use paths and marked crosswalks. This will make your commute more comfortable and safer!

### **3. Gear Up!**

You don't need a snazzy bike or gear to start. A dependable bike with reflectors, a helmet, and a backpack is enough. For walking, good shoes and a sun hat go a long way. If you commute at dawn or dusk, make sure to wear reflective gear and light clothing. Bicycles must be equipped with a front white light and a rear red light.

### **4. Prepare for Weather and Sun**

Montana's summer weather can change quickly. Carry water, wear sunscreen, and check forecasts before heading out.

### **6. Know the Rules of the Road**

Bicyclists must follow the rules of the road. Walkers should use sidewalks where available and cross at marked intersections. Be courteous and predictable. Safety is of the utmost importance.

Making the switch to active transportation takes a bit of planning, but the rewards—fresh air, better health, and fewer fuel expenses—are well worth it.

**SLOW FOR THE ZONE.**  
**GIVE WORKERS A BRAKE.**



Stay alert.  
Better roads ahead!



# Encroachment Permitting Process

**M**DT uses encroachment permitting to track and manage encroachments within the highway right-of-way. An encroachment is defined as any privately owned installation or occupancy that is on, under or over the MDT right-of-way. Examples of encroachments include buildings or structures, fences, mailboxes, sidewalks, curb and gutter, signs or markers, privately owned water lines, storm drains, exploratory boring, contamination cleanup and utilities. An encroachment permit may also be needed to perform work within MDT right-of-way, such as tree removal, construction, and installation of traffic signals or other facilities such as lighting or signage.

All encroachment permit applications are assigned to the MDT District Maintenance Chief to begin the review process. The applications may be forwarded to the Systems Impact Action Process (SIAP) at the district's discretion depending on various criteria, such as if the encroachment has environmental impacts indicated on the Environmental Checklist, other Agency coordination is necessary, Transportation Commission approval is needed, or an agreement/bond is required.

Once an encroachment permit application is submitted to SIAP, MDT will coordinate a review and approval of the permit with appropriate staff and other agencies, if necessary. These reviews may include a traffic study for a signal, rapid rectangular flashing beacon (RRFB) or signage; Hydraulics Report; Geotechnical Report; Design/Construction Plans and other state/federal agency permits. SIAP staff will prepare an agreement or bond when needed for work performed within the MDT right-of-way. The Systems Impact Coordinator will ensure that the required Maintenance coordination, Transportation Commission approval, and Chief Engineer concurrence are obtained, if needed, prior to any work taking place within MDT right-of-way.

Most encroachments that will be installing facilities, such as sidewalks, curb and gutter, storm drains, and lighting within MDT right-of-way, will require a maintenance agreement. All maintenance agreements are between MDT and the local government, and must be signed and executed prior to installation of any facilities within the right-of-way and release of the requested encroachment permits.

When the SIAP review is complete, the encroachment permit is returned to the District Office for a final approval and issuance, similar to the process for approach permitting.

Encroachment permit applications can be submitted through MDT's Maintenance Permits portal: [app.mdt.mt.gov/mntencr/](http://app.mdt.mt.gov/mntencr/).

# Blackfeet Transit Facility Upgrades

**B**lackfeet Transit provides a general public transit service to residents in Browning, Great Falls, and Cut Bank. To assist with meeting growing transportation needs, Blackfeet Nation successfully pursued grant funding from the Federal Transit Administration (FTA) and MDT to add bus bays, a conference room, and office space to their existing facility. The much-anticipated grand opening is tentatively scheduled for the first week in June.



Photo Credit: Warran Blackman, Blackfeet Transit Manager



MDT's summer maintenance activities include mowing highway right-of-way across the state.

# Highway Safety Improvement Program: Not Just for State Highways

**F**or MDT and the greater transportation industry, the last two decades have arguably seen the largest shift towards a specific focus on highway safety. 2025 marks the 20th year since the Highway Safety Improvement Program (HSIP) changed from a set-aside of the Surface Transportation Program into a specific core Federal-aid program. The HSIP requires a data-driven, strategic approach to improving highway safety with a focus on performance. The goal is to achieve a significant reduction in traffic fatalities and serious injuries on all public roads. This last phrase is important: it means we gather data and consider projects not only on all state highways, but also on all other public roads statewide. Over the last five years, our local HSIP projects have ranged from \$10,000 to \$5.8 million in construction costs and span the state geographically. The following are a few current and past examples:

- Larger projects include a signal at Mary Jane and Broadway (Missoula); a roundabout at Central and 56th St. West (Billings); road & curve realignment through a railroad crossing (Wibaux); signing and guardrail on Airport Rd. (Dawson County); intersection improvements on Rodeo Rd. (Wolf Point); and curve reconstructions (BIA routes – Fort Peck Reservation).
- Smaller signing projects include City and County roads (Jefferson County, Lewis & Clark County, Cascade County, and Roosevelt County to name a few).

Learn more about MDT's HSIP Program on the Vision Zero web page at [mdt.mt.gov/visionzero/plans/](http://mdt.mt.gov/visionzero/plans/), or find more information on the Federal Highway Administration (FHWA)'s HSIP website: [highways.dot.gov/safety/hsip](http://highways.dot.gov/safety/hsip).

For questions or additional needs, please contact Patricia Burke at 406-444-9420 or [pburke@mt.gov](mailto:pburke@mt.gov).



Stay safe during your travels this summer, and remember to always buckle up: every person, every trip, every time.

# The Haunted Bozeman Trail

By Jon Axline, MDT Historian

One day in 1864, a failed prospector and day laborer named George Foreman stood on the Bozeman Trail on the hillside above Montana Territory's largest mining camp. He later wrote "On the high ridge I turned and took a last look at Virginia City and cursed the place and the day I had seen it, all my high hopes there being blasted." Foreman condemned the mining camp while standing on the heavily traveled road between Virginia City and the Gallatin valley. That segment still exists in much of its original condition and bears all the characteristics of a frontier road. A person standing there today can still see Virginia City much as Foreman did over 160 years ago. It may also be haunted by one of the territory's darker events.

In the winter of 1862-1863, John Bozeman, along with former mountain man, John Jacobs and his 11-year-old daughter, set out to blaze a new trail to the Gallatin valley and the camps on Alder Gulch. Intended as a short cut to the mining camps, Bozeman and Jacobs hoped to cut the time it took immigrants to reach southwestern Montana. It would be a shorter route than the well-established overland trails from Minnesota and Utah. Both men hoped to profit from the new road by leading wagon trains along it and by selling supplies to its users.

Bozeman and Jacobs' new trail left the Overland Road near today's Casper, Wyoming and then traveled north through the Powder River basin to the Yellowstone River. It then followed the river west, crossing the Bridger Mountains into the Gallatin Valley through Kelly Canyon (not Bozeman Pass). From the valley and the new settlement of Bozeman a branch of the trail terminated at Virginia City.

The road passed through the lush Powder River basin in northern Wyoming and southcentral Montana, where there was plenty of grass and water for the animals. The problem, as it turned out, was that it was also the last great bison hunting ground for the indigenous people living in the area – and they didn't want a road through it. A group of seventy-five Crow Indians confronted Bozeman and Jacobs and asked them not to continue on. The Indians knew what would happen should the trail become a popular wagon road.

The trail would be hotly contested by the Sioux, Northern Cheyenne, and Arapaho tribes when the trail, named for John Bozeman, opened to wagon traffic in 1863. The following year, an estimated 1,500 people bound for the mining camps traversed the trail to the Gallatin valley. Travelers on the Bozeman cutoff soon found themselves in the middle of a conflict between the US Army and the tribes.

The Indians turned back Bozeman's first wagon train in 1863, but others made it through, some after being attacked by the Sioux and Northern Cheyenne. The Bozeman Trail war began in earnest in 1866 when the military established three forts along the route. A battle in December 1866 resulted in the deaths of Captain William Fetterman and his entire command. Native American pressure on the forts and the few wagon trains that dared to attempt the crossing eventually forced the federal government to close the Bozeman Trail in the Powder River country to all non-Indians in 1867. Portions of the trail in Montana, however, remained open to travelers.

The trail from Bozeman to Virginia City left an indelible mark on the landscape and can be easily seen from the vantage point of the Norris Hill turn-out. The section of the trail above Virginia City displays all the hallmarks of a frontier wagon road. Unlike the Mullan Road, it wasn't designed by an engineer. This road likely originated as an aboriginal trail and just kind of developed from use. It's easy to spot on the hillside above town and is reached today by Old Stage Road near the intersection of Pfouts Street. The road is about ten feet in width and follows the contours of the hillside. The road was heavily traveled for many years and now looks like a sunken road. It's delineated by rocks that were pushed to the sides to make the road bed as smooth as possible. In its heyday in the 1860s, ox-pulled freight wagons, stagecoaches, horsemen, and those traveling on foot were common

sights on this segment. Its quiet now, but at one time it was an important thoroughfare in Montana's early history.

Historic roads are often haunted by the people who once used them. In the case of this road, however, it may be a little more haunted than others. In early March 1864, Joseph Alfred Slade went on a bender in Virginia City. Slade and his wife, Maria or Virginia (nobody seems sure what her name was), had come to Virginia City in 1863 and established a ranch about twelve miles north of town. Slade had gained a particularly violent reputation as the superintendent of the Mountain Division of the Overland Stage Line in previous years.



Joseph Alfred Slade

Slade was a binge drinker and a "reckless demon" when drunk. While on a spree in March 1864, he managed to outdo himself. When the sheriff handed Slade a writ of arrest, Slade tore it up, stomped on it, and went after the man who issued it, the Peoples' Court Judge, Alexander Davis. Slade found him and pointed his pistol at the judge, threatening to kill him.

That proved to be the last straw for the local vigilance committee. They arrested Slade, tried him, convicted him of disturbing the peace, and condemned the man to death. The crossbeam of the Elephant Corral's gate behind the Pfouts and Russell store on Wallace Street served as the scaffold. It was within sight of the Bozeman Trail segment described above.

Slade's friend, Jim Kiskadden, quickly rode to Slade's stone ranch house and told his wife what had happened and what was about to happen to her husband. She jumped on the back of her Thoroughbred racehorse, Billy Bay, and thundered down the Bozeman Trail to try to save her husband's life. She didn't get there in time. On this trail segment she looked down on Virginia City and saw her husband's lifeless body dangling from the corral's gate. She retrieved Slade's body, put him in a metal-lined coffin filled with whiskey and shipped him to Salt Lake City for burial in the city cemetery.

Some say on a dark night you can still see and hear the apparitions of Mrs. Slade and Billy Bay racing down this segment of the Bozeman Trail in a futile attempt to save her husband's life. This historian believes all old roads have some spiritual connection to the past. This segment, however, has more of a connection to the past than other old roads.



Photo of the featured segment of the Bozeman Trail, as it appears at present-day.

Alternative accessible formats of this document will be provided on request. Persons who need an alternative format should contact the Office of Civil Rights, Montana Department of Transportation, 2701 Prospect Avenue, PO Box 201001, Helena, MT 59620. Telephone 406-444-5416 or Montana Relay Service at 711.

**MDT Wants Your Comments on New Projects**

To receive a list of highway projects MDT plans to present to the Transportation Commission, please visit [mdt.mt.gov/other/webdata/external/planning/proposed\\_proj.pdf](http://mdt.mt.gov/other/webdata/external/planning/proposed_proj.pdf), [mdt.mt.gov/pubinvolve/stip.aspx](http://mdt.mt.gov/pubinvolve/stip.aspx), or call 800-714-7296. You can mail comments on proposed projects to MDT Project Analysis Manager, PO Box 201001, Helena, MT 59620-1001 or email them to [mdtstip@mt.gov](mailto:mdtstip@mt.gov).

**Inside This Issue**

Teaming Up for Teen Traffic Safety ..... 1  
 MDT's Jon Axline Named *Montana Heritage Guardian* ..... 1  
 Federal Surface Transportation Program Status ..... 1  
*Save-the-Dates*: Annual Transportation Safety Meeting ..... 2  
 Celebrating Good Roads in Montana ..... 2  
 MDT's Pam Langve-Davis Recognized for Service and Presented with Star Quilt ..... 3  
 Highway Delineators Installed ..... 3  
 Beartooth Highway Opens for 2025 Season ..... 3  
 100 Deadliest Days of Summer ..... 4  
 MDT and FCCLA Traffic Safety Partnership ..... 4  
 Share the Road with Motorcycles ..... 4  
 Montana Traffic Safety Dates ..... 5  
 Work Zone Safety Tips ..... 5  
 Beginner's Guide to Walking, Bicycling for Transportation ..... 5  
 Encroachment Permitting Process ..... 6  
 Blackfeet Transit Facility Upgrades ..... 6  
 HSIP: Not Just for State Highways ..... 6  
*The Haunted Bozeman Trail* ..... 7

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# Fast Facts

## INTRODUCTION

### Corridor ID Program

In 2018, commissioners in counties across southern Montana began discussions to reintroduce passenger rail service. At that time, there was not a government agency or public institution in Montana to oversee such an endeavor. In 2020, interested counties created the Big Sky Passenger Rail Authority, the purpose of which is to preserve and improve abandoned rail service for agriculture, industrial, and passenger traffic. BSPRA's vision is to transform the economy and quality of life across the American West by expanding passenger rail within Montana and encouraging companion efforts in other states through an interstate rail consultation process.

In 2023, BSPRA was awarded a \$500,000 FRA Corridor ID Program grant. The Corridor ID Program consists of three steps that direct federal financial support and technical assistance toward the development of proposals for new or improved passenger rail services throughout the United States.



BIG SKY  
PASSENGER  
RAIL AUTHORITY

### BIG SKY NORTH COAST CORRIDOR

A Federal Investment in Rural Economic Development

The Big Sky Passenger Rail Authority (BSPRA) is spearheading a multi-state initiative to restore long-distance passenger rail service across across southern Montana and North Dakota and the northern tier of the United States. This route will reconnect numerous rural and Tribal communities with the national rail network, bringing broad economic, environmental, and quality-of-life benefits. As a federally designated long-distance route, the Corridor qualifies for full federal funding for both operations and capital costs

#### STEP I | 2024 - 2025

- Develop a Scope of Work (SOW) for approval by the Federal Railroad Administration (FRA) of a service development plan (SDP), which encompasses ridership forecasting, route alternatives analysis, and cost assessment
- Foster support through stakeholder engagement and creation of an Intergovernmental Council (IGC) framework
- Secure a 10% non-federal match for Step II

#### STEP II | 2025 - 2028

- Complete the full SDP, including:
  - Infrastructure and station analysis
  - Ridership and economic forecasting
  - Route refinement and evaluation of alternatives
- Continue stakeholder engagement, finalize IGC, and prepare for Step III.
- Secure a 20% non-federal match for Step III

#### STEP III | 2028 - TBD

- Engineering, environmental review, and construction planning
- Planning for implementation and construction

#### TARGETED SERVICE LAUNCH EARLY TO MID-2030s

# Frequently Asked Questions

## HOW MUCH WILL IT COST?

Total costs depend on rail infrastructure needs and operational assumptions developed in the Service Development Plan. Route-specific costs will be identified in Step II, including station upgrades, track needs, trainsets, and service operation.

## WHO'S PAYING?

Because this is a long-distance route (over 750 miles), both capital and operational costs will be federally funded. States and local governments are not responsible for these expenses. Steps II and III require a 10% and 20% non-federal match, respectively, for planning activities only.

## WILL AMTRAK OPERATE THE ROUTE?

Operator selection will occur in Step II per FRA guidance. Amtrak is one possible operator, but others may be considered.

## WHEN WILL PASSENGER RAIL RESUME?

We are targeting a service launch in the early to mid-2030s, contingent upon planning, federal approvals, and funding.

## WILL STATES OR TRIBES HAVE TO PAY FOR OPERATIONS?

No. Like all long-distance routes, this service will be operated with federal support. States and Tribes will participate in planning, not in funding operations.

## IS THE ROUTE ALREADY SET?

No. Step II includes route alternatives analysis and public input. The former North Coast Hiawatha alignment is a starting point for evaluation.

## HOW WILL THIS AFFECT FREIGHT RAIL?

Planned investments will enhance capacity and safety for both passenger and freight service. Coordination with host railroads and freight operators is integral throughout.

## WHAT'S THE ECONOMIC IMPACT?

Step II will refine current modeling, indicating an annual benefit of \$270 million corridor-wide, driven by increased tourism, business activity, and improved access to services.

## IS THERE ENOUGH PUBLIC SUPPORT?

Yes. Over 25 counties, 7 Tribes, and numerous economic development groups and municipalities have endorsed the project. In 2025, Montana's HB 848 earned bipartisan support and generated hundreds of pro-rail public comments.

## WHY NOW?

This project addresses long-standing gaps in rural mobility and access. It supports economic revitalization while leveraging a rare federal opportunity to fund new service.



**BIG SKY  
PASSENGER  
RAIL AUTHORITY**



**For More Details and  
Updates About the Project**

Visit [bigskyrailmt.gov](https://bigskyrailmt.gov)

Contact [hello@bigskyrailmt.gov](mailto:hello@bigskyrailmt.gov)

### City of Hardin Score Tally Sheet for the

<u>Proposal Scorer</u>	<u>Firms who submitted Proposal</u>					
	<u>Mission 2 Market</u>	<u>Serotonin Creative</u>	<u>Destination IQ</u>	<u>National Travel</u>	<u>Windfall</u>	<u>Place Dynamics</u>
Reviewer #1	49	33	49	0	49	46
Reviewer #2	41	39	44	34	43	37
Reviewer #3	39	22	39	0	37	38
Reviewer #4	48	23	47	0	35	40
Reviewer #5	43	26	45	0	42	36
Reviewer #6	35	25	35	0	31	29
Total Score	255	168	259	34	237	226
Available score	270	270	270	270	270	270
Average Score	42.50	28.00	43.17	5.67	39.50	37.67

There were 6 members of the review committee for the Sustainable Tourism Management Plan. This project will be paid with funding from the Department of Commerce PILOT funds. Each committee member was given the same score sheet and individually analyzed each firm. After all reviewers had a chance to complete their own scoring, DestinationIQ had a score of 259/270 while Mission2Market had a score of 255/270.

# DestinationiQ

Empowering Communities  
Enriching Lives

Prepared for the  
City of Hardin, MT

**PROFESSIONAL SERVICES  
SUSTAINABLE TOURISM MANAGEMENT PLAN**



STATEMENT: No city/county employee or official will benefit personally from our contract award and we accept any published Terms and Conditions.

To Whom It May Concern,

We are pleased to submit our official quote for the **Sustainable Tourism Management Plan**.

**DestinationiQ** has been providing tourism consulting services such as those requested in this RFQ since 1995 - more **than 30 years of experience** in destination management. We bring well-defined and proven processes for both the development and implementation of every component outlined in this RFQ. Examples are included for your review.

Too often, strategic plans and research efforts are created only to be shelved and forgotten. That's why our approach **ensures realistic, actionable recommendations** tailored to your community's specific **needs and budget**. Our Sustainable Tourism Management Plan is designed to be immediately implementable - focused on near-term results rather than far-off aspirations. The goal is to help Hardin, MT **become a true destination** - not just a gateway, stopover, or day-trip.

**DestinationiQ** was founded on the belief that every community deserves to benefit from tourism in a way that is economically impactful, socially enriching, and environmentally sustainable.

***This belief guides everything we do.***

- Our team is composed of specialists in key focus areas, allowing us to deliver services that are both high quality and highly efficient.
- We remain adaptable to the evolving nature of tourism and grow alongside our client communities.
- We prioritize strong relationships with your staff, stakeholders, businesses, and residents to create a truly comprehensive destination management strategy that ensures long-term success.

We promise to listen closely - especially to challenges and concerns - and to develop measurable objectives that lead to meaningful outcomes. We are committed to delivering strong ROI and will only recommend strategies that align with current industry best practices and your community's vision.

Our deep focus on destination management allows us not only to create a successful Sustainable Tourism Management Plan but also to guide its implementation - helping the City of Hardin evolve sustainably and thrive for years to come.

Thank you,



**DestinationiQ**  
Empowering Communities.  
Enriching Lives.



**BRYAN JORDAN**  
PRESIDENT/CEO

BRYAN@DESTINATIONIQ.COM  
800-341-5944 EXT. 301

**DestinationiQ**  
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BUENA VISTA, CO 81211

GLOBAL VISTA TECHNOLOGIES, INC.  
INCORPORATED IN COLORADO, 1995  
EIN 43-2015152

# TABLE OF CONTENTS

<b>4</b>	<b>Scope of Work</b>
4	GOAL #1: INCREASE TOURISM TO BIG HORN COUNTY
8	GOAL #2: PROMOTE SUSTAINABLE ECONOMIC DEVELOPMENT
14	GOAL #3: STRENGTHEN REGIONAL IDENTITY AND BRANDING
16	GOAL #4: ENHANCE VISITOR EXPERIENCE
32	GOAL #5: ENGAGE STAKEHOLDERS IN A COHESIVE TOURISM STRATEGY
37	GOAL #6: SUPPORT LONG-TERM SUSTAINABILITY
<b>40</b>	<b>Stakeholder Engagement and Public Outreach Process</b>
<b>43</b>	<b>Timeline</b>
<b>44</b>	<b>Cost and Staff Capacity</b>
<b>45</b>	<b>Team</b>
<b>48</b>	<b>Agency</b>
<b>52</b>	<b>Approach</b>
<b>53</b>	<b>Success Stories</b>
<b>60</b>	<b>Partner Brands</b>
<b>62</b>	<b>References</b>
<b>63</b>	<b>Beliefs</b>

# SCOPE OF WORK

## GOAL #1: INCREASE TOURISM TO BIG HORN COUNTY

We would like to **EXPAND** on your goal, “Increase tourism to Big Horn County”.

**DestinationiQ** will showcase the region’s existing assets, identify opportunities to develop new ones, and create a visitor experience that encourages longer stays, repeat visits, **AND** positive word-of-mouth.

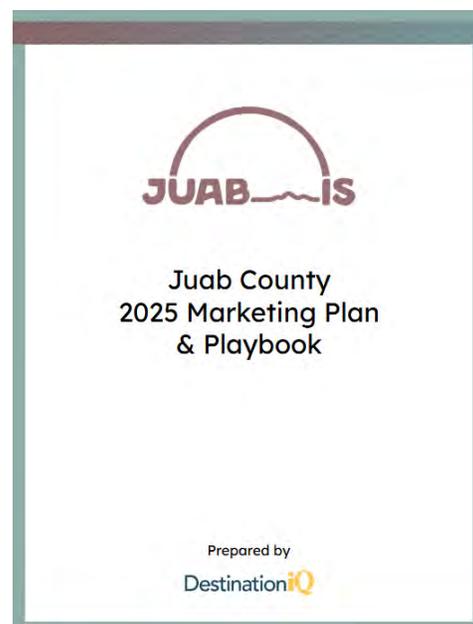
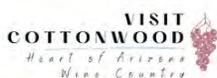
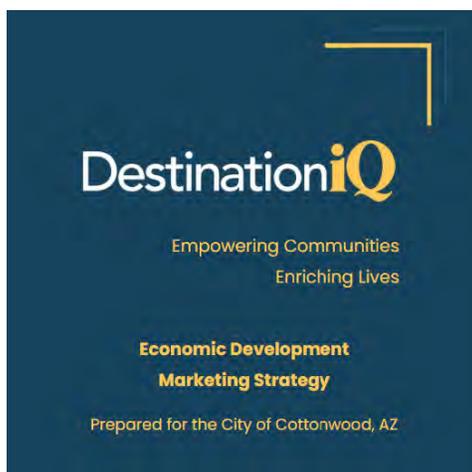
→ *Here is how we will do this:*

### 1) Create the Official Sustainable Tourism Management Plan (STMP)

**DestinationiQ** will develop a Sustainable Tourism Management Plan that outlines clear guidelines, objectives, goals, tactics, and measurable outcomes for the next five years. A comprehensive plan ensures continuity through staff changes and provides consistency across all marketing and advertising efforts.

The STMP will detail all tasks, recommended budgets (specifically for ad buys and other hard costs), timelines, recommended platforms (e.g., social media, search engines, print), budget allocations, collateral needs, KPIs and methods for measuring both individual campaign performance and year-over-year success using economic data from the City of Hardin.

Tourism, Economic Development and Marketing Plans  
Produced by **DestinationiQ**



# SCOPE OF WORK

## 2) Create Marketing Plan

A portion of the STMP will be dedicated specifically to a marketing plan tailored to your community's unique needs and budget. **DestinationiQ** will ensure the plan aligns with **your goals and vision** while remaining practical and achievable in the short term - not an idealistic roadmap that feels out of reach.

One of our primary goals will be to **create a destination of Hardin, MT**, rather than a stop-over, gateway, or day-trip.

### Marketing Plans Produced by **DestinationiQ**



# SCOPE OF WORK

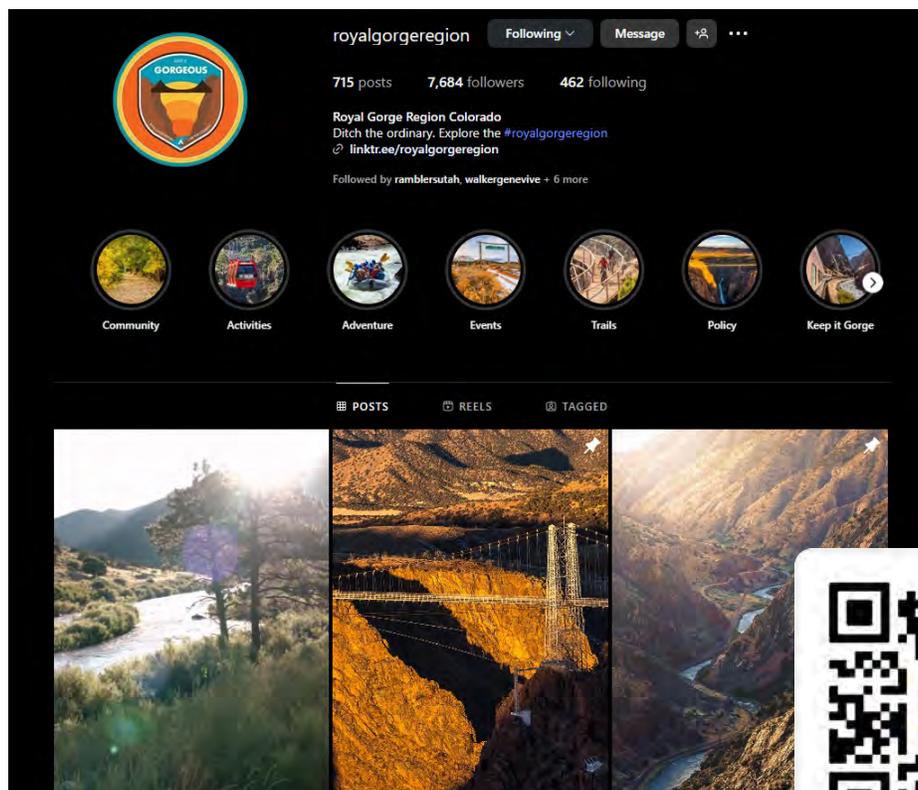
## 3) Promote Awareness

The STMP will emphasize the importance of a cohesive branding strategy for Hardin’s tourism efforts – one that reflects the community’s identity and long-term vision. For the brand to be effective, it must be consistently visible and engaging to your target audiences. A key component of the marketing plan will include the continued promotion of Hardin’s brand (to be developed; see **Branding Strategy** section).

## 4) Create Social Channels

Social media channels – such as Instagram, Facebook, and others – are essential tools in today’s digital landscape. As part of the STMP, **DestinationiQ** will recommend the most effective platforms for the City of Hardin and will create and set them up on your behalf.

### Social Channels Produced by **DestinationiQ**



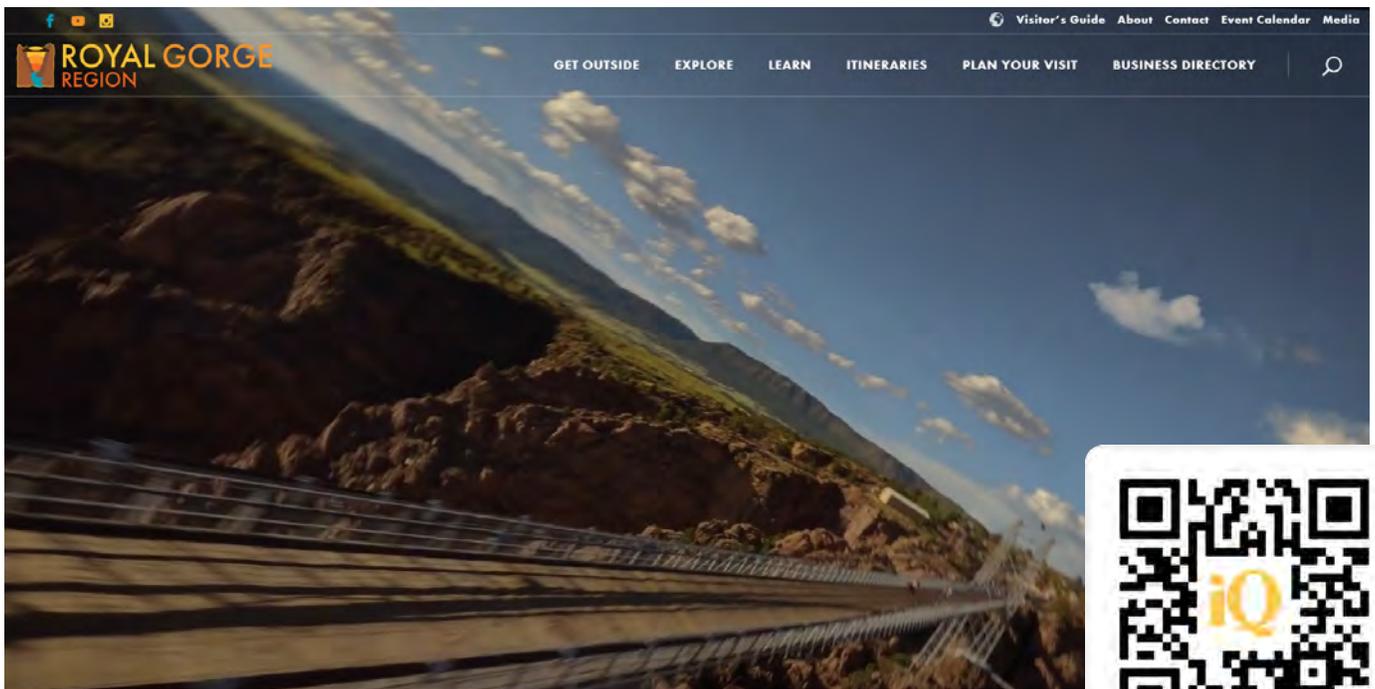
## SCOPE OF WORK

### 5) Create Website

Every marketing piece, advertisement, and campaign needs a centralized “landing” place. An official, user-friendly website will allow potential visitors to easily find the information they need to plan a trip to Hardin and Big Horn County.

Based on the Asset Inventory and Branding Strategy components of this project, **DestinationiQ** will provide a recommended site layout, navigation structure, and visual design outline.

Websites  
Designed and Developed by **DestinationiQ**



*Royal Gorge Region Website*

### GOAL #2: PROMOTE SUSTAINABLE ECONOMIC DEVELOPMENT

Our business model **prioritizes residents and local businesses first**. This ground-up approach fosters community buy-in, enhances the visitor experience, and generates a more diverse and sustainable economic impact through tourism.

All promotional efforts will be guided by the STMP and its corresponding marketing plan.

→ *Here is how we will do this:*

#### 1) Deliver Asset inventory

**DestinationiQ** will develop a comprehensive inventory and analysis of all tourism-related assets within the designated area - including natural, historical, cultural, recreational, and commercial resources. This Asset Inventory will serve as a foundational tool to inform key initiatives such as:

- Website development
- Business promotion
- Event promotion
- Overall Campaign strategy

# SCOPE OF WORK

**Asset Inventory Example:** The Asset Inventory for the City of Trinidad, CO provides detailed information for each asset, including name, address, complete contact details, social media profiles, website links, phone numbers, photos, multiple categories, information sources, events, and other relevant data.

## DELIVERABLES:

- Asset Name.
- Category (e.g., Attraction, Restaurant, Hotel, Event, Park, Historical Site, etc.)
- GPS Coordinates (if no physical address is available).
- Phone Number.
- Website URL
- Social Media Links
- Images (URLs or File references)
- Ticketing Information (if applicable)
- Accessibility Features
- Seasonality (year-round / seasonal & operating months)
- General Event Dates (if applicable) For example, March or the first weekend in September.
- Tags/Keywords
- Data Validation & Quality Assurance

Asset	Photos	Category #1	Category #2	Category #3	Category #4	Category #5	Information Source #1
HOME	<a href="#">This would make a great HERO   HERO #2</a>	About	About				<a href="https://visittrinidadcolorado.com/about-trinidad/">https://visittrinidadcolorado.com/about-trinidad/</a>
About Trinidad, CO	<a href="#">Downtown Trinidad   Fishers Peak   City Aerial   Simpsons Rest   Keywaying</a>	About	About				<a href="https://visittrinidadcolorado.com/blog/">https://visittrinidadcolorado.com/blog/</a>
News & Updates	<a href="#">Downtown Trinidad   Fishers Peak   City Aerial   Simpsons Rest</a>	About	News & Updates				<a href="https://visittrinidadcolorado.com/blog/">https://visittrinidadcolorado.com/blog/</a>
Press	<a href="#">Central Park</a>	About	Press				<a href="https://visittrinidadcolorado.com/press/">https://visittrinidadcolorado.com/press/</a>
Trinidad Blues Fest	<a href="#">Blues Fest</a>	Events	Arts & Culture	Annual Events	Event Calendar		Trinidad Visitors Guide
Downtown Profest	<a href="#">Downtown Profest</a>	Events	Arts & Culture	Annual Events	Event Calendar		Trinidad Visitors Guide
Event Venues	<a href="#">Wildflowers Centre   Hilton</a>	Events	Event Venues				<a href="https://visittrinidadcolorado.com/event-venues/">https://visittrinidadcolorado.com/event-venues/</a>
Farmers Market	<a href="#">Shoot New Photos</a>	Experience					
Art & Architecture	<a href="#">Downtown Trinidad   Bloom Mansion   Bloom Mansion 2</a>	Itineraries	Art & Architecture				<a href="https://visittrinidadcolorado.com/itineraries/art-and-architecture/">https://visittrinidadcolorado.com/itineraries/art-and-architecture/</a>
Family-Friendly		Itineraries	Family-Friendly				<a href="https://visittrinidadcolorado.com/itineraries/family-friendly/">https://visittrinidadcolorado.com/itineraries/family-friendly/</a>
Keep Cool	<a href="#">SUW</a>	Itineraries	Keep Cool				<a href="https://visittrinidadcolorado.com/itineraries/keep-cool/">https://visittrinidadcolorado.com/itineraries/keep-cool/</a>
Lazy Crazy Days of Summer	<a href="#">Use Photos on Current Site</a>	Itineraries	Lazy Crazy Days of Summer				<a href="https://visittrinidadcolorado.com/itineraries/lazy-crazy-days/">https://visittrinidadcolorado.com/itineraries/lazy-crazy-days/</a>
Outdoor Recreation	<a href="#">Biking</a>	Itineraries	Outdoor Recreation				<a href="https://visittrinidadcolorado.com/itineraries/outdoor-recreation/">https://visittrinidadcolorado.com/itineraries/outdoor-recreation/</a>
Take a Drive	<a href="#">Yes but they could be better: Highway of Legends</a>	Itineraries	Take a Drive				<a href="https://visittrinidadcolorado.com/itineraries/take-a-drive/">https://visittrinidadcolorado.com/itineraries/take-a-drive/</a>
Trinidad Lake State Park	<a href="#">Trinidad Lake State Park</a>	Outdoors	Water Sports	Hiking	Family Friend	Horseback R	<a href="https://visittrinidadcolorado.com/outdoor-recreation/">https://visittrinidadcolorado.com/outdoor-recreation/</a>
Levisa Canyon Self-Guided Trail at Trinidad Lake State Park	<a href="#">Levisa Canyon Sign</a>	Outdoors	Hiking				Levisa Canyon Self-Guided Trail Pamphlet
Park View Self-Guided Trail at Trinidad Lake State Park	No	Outdoors	Hiking				Park View Self-Guided Trail Pamphlet
Long's Canyon Watchable Wildlife Self-Guided Trail at Trinidad Lak	No	Outdoors	Hiking				Long's Canyon Watchable Wildlife Self-Guided Trail Pamphlet
Pickleball	<a href="#">Pickleball</a>	Outdoors					
Gravel Cycling	<a href="#">We have a number of biking pics. I don't believe any are gravel.</a>	Recreation	Gravel Cycling				<a href="#">https://</a>
Arroyos & Ditches	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Trinidad Lake Loop	No	Recreation	Gravel Cycling	Hiking			<a href="#">https://</a>
Perry Stokes Airport Loop	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Corrado de Casimiro	No	Recreation	Gravel Cycling				<a href="#">https://</a>
A's Escape	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Dirty Trinidad Revival	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Sunflower Valley Tour	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Pancho & Lefty's Loop	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Miner's Classic	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Revenge of the Black Hand	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Vuelta Huajotilla	No	Recreation	Gravel Cycling				<a href="#">https://</a>
Triple Creek Cuchara Tour	No	Recreation	MT Biking				<a href="#">https://</a>
Sugarite Canyon State Park	No	Recreation	MT Biking	Water Sports	Camping	Fishing	<a href="#">https://</a>
Fishers Peak's Poison Canyon Downhill MTB Loop	<a href="#">1) Fishers Peak Mt. Biking 2) Fishers Peak Mt. Biking</a>	Recreation	MT Biking				<a href="#">https://</a>
Kit Carson Park	<a href="#">Kit Carson Park</a>	Recreation	Experience	Attractions	Parks	Family Friend	<a href="#">https://</a>



ASSET INVENTORY EXAMPLE

# SCOPE OF WORK

## 2) Develop Promotional Messaging Toolkit

Using your new brand, **DestinationiQ** will develop a toolkit with tailored messaging for various platform –for example, distinct content for Facebook compared to print ads.

Our goal is to make your destination’s brand memorable by creating taglines and messages that resonate with your target audiences and highlight what makes your destination unique.

### Google Search Messaging by **DestinationiQ**

FCTC: Winter Warmer Campaign // Winter 2025-2026										
Campaign	Campaign Targeting	Keyword(s)	Ad Type	Headline 1	30	Headline 2	30	Headline 3	30	H
Winter Warmer	Front Range Only	things to do near me	Responsive search ad	Outdoor Activities Near You	27	Discover Things to Do Near You	30	Outdoor Activities All Winter	29	Your Winter Out
Winter Warmer	Front Range Only	best winter getaway	Responsive search ad	The Best Winter Getaway in CO	29	Unique Winter Getaway Ideas	27	Outdoor Activities All Winter	29	Your Winter Out
Winter Warmer	Front Range Only	winter activities	Responsive search ad	Discover Winter Activities	26	Find Local Winter Activities	28	Outdoor Activities All Winter	29	Your Winter Out
Winter Warmer	All Geos: Front Range, Dallas/Houston, Phoenix, Oklahoma City/Tulsa, Kansas City/Wichita	things to do in colorado winter	Responsive search ad	Discover CO Winter Activities	29	Explore More in CO This Winter	30	Outdoor Activities All Winter	29	Your Winter Out
Winter Warmer	All Geos: Front Range, Dallas/Houston, Phoenix, Oklahoma City/Tulsa, Kansas City/Wichita	outdoor activities Colorado	Responsive search ad	Find Outdoor CO Activities	26	Explore More in CO This Winter	30	Outdoor Activities All Winter	29	Your Winter Out
Winter Warmer	All Geos: Front Range, Dallas/Houston, Phoenix, Oklahoma City/Tulsa, Kansas City/Wichita	winter activities Colorado	Responsive search ad	Discover CO Winter Activities	29	Explore More in CO This Winter	30	Outdoor Activities All Winter	29	Your Winter Out
Winter Warmer	All Geos: Front Range, Dallas/Houston, Phoenix, Oklahoma City/Tulsa, Kansas City/Wichita	best colorado winter hikes	Responsive search ad	Find the Best CO Winter Hikes	29	Royal Gorge Winter Hikes	25	Outdoor Activities All Winter	29	Your Winter Out
Winter Warmer	All Geos: Front Range, Dallas/Houston, Phoenix, Oklahoma City/Tulsa, Kansas City/Wichita	best colorado winter vacations	Responsive search ad	Find the Best CO Winter Vaca	28	Winter in Royal Gorge Region	28	Outdoor Activities All Winter	29	Your Winter Out
Winter Warmer	All Geos: Front Range, Dallas/Houston, Phoenix, Oklahoma City/Tulsa, Kansas City/Wichita	rock climbing colorado springs	Responsive search ad							

### Meta/Facebook Messaging by **DestinationiQ**



#### Winter Warmer Meta Advertising Copy Winter 2025-2026

**Campaign Key Message: The Royal Gorge Region is Colorado’s outdoor recreation playground all year long**

**Headline copy (40 characters max)**

- V1: Discover Outdoor Rec All Year Long
- V2: Explore Your Outdoor Winter Playground
- V3: Our Outdoors Are Always Open 🏔️ 🏞️ 🏞️

**Post copy (1-3 sentences max)**

- V1: The outdoors are open all year in the Royal Gorge Region. This winter, enjoy mountain biking, climbing, fishing, jeeping, and hiking. Start planning your winter adventures.
- V2: The Royal Gorge Region is your year-round playground! Enjoy mountain biking trails, less crowded climbing routes, peaceful finishing spots, and scenic hiking trails this winter. Start planning your winter adventures.
- V3: Don’t let your favorite outdoor activities hibernate. Enjoy all of your favorite outdoor adventures in the Royal Gorge Region this winter. Start planning your adventures.

Citywide Summer Social Media Toolkit for Tourism Businesses  
by Destination*iQ*

# LAZY CRAZY DAYZ OF SUMMER.

Choose Your  
Adventure

Your Summer Adventure Awaits



Campaign Social Media Toolkit  
*for Tourism Businesses and Organizations*

[VisitTrinidadColorado.com](http://VisitTrinidadColorado.com)

# SCOPE OF WORK

## 3) Deliver Economic Viability Study

**DestinationiQ** will deliver an Economic Viability Study addressing two critical questions:

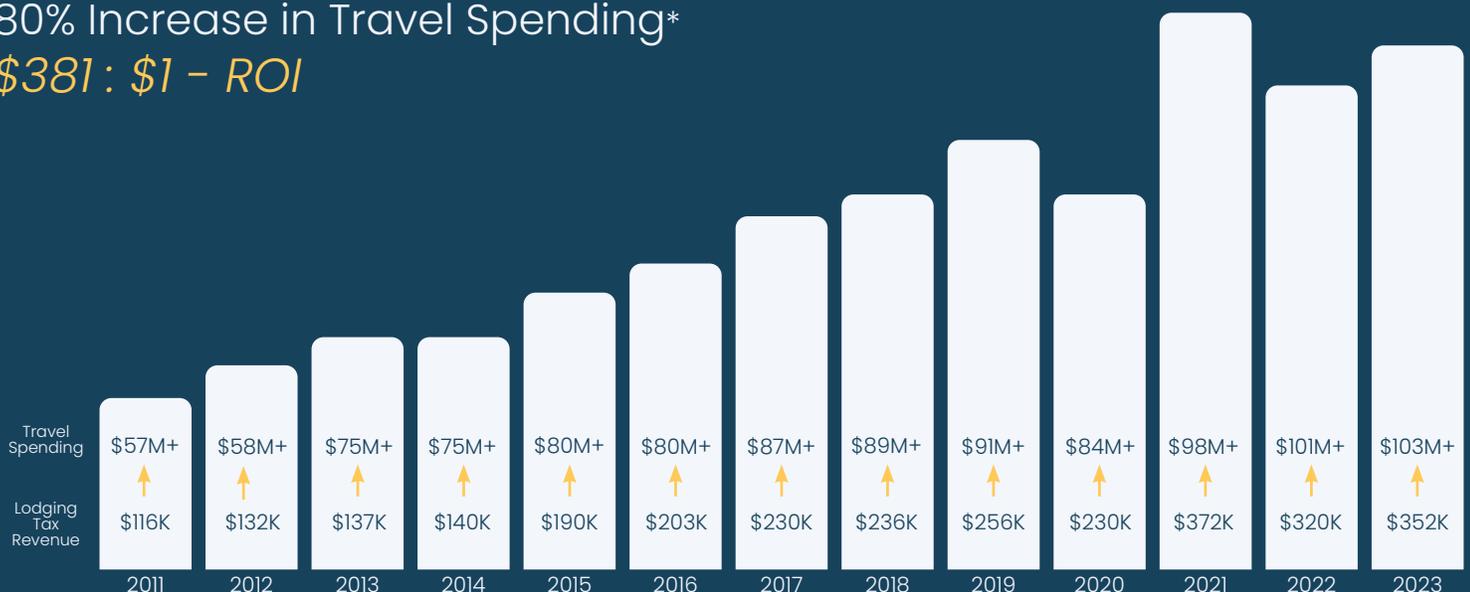
**First:** Can the community of Hardin, MT sustain the promotional activities outlined in the STMP and marketing plan, based on projected budget and resource availability?

**Second:** What is the expected economic impact from tourism revenue, including estimated visitor spending, job creation, and tax revenue?

This comprehensive data will empower city and tourism officials to make informed decisions about long-term investments, confidently communicate these plans to business owners, stakeholders, and residents, and build stronger support and advocacy for tourism.

12-year Economic Impact vs Lodging Tax Revenue with ROI Calculation  
for the Royal Gorge Region, Colorado  
Management and Analysis  
by **DestinationiQ**

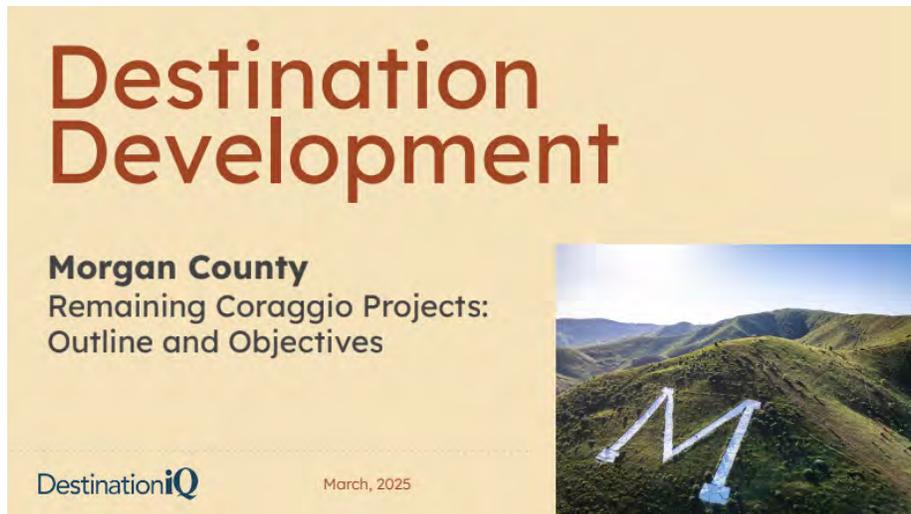
376% Increase in Lodging Tax <sup>^</sup> (12-year period)  
\$975 Million Travel Spending\*  
80% Increase in Travel Spending\*  
**\$381: \$1 - ROI**



## 4) Deliver Market Analysis Report

As part of our Marketing Plan, **DestinationiQ** will produce a Marketing Analysis Report outlining your ideal target demographics, key assets for promotion, gaps in local physical and digital infrastructure, and other essential data needed to develop an effective marketing strategy.

Marketing Analysis Reports  
by **DestinationiQ**



**Morgan County**  
DESTINATION DEVELOPMENT PLAN



### GOAL #3: STRENGTHEN REGIONAL IDENTITY AND BRANDING

An effective tourism brand goes beyond visuals – it evokes emotion, communicates a clear promise, and authentically reflects your community’s unique character. It resonates with your target audiences, stands out from the competition, and maintains consistency across all advertising platforms as well as throughout your city and county.

→ *Here is how we will accomplish this:*

#### 1) Develop Branding Strategy

Branding is a collaborative process that weaves through every aspect of your marketing – including advertisements, announcements, emails, social posts, and website design.

This branding process includes:

- Developing a distinctive name
- Identifying your **Destination Character (iQ)**
- Creating **Flexible Taglines (iQ)**
- Establishing a visual identity (colors, fonts, design elements)
- Producing a comprehensive brand guidebook

Our aim is to build a memorable and unique brand identity for Hardin that serves as the foundation for all marketing, advertising, PR, social media, and promotional activities.

**DestinationiQ** recommends starting with a collaborative approach, led by a main point of contact and involving a curated group of tourism stakeholders. We will conduct stakeholder interviews to uncover your destination’s brand personality – whether adventurous, relaxing, cultural, historic, or otherwise – and develop a compelling brand narrative. This narrative will position your destination in an engaging way and establish key themes and messaging pillars to guide all future marketing efforts.



### 2) Regional Collaboration

Traditionally, tourism development has followed a single-destination model, with each location competing independently to attract visitors through various marketing strategies.

However, the rise of niche travel markets presents an opportunity to position entire regions as multi-destination experiences.

Successfully tapping into these markets requires destinations to collaborate - aligning marketing, product development, and investment efforts across the region

It's time to shift from competition to cooperation, partnering with neighboring destinations to create a stronger, united multi-destination alliance that promotes the region as a whole.

Three County Regional Collaboration - 4-Year Comprehensive Plan including:  
Branding, Marketing Strategy and Execution, Product/Swag Development

by **DestinationiQ**  
**THE  
BACKYARD**

#### **Executive Summary:**

The counties of Utah's West Desert - Juab, Millard, and Beaver - have partnered to digitize a comprehensive OHV trail system to support the growing demand for off-highway vehicle recreation.

This digitization will help track and manage OHV visitation more effectively, enabling local businesses to make better-informed decisions. Additionally, it aims to enhance safety and enjoyment for OHV users, encouraging increased visitation and generating greater economic benefits across the region.

Known as The Backyard, this OHV trail digitization project has several strategic priorities: infrastructure, brand awareness, promotion, education, and brand strategy. The comprehensive plan includes an implementation timeline detailing each priority by year, along with a dedicated marketing budget.

## SCOPE OF WORK

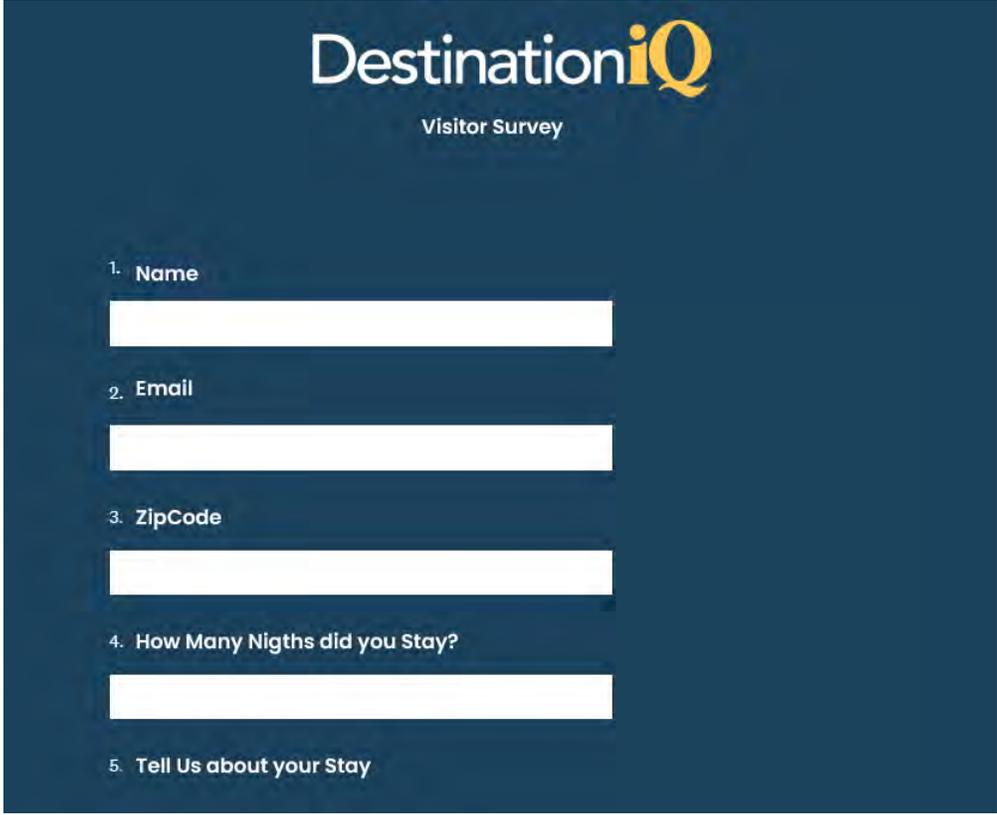
### GOAL #4: ENHANCE VISITOR EXPERIENCE

Visitor experience is essential for attracting and retaining visitors. An exceptional experience encourages guests to stay longer, return in the future, and recommend your destination to friends and family. We will help elevate the visitor experience in many ways, including developing new activities based on existing local assets - methods we have successfully implemented repeatedly.

→ *Here are a few ways will do this:*

#### 1) Visitor Surveys

Visitor Surveys - Electronic AND In-Person  
by Destination*iQ*



The image shows a screenshot of a visitor survey form titled "DestinationiQ Visitor Survey". The form is set against a dark blue background. It contains five numbered questions, each with a corresponding white input field:

1. Name
2. Email
3. ZipCode
4. How Many Nighths did you Stay?
5. Tell Us about your Stay

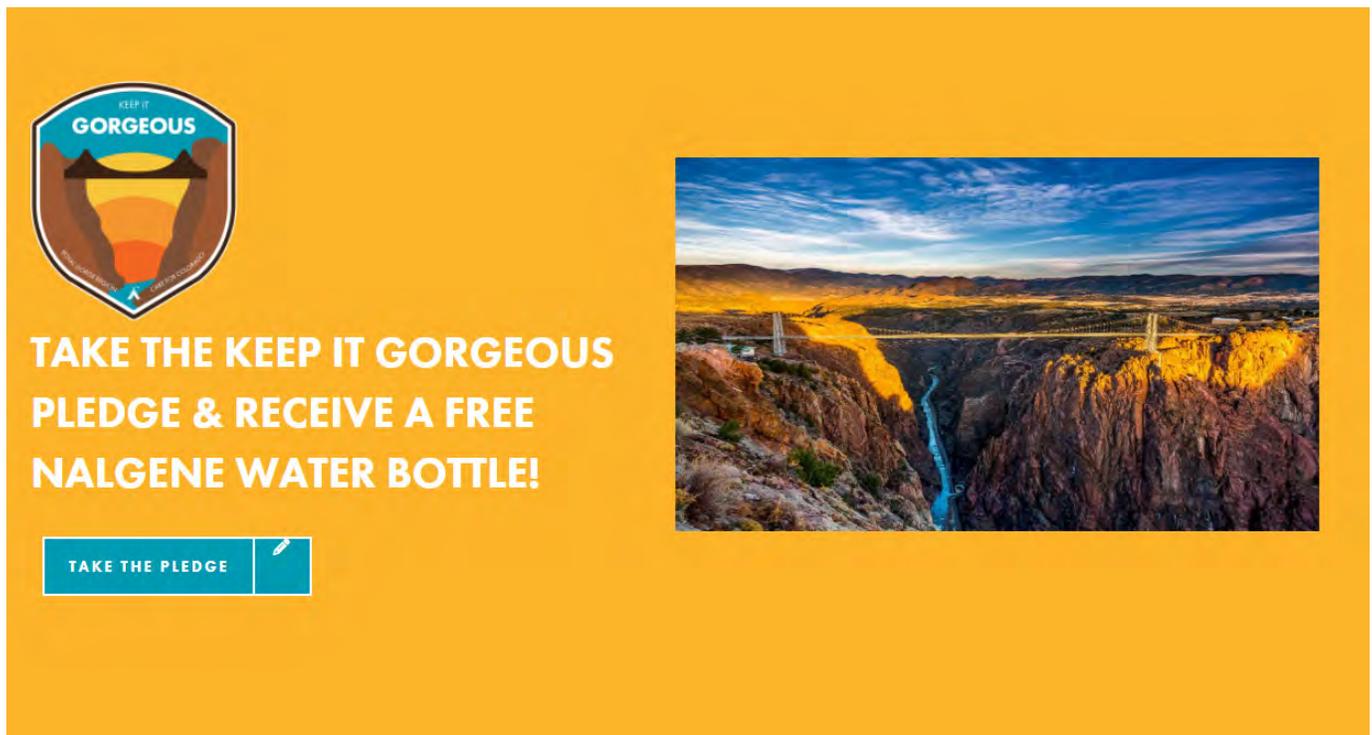
## SCOPE OF WORK

### 2) Activity Passport

**DestinationiQ** will conceptualize and implement an Activity Passport Program for the City of Hardin and Big Horn County. We want to ensure that the ideas that go into the passport project are unique. We will meet with business owners and tourism stakeholders to brainstorm specific implementation details, but want to start with the following foundational goals for the program:

- Increased participation in activities and increased spending at local businesses should be one of the highest priorities.
- Branding and execution of the passport program must be unique and capture the attention of visitors.
- Visitors will need incentives to use and participate in the program.
- Businesses should not be asked to discount heavily or operate the program at a loss. We will aim to create a win-win for businesses and visitors

Visitor Incentive Program  
by **DestinationiQ**



**KEEP IT GORGEOUS**

**TAKE THE KEEP IT GORGEOUS PLEDGE & RECEIVE A FREE NALGENE WATER BOTTLE!**

**TAKE THE PLEDGE**

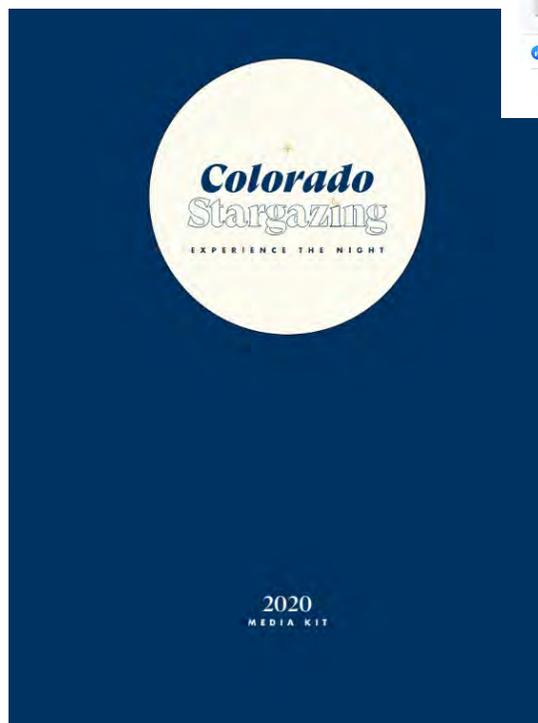
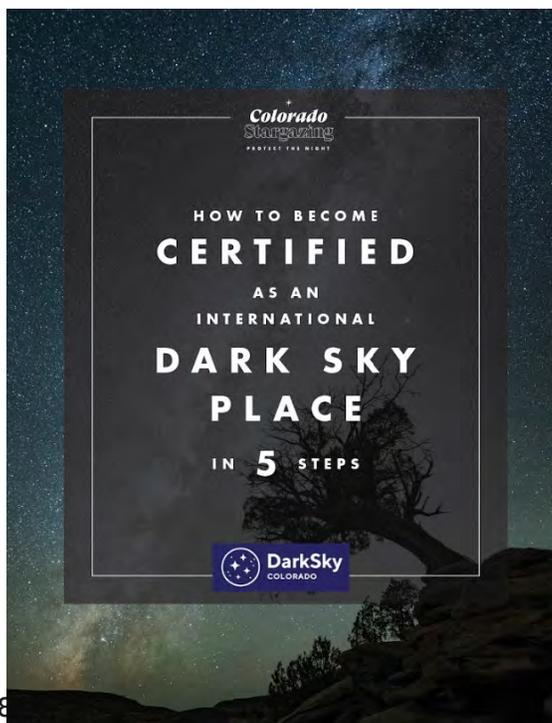
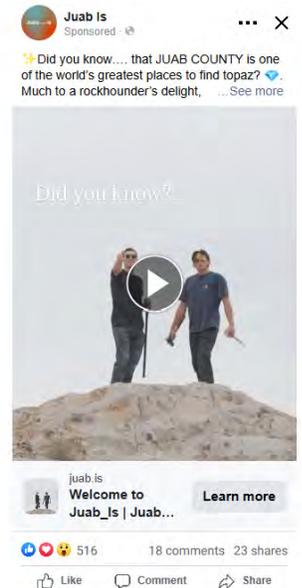
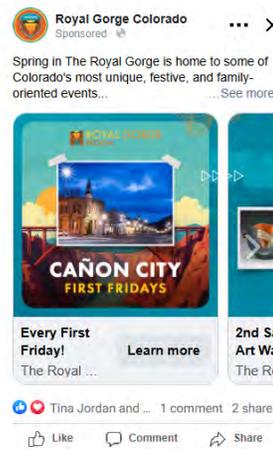
# SCOPE OF WORK

## 3) Marketing Materials Suite

Based on your brand, **DestinationiQ** will conceptualize and design both digital and print materials for the following:

- General Big Horn County promotional materials.
- 150th Anniversary of the Battle of Little Bighorn to include: event guides, merchandise and social media.

### Visitor Incentive Program by **DestinationiQ**



### 4) Tourism Product Development

With a focus on sustainable tourism, **DestinationiQ** has implemented various products and campaigns in other locations that support this goal. We will concentrate on showcasing your natural assets, ensuring sustainability while highlighting the authentic character of your destination.

---

**Stargazing.** (Beaver County, UT) Montana is known as “Big Sky Country,” offering spectacular night skies. Stargazing is a low-impact, sustainable activity that encourages visitors to stay overnight and enjoy the natural beauty.



## SCOPE OF WORK

This stargazing microsite features a sub-brand dedicated to promoting the region's dark skies.



See <https://ramblersutah.com/rugged-skies>



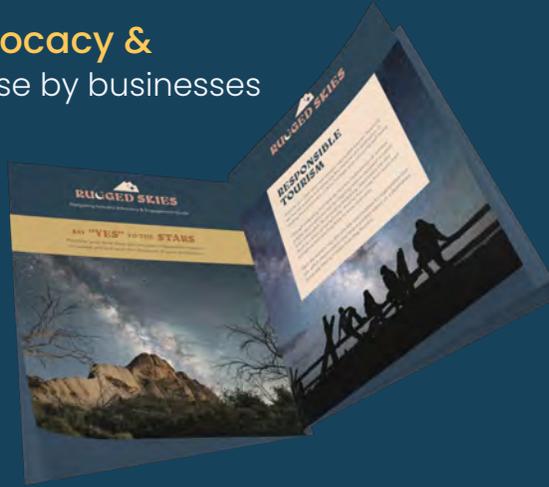
Rugged Skies Microsite



WATCH VIDEO

## SCOPE OF WORK

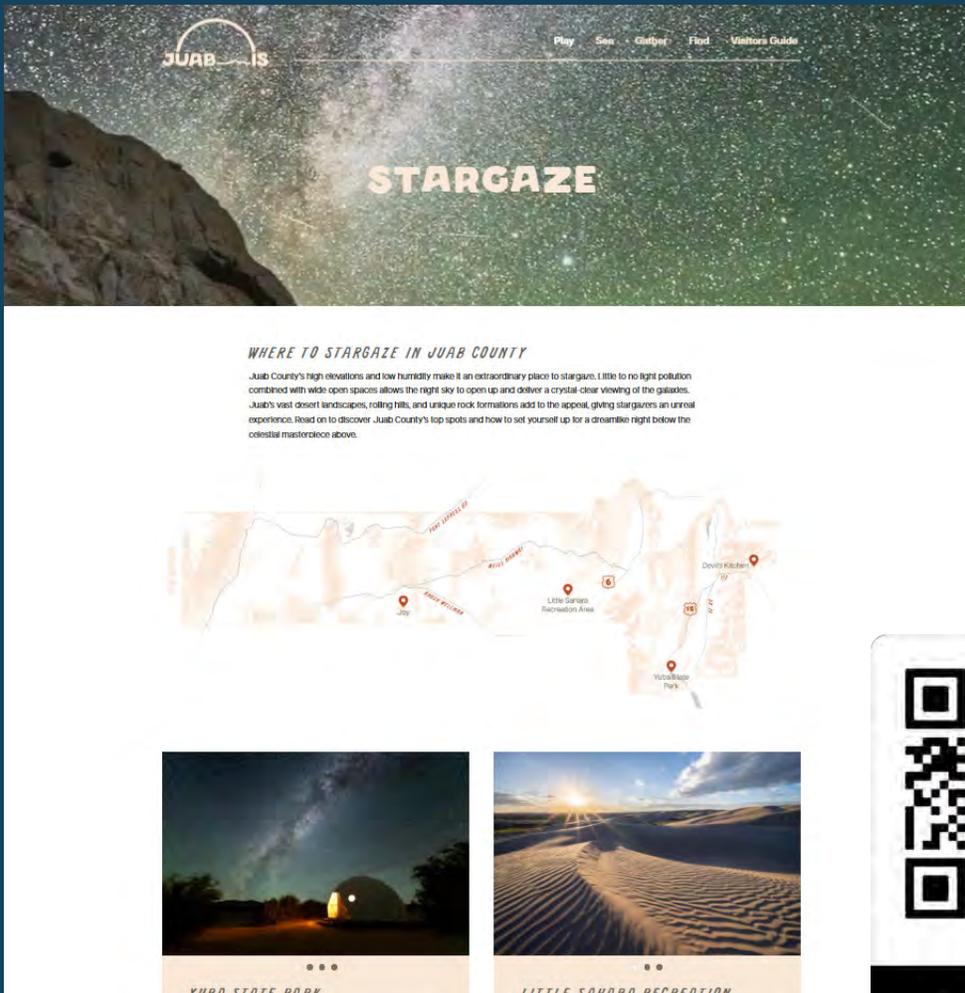
**Stargazing Industry Advocacy & Engagement Guide** for use by businesses and tourism stakeholders.



**Rugged Skies Pledge** advocating for responsible stargazing.



## Rugged Skies Instagram Reels



## SCOPE OF WORK



The Colorado Tourism Office awarded the Outstanding Marketing Program Award at the 2020 Governor's Tourism Conference to Colorado Stargazing, a program they defined as a novel travel opportunity for all ages and one which led to one of tourism's most coveted economic benefits - overnight stays.

Over the course of 5 months, Colorado Stargazing garnered...

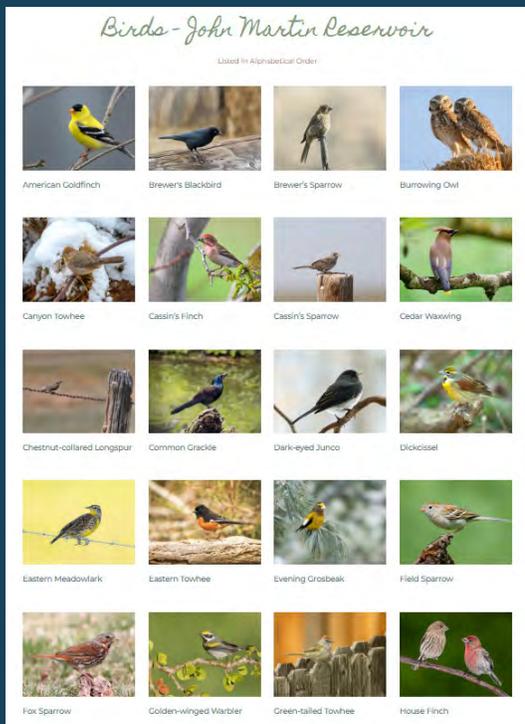
- Over 15,000 page views
- 3,000 Instagram followers
- 13,000 Facebook post engagements
- Articles in 5280, Roadtrippers, 303 Magazine, and more

Discover Colorado Stargazing at [colorado.com/coloradostargazing](https://colorado.com/coloradostargazing)

# SCOPE OF WORK

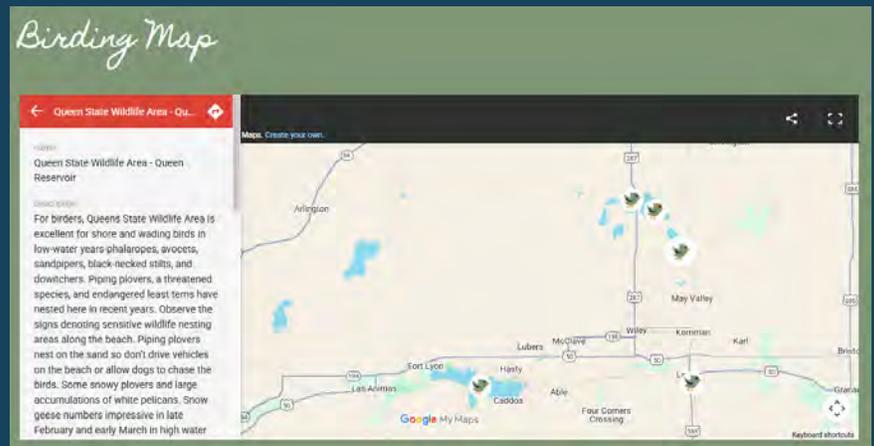
**Birding.** (Prowers County, CO) Birding is another low-impact activity enjoyed by visitors of all ages. Birders often have higher incomes and more time to spend at a destination than the average visitor, making it a valuable tourism segment.

See <https://thegreathighprairie.com/birding/>



Comprehensive List of all bird species with high resolution photos.

## The Great High Prairie Birding Map



## SCOPE OF WORK



### Agri-Tourism

Agritourism offers educational experiences that connect visitors with scenic landscapes and local heritage. It's an excellent way for communities to diversify their economies while preserving rural character.

Agritourism operations generate jobs and boost the local economy through their own purchases, while visitors also support surrounding businesses by shopping, dining, and lodging nearby.



### Gravel Grinder

Gravel biking has become the new favorite for cyclists. Instead of riding on busy paved roads between stoplights and worrying about distracted drivers, gravel bikers enjoy scenic backcountry routes, riding for pleasure without interruptions.

In rural areas, gravel biking options are nearly limitless. Unlike mountain bikers, who must stick to trails, or road bikers limited to paved roads, gravel bikers can explore almost anywhere.

We showcase your best gravel routes with detailed information such as elevation gain, descriptions, and images – helping visitors leave with a great impression of your area.

## SCOPE OF WORK



### Cultural & Heritage Tours

Cultural and heritage tourism involves visiting places, artifacts, and activities that authentically represent the stories and people of both the past and present. This type of tourism includes cultural, historic, and natural assets

Studies show that cultural and heritage tourists travel more frequently, often journey farther to seek meaningful experiences, and spend more money than the average traveler. Beyond the economic benefits, destinations that promote cultural and heritage tourism also gain social and environmental advantages.

### *Cultural and Heritage Opportunity – Crow Nation*

*Hardin, MT is uniquely positioned to be able to celebrate and share the heritage and culture of Crow Nation in a respectful and authentic way.*

*Close to 75% of the Crow tribe's population live on or near the reservation and may present an opportunity for a truly unique and powerful partnership.*

*We will explore this idea with tourism stakeholders, and meet with Crow Tribe representatives to ensure any tourism activities are done with respect and complete approval of the Crow peoples.*



## SCOPE OF WORK



### OHV Trail Guides

Off-roading has surged in popularity across North America. The global off-road vehicle market was valued at \$24.37 billion in 2024 and is projected to grow to approximately \$37.48 billion by 2034. As the popularity of OHVing increases, regions where off-roading is most common have witnessed the sprouting of a new tourism economy.

What started off as a niche hobby for blue-collar people living in the rural countryside, OHVing has blossomed into a full-fledged sport with huge potential.



### Audio Tours

Every destination has a story to tell. Audio tours are a low-impact and sustainable way to inspire visitors to explore sites of interest, stay longer, and shop more. Tours work without WI-FI or cell reception and operate hands-free for safety once the tour is downloaded to your mobile device. Tours can be developed specifically for driving routes or walking routes.

The list of potential tour ideas are nearly unlimited, with scenic byways, historic downtowns, geology, paleontology, heritage, exhibits, museums, food and many more topics as great candidates for a tour and a unique way to welcome guests of all ages.

**DestinationiQ** has conceptualized and designed numerous audio tours, providing copy, voice-over talent recommendations, route placement and overall story guidance for numerous locations. After launch, ongoing marketing and partnership with businesses and other points of interest along the route are key to continued success.

## SCOPE OF WORK



### Road Biking

Transform your long stretches of paved roads into valuable tourism assets by developing Road Biking Tours.

We provide road bikers with curated routes featuring your best paved roads, complete with details such as elevation gain, descriptions, and images to create a memorable experience.

Additionally, we include points of interest – highlighting your region’s historical sites, cultural attractions, outdoor recreation options, dining, and more – giving riders the tools to fully explore and enjoy your area.

*It is by riding a bicycle that you learn the contours of a country best, since you have to sweat up the hills and coast down them. Thus you remember them as they actually are, while in a motor car only a high hill impresses you, and you have no such accurate remembrance of country you have driven through as you gain by riding a bicycle.*

*~ Ernest Hemingway*

# SCOPE OF WORK

## 5) Develop Campaigns

Keeping campaigns fresh is essential. Each year, new year-long campaigns should be developed to align with that year's specific objectives. These campaigns should work hand-in-hand with the brand, reinforcing key goals while continuing to promote the destination and build overall brand awareness.

### Royal Gorge Unfiltered - Reimagine the Rockies by DestinationIQ

**Campaign Overview:** Embark on a new journey in Fremont County, where the Royal Gorge Bridge is just the beginning. This campaign showcases the heart of the Royal Gorge Region, blending heart-pounding adventures with relaxing escapes to create an all-encompassing travel destination.

#### Campaign Name + Tagline Options

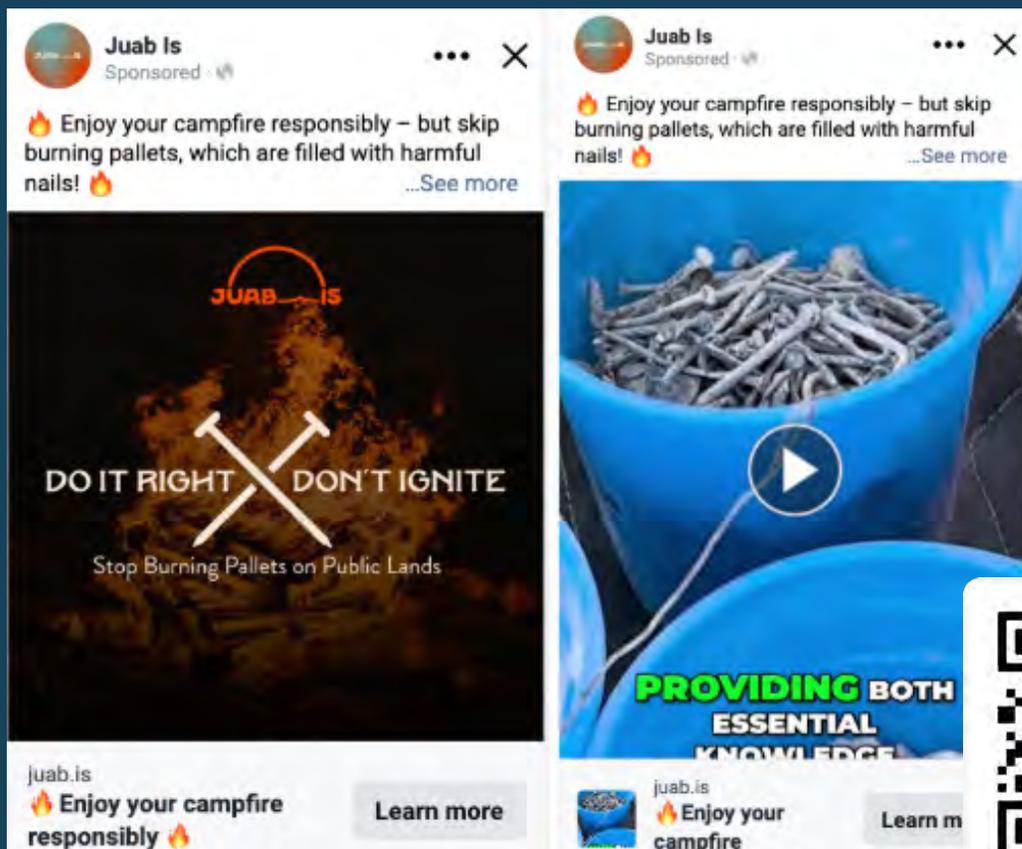
**Royal Gorge Unfiltered**  
Reimagine the Rockies

	Headlines	Character count (30 character limit)
1	Go Beyond the Gorge	19
2	Elevate Your Escape	19
3	Find Yourself in Fremont	24
4	Craving Colorado? Go Royal.	27
5	Reconnect. Recharge. Repeat.	28
	Descriptions	Character count (90 character limit)
1	Summit experiences unfold here.	31
2	Elevate your escape. Visit the Royal Gorge Region.	50
3	Dive into the Royal Gorge Region's diverse adventures!	54
4	New horizons, endless exploration. Visit the Royal Gorge Region.	64
5	Explore all that the Royal Gorge Region has to offer. Reimagine the Rockies.	76
6	Discover all that the Royal Gorge Region has to offer.	54
7	Unveil adventure in the Royal Gorge Region.	63

	Endless fun awaits!	
8	There's so much to do in the Royal Gorge Region. See for yourself!	67
9	The Royal Gorge Region: Where nature meets adventure. Discover what you've been missing!	88
10	Discover the Royal Gorge Region. Adventure awaits!	50
Social Post - Ad		Character count (125 character limit)
1	Adventures extend beyond the expected. Dive into thrilling adventures and tranquil retreats. Discover the Royal Gorge Region.	125
2	Adventure begins in the Royal Gorge Region! From heart-pounding to serene. Your journey starts now!	99
Social Post - Organic		Character count best practices (80 character limit - FB, 125 character limit - Instagram)
<i>Note - remove hashtags to reduce character count where needed</i>		
1	The Royal Gorge Region is where your fun begins. Dive into thrilling adventures and unwind in nature. Let's go!	111
2	Whether you seek adrenaline or relaxation, the Royal Gorge Region is the place for you. #royalgorge	99
3	From seeking thrills to relaxation, the Royal Gorge Region has you covered. #royalgorge #royalgorgetrain	104
4	The Royal Gorge Region offers a canvas of opportunities. Paint your own adventure. #royalgorge	94
5	From train to trail, we've got you covered! See what the Royal Gorge Region has to offer.	89
6	Elevate your Colorado adventure with a trip to the Royal Gorge Region. You won't be let down!	85

## SCOPE OF WORK

**Do It Right. Don't Ignite.** (Juab County, UT) Visitors to Juab County's Little Sahara Sand Dunes were burning pallets, leaving behind hazardous nails that damaged OHVs and injured people. To address the issue, the county launched the "Do It Right. Don't Ignite." campaign – aimed at educating visitors and encouraging safer, more responsible behavior. See <https://juab.is/do-it-right-dont-ignite/>



*Do It Right. Don't Ignite. Instagram Posts & Reels*

# SCOPE OF WORK

## Royal Gorge Region – Responsible Tourism Campaign by Destination*iQ*

This is an example of an initial concept deck



### Background

The Royal Gorge Region wants to encourage people to adhere to the 7 Leave No Trace principles while visiting. A video, social posts, Pledge Pack, and website messaging are all part of this effort.

### Target audience

Visitors (**who**)  
on mobile, social, and in-person (**where**)  
who recreate (**what**)  
in the Royal Gorge Region (**why**).

### Keep it Gorgeous



examples of badge and swag options

### Promotional channels

- ✓ Social media
- ✓ Website
- ✓ Keep it Gorgeous Pledge (video)
- ✓ Pledge Packs (branded swag)
- ✓ Local



Campaign Execution on Website



## SCOPE OF WORK

### GOAL #5: ENGAGE STAKEHOLDERS IN A COHESIVE TOURISM STRATEGY

We aim to foster collaboration in a positive manner and get buy-in from tourism stakeholders using a deliberate and on-going process.

→ *Here is how we will do this:*

#### 1) Stakeholder Surveys

Regularly evaluating the needs, feedback, successes, and challenges of local tourism stakeholders is essential. This insight allows you to adjust your approach and re-prioritize elements of the Sustainable Tourism Management Plan and Marketing Plan to stay aligned with community goals and evolving conditions.

Tourism Stakeholder Surveys - Electronic AND In-Person  
by **DestinationiQ**

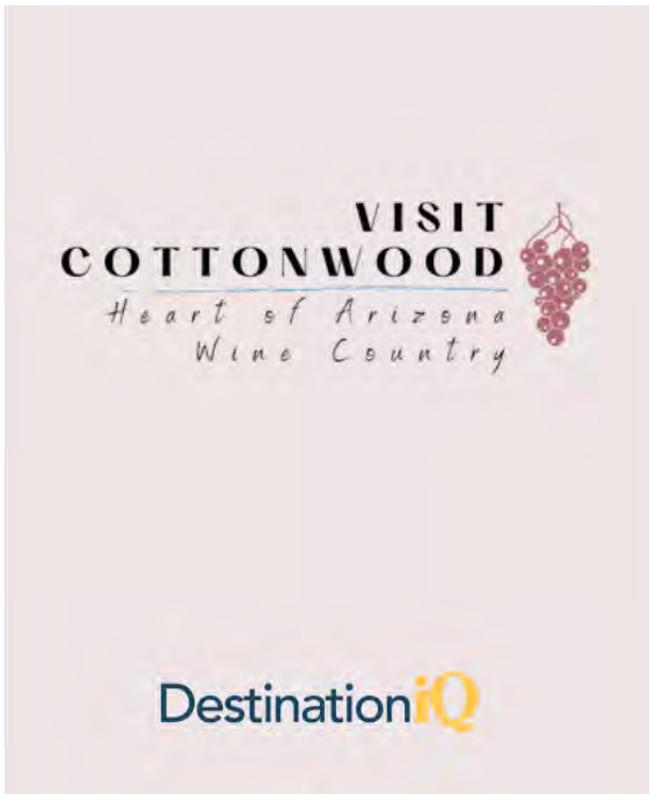
The image shows a digital survey form on a dark blue background. At the top, the 'DestinationiQ' logo is displayed in white and yellow. Below the logo, the title 'Tourism Stakeholder Survey for Cottonwood, AZ' is centered in white. The form contains five numbered questions:

1. Name: [Text input field]
2. Email: [Text input field]
3. Business/Organization: [Text input field]
4. Role/Title: [Text input field]
5. What is the easiest way for you to hear about tourism opportunities from Cottonwood Tourism and/or DestinationiQ.
  - Email
  - Social Media
  - Website publication
  - Other (please specify) [Text input field]

At the bottom, question 6 is partially visible: '6. Choose up to 3 tourism priorities you'd like to see happen in Cottonwood.'

# SCOPE OF WORK

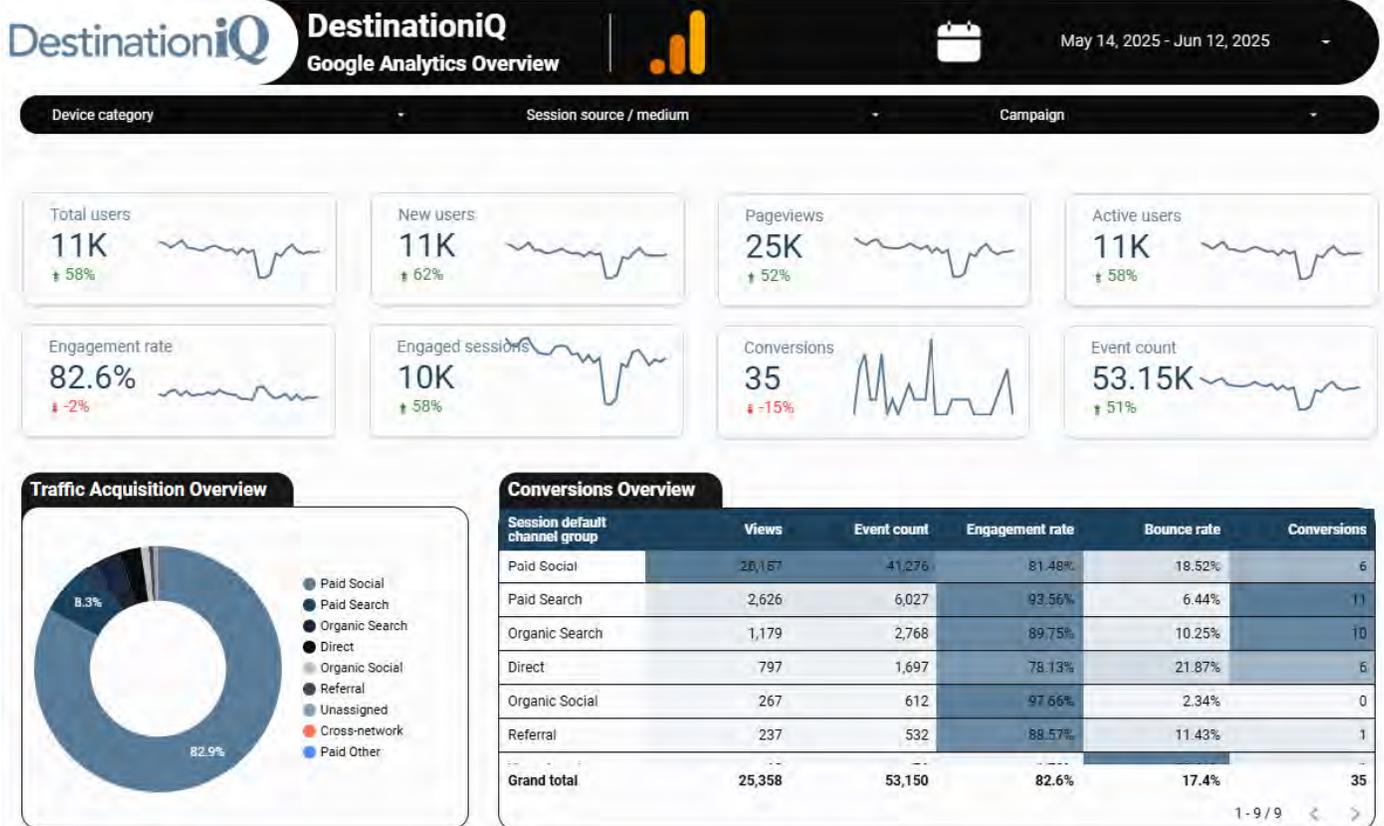
## 2) Monthly Reporting



June 10, 2025

Agenda:

- Social Updates
- Data Review
- Tasks



## 3) Social Media Coop – Provide Assistance for Local Tourism Businesses

### Social Media Coop Program

#### Program Overview:

The Social Media Co-op Program is a partnership between the City of Cottonwood and local businesses to amplify their reach through targeted social media efforts. By leveraging Visit Cottonwood’s established social media platforms and expertise, businesses can access a larger audience, promote their services, and contribute to the destination’s brand narrative.

#### How it Works:

Please complete the form below to let us know you’re interested in participating and to provide valuable input on how we can best represent your business.

Afterward, Visit Cottonwood’s social media manager will reach out to discuss your goals, content creation, post strategy, hashtags, and more. She will also schedule a visit to your business to capture video and photos.

Using this content, the social media manager will create and share a post about your business on Visit Cottonwood’s Facebook and Instagram accounts, leveraging our audience to generate engagement.

Please note, if you’d like us to feature a paid service—such as a meal, wine tasting, or other experience—it must be provided complimentary to Visit Cottonwood’s social media team. We create and share this content at no cost to you as part of promoting your business.

#### Social Media Coop Form

\* INDICATES REQUIRED FIELD

BUSINESS NAME \*

PRIMARY CONTACT NAME \*

CONTACT EMAIL ADDRESS \*

CONTACT PHONE NUMBER \*

WEBSITE URL \*

#### Social Media Handles

INSTAGRAM:

FACEBOOK:

# SCOPE OF WORK

## 4) Monthly Newsletter – Sent to ALL Tourism Stakeholders



### Greetings from the Fremont County Tourism Council



From viral social posts to grant wins and a brand-new Visitor & Discovery Center, Q1 2025 was full of momentum for the Royal Gorge Region. We're excited to share highlights from the first quarter.

### Destination Blueprint Program

To boost off-season travel, The Fremont County Tourism Council continues to work with the Colorado Tourism Office on a new 2025-2026 winter campaign - **Winter Warmer**. This includes new media, refreshed messaging, dedicated website landing pages, social media content, and more.



### A New Visitor & Discovery Center

The Royal Gorge Chamber Alliance & Foundation are revitalizing Cañon City's historic 1909 Denver & Rio Grande train station into the **Gateway Depot & Plaza** – a new flagship Visitor & Discovery Center, Chamber headquarters, and vibrant community gathering space. A soft opening for the chamber offices and Visitor & Discovery Center is scheduled for May. The grand opening dedication and ribbon cutting is scheduled for **Thursday July 10<sup>th</sup> 4-7pm**.

### 2025 Tourism Management Grant

In March 2025, the Fremont County Tourism Council received a **Tourism Management Grant** from the Colorado Tourism Office. The \$20,000 grant will fund the creation and distribution of an illustrated map of the **Shelf Road Climbing Area**, focusing on **Leave No Trace** principles and climbing safety.



### We've Gone Viral

The Royal Gorge Region's Facebook and Instagram accounts continue to see some impressive numbers, and more recently, we went viral with a post highlighting historic downtown Cañon City.

**Views:** 23,987  
**Reach:** 17,407  
**Watch Time:** 1d 11h  
**Reactions:** 697  
**Comments:** 23  
**Shares:** 93



### Lodging Tax Facts

Want to see how tourism benefits Fremont County? Check out the infographic below to see how lodging tax dollars collected from visitors directly support local projects and stay right here in our community.

## SCOPE OF WORK

### 5) Develop Tourism Advocacy Plan (primary focus on residents and local business owners)

Destination*iQ* is committed to building and maintaining strong relationships with key audiences:

- Tourism Officials
- Elected Leaders
- Tourism "Champions"
- Business Owners
- Residents

With a focus on education and advocacy, Destination*iQ* will develop a customized Tourism Advocacy Plan designed to communicate the value and benefits of tourism. This plan will include easy-to-understand print and digital materials that clearly explain why supporting tourism and increasing visitation is essential for community and economic growth.



## SCOPE OF WORK

### GOAL #6: SUPPORT LONG-TERM SUSTAINABILITY

At **DestinationiQ**, we believe that creating a plan is just the beginning. Our commitment extends to equipping you with the tools, knowledge, and training needed to successfully implement that plan for the long term. We aim to build trust and form a lasting partnership, supporting you every step of the way on your tourism journey.

→ *Here is how we will accomplish this:*

#### 1) Develop a 1, 3, 5-year Tourism Assessment Plan (TAP)

One of the final and most critical steps will be the creation and implementation of a Tourism Assessment Plan (TAP) at key points throughout your tourism journey. **DestinationiQ** will develop this TAP and be by your side to help with the overall performance evaluation. We will compare statistics/analytics to the goals and key performance indicators (KPIs) that are outlined in the STMP and Marketing Plan.

**DestinationiQ** Based on performance results and external influences – such as political, economic, or environmental factors – we'll provide informed recommendations on whether to maintain, adjust, or significantly shift strategies to ensure continued success.



### 2) Long-Term Relationships

At **DestinationiQ**, we build close, professional partnerships with our client – rooted in trust, collaboration, and a shared vision. We listen carefully, work alongside you, and treat your community as our own. This deep connection fuels **our mission: empowering communities and enriching lives through sustainable tourism**. This continuity brings our vision to life; empowering communities and enriching lives. We're driven by the potential each community has and how they can thrive sustainably, creating positive change without sacrificing authenticity.

We believe every community has the potential to thrive without losing its authenticity. Yet, tourism management can be overwhelming, especially without the time, resources, or expertise to move forward strategically. That's where we come in.

**DestinationiQ** fills that gap – elevating your efforts and guiding your community to its next level of tourism evolution. We go beyond traditional consulting. We act as community architects, helping you design and implement a thriving, sustainable tourism future, managing every facet from strategy to execution. Together, we'll turn your community into **a destination that truly prospers**.

### 3) Destination Management

We're more than a marketing agency – **DestinationiQ** is a Destination Management Agency. This distinction matters, and we believe it's essential for the long-term success of any area looking to maximize the full benefits of tourism.

Destination Management is an ongoing, strategic process that supports communities – whether cities, counties, or regions – in managing all aspects of tourism. It goes far beyond marketing. It includes advertising, visitor experience and education, tourism advocacy, strategic planning, product development, grant writing, budgeting, research, creative services, and consultation on social, economic, cultural, and environmental issues.

At **DestinationiQ**, we help communities thrive by managing tourism holistically, sustainably, and with a clear vision for the future.

## 3) Annual Report

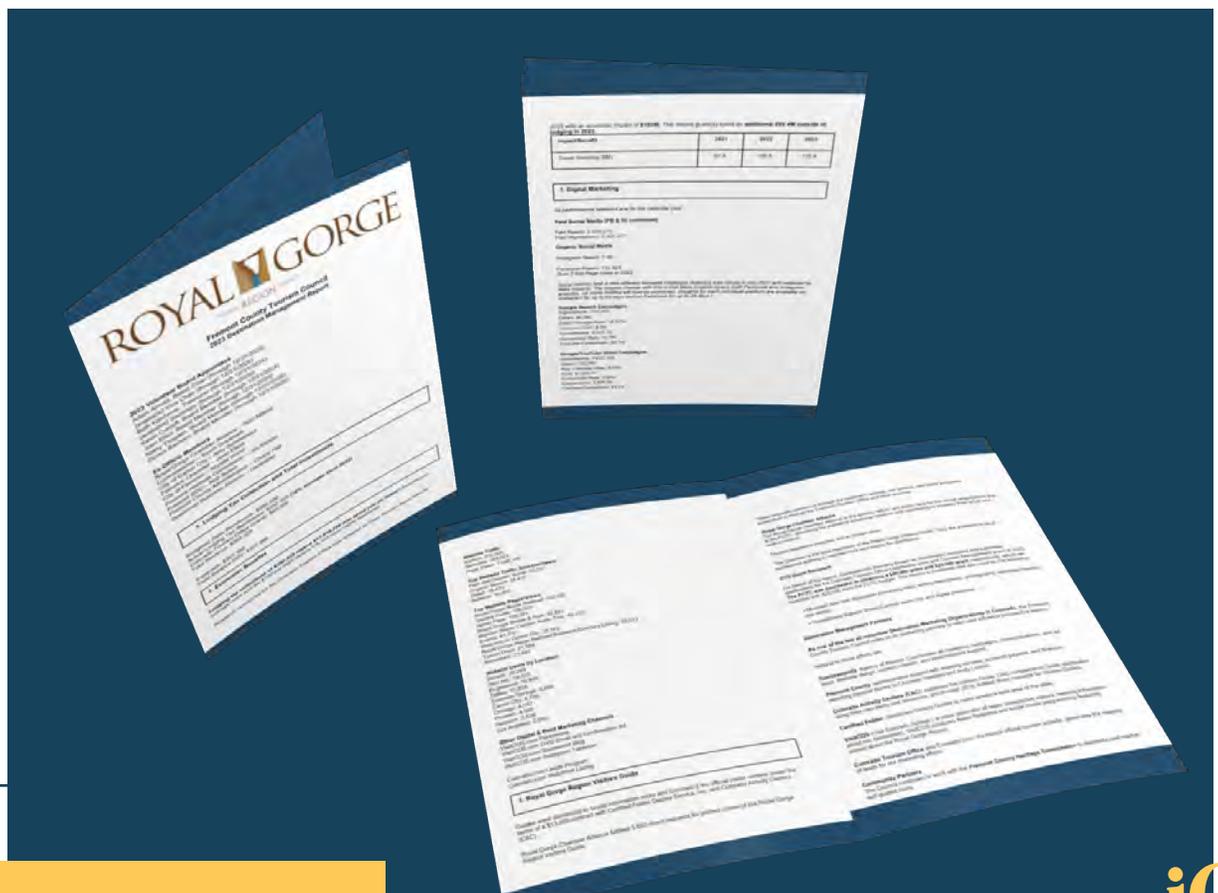
Accountability Matters.

Many cities and counties require tourism boards to report on their annual activities and outcomes. This is not just a compliance task – it's also a valuable opportunity to advocate for tourism's impact and future.

**DestinationiQ** will produce a professional, easy-to-understand annual report that serves multiple purposes:

- A formal report to elected officials and the community
- A helpful introduction and historical overview for new tourism board members
- An advocacy tool to present to tourism stakeholders, demonstrating progress and reinforcing the value of tourism investment

This report becomes a key part of your ongoing tourism story – showcasing results, building credibility, and securing future support.



## STAKEHOLDER ENGAGEMENT and PUBLIC OUTREACH PROCESS

Getting things started on the right foot is essential. **DestinationiQ** will lay the foundation and begin by engaging with tourism stakeholders across the City of Hardin to gain a well-rounded, honest understanding of the current tourism landscape and future potential.

### STEP 1: KickOff Meeting with City Project Lead (Virtual)

**DestinationiQ** will meet with the City's designated tourism lead to align on goals, confirm timelines, and outline expectations. Our onboarding process is thorough yet adaptable, designed to ensure a seamless, efficient start. Topics and materials we'll request or review include:

- Confirmation of RFQ and city goals.
- Existing strategic, marketing, or comprehensive plans.
- Performance data (e.g., paid advertising, website analytics, visitor data).
- Access to media and asset libraries.
- A contact list of stakeholders for interviews and focus groups.
- Planning for an on-site immersion trip for asset discovery.

### STEP 2: Interviews with City Officials and Tourism Leaders (On-Site)

City leaders will help define what tourism success looks like, short-term and long-term, and share what's worked, what hasn't, and where the greatest opportunities and challenges lie.

**DestinationiQ** will conduct structured, interactive interviews using a customized Q&A format to ensure all voices are heard and top priorities are clearly identified.

### STEP 3: Focus Groups with Stakeholders (On-Site & Virtual)

Using the stakeholder list and our own research, we will invite a diverse cross-section of residents and business owners to participate in a series of focus groups. These sessions will help assess tourism's past performance, current state, and future possibilities. **DestinationiQ** will lead the discussions with a **focus on inclusivity and transparency** - key to fostering community buy-in and long-term support.

# STAKEHOLDER ENGAGEMENT and PUBLIC OUTREACH PROCESS

## IMMERSION AND DISCOVERY TRIP (On-site)

**DestinationiQ** believes that truly understanding your region – listening closely to your needs, vision, and challenges – is essential to authentically representing your community when developing strategic tourism plans and recommendations. Many destinations hold untapped potential but are limited by outdated ideas of what visitors want or what the area offers. This mindset can restrict tourism growth.

Our goal is to identify and standardize all possible visitor assets to ensure your community is defined by its full range of attractions – not just a single landmark or overshadowed by larger nearby destinations. By uncovering fresh opportunities, we can help attract and engage more visitors.

The objective of this phase is to develop a comprehensive tourism asset inventory for the City of Hardin, MT. This inventory will serve as a foundational tool to enhance visitor experiences by cataloging every relevant tourism-related asset accurately and thoroughly.

Members of **DestinationiQ**'s senior staff will personally visit your community, speaking with business owners, tourism stakeholders, and city officials.

What this includes:

### Asset Inventory

A structured spreadsheet listing every tourism asset with essential details. This inventory will be designed for easy use across all future tourism initiatives, including your website and marketing campaigns. See the **Asset Inventory** section for additional details.

### Photography.

During immersion trips, our team will photograph key assets and community scenes. These images will be provided license-free for your marketing and promotion.

### Online Asset Discovery

We will evaluate your digital presence, including website and social media channels, images used online, search engine visibility for target priorities (not a full SEO website audit), brand awareness, public relations coverage, news articles, reviews, and mentions on review platforms.

## Existing Plan Analysis

**DestinationiQ** will review current marketing or strategic plans to assess implementation, examining both online and onsite efforts. Special attention will be given to brand awareness and consistency. Findings will feed into the development of the STMP

## On-site Branding Review

Experiencing the community as first-time visitors, we will assess:

- How welcoming and inviting the destination feels.
- Signage and wayfinding adequacy.
- Availability and accessibility of visitor information.
- Overall visitor experience and likelihood of return visits

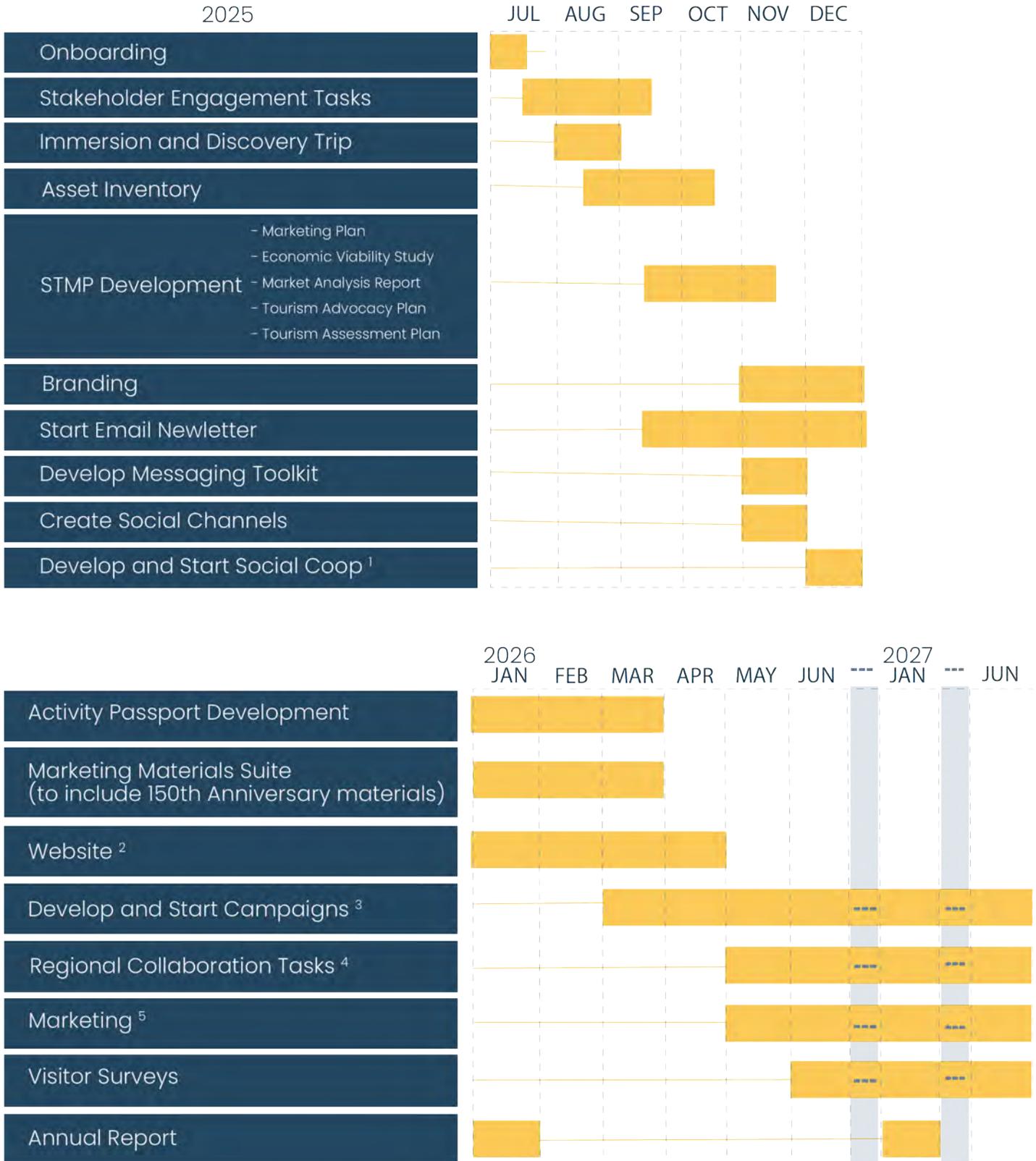
## Gap Identification & Opportunity Recommendations

**DestinationiQ** will identify missing elements and recommend new opportunities across various asset categories, including but not limited to:

- *Natural Attractions* – National & state parks, mountains, rivers, lakes, beaches, caves, stargazing, and scenic landscapes.
- *Cultural & Historical Sites* – Museums, heritage sites, landmarks, historic buildings, and indigenous cultural centers.
- *Recreational Facilities* – Ski resorts, hiking trails, cycling paths, golf courses, rec centers, parks, courts, pools, and adventure parks.
- *Events & Festivals* – Local celebrations, music festivals, food and wine events, sports tournaments, and seasonal festivities.
- *Accommodation & Hospitality Services* – Hotels, resorts, bed & breakfasts, campgrounds, and vacation rentals.
- *Food & Beverage Establishments* – Restaurants, breweries, wineries, farmers' markets, and culinary experiences.
- *Tourism Infrastructure* – Visitor centers, bathrooms, parking, transportation hubs, guided tour services, meeting and convention spaces, event venues, and information kiosks.

# TIMELINE

We are available to begin this project immediately.



## COST

**\$37,000** ANNUAL COST (payable monthly at \$3,083/mo for the duration of the 2-year contact)

### Inclusions:

- On-site Stakeholder Engagement interviews
- On-site Focus Groups
- On-site Asset Inventory / Immersion and Discovery Trip
- On-site Presentation of STMP and results of all stakeholder engagement
- Lodging, meals and all expenses for any on-site visits

### Exclusions:

Any hard costs, including but not limited to printing, swag, ad buys, etc.

*According to Drew Leher, Finance Officer, the City of Hardin, MT has committed to \$14,000 in matching funds for this project. We anticipate using this amount for any hard costs in Year One, including printing..*

### Notes:

1. Social Media Coop – DestinationiQ will develop this program and depending on the scope of social media marketing and ad spend budget, the execution of the program will require some amount of additional budget allocation in year two for support and management.
  2. Website – DestinationiQ will provide site layout, navigation structure and a visual design outline. This timeline represents full development of a website that will require additional budget allocation in year two.
  3. Campaigns – One year-long campaign will be developed based on deliverables completed from the STMP in year one and be ready to launch in year two.
  4. Regional Collaboration – DestinationiQ will research and propose regional collaborations for the City of Hardin. The deliverables jointly decided by collaborators may indicate a need for additional budget allocation or deliverables.
  5. Marketing – Depending on scope and ad buy budget, active marketing for any items not included in the Scope of Work will require additional budget allocation in year two. Examples are search engine marketing, social media marketing, on-going content development, and on-going photography and/or videography.
- Tourism Product Development – DestinationiQ may recommend the development of one or several of our tourism products. The development, scope and budget for these products will require additional budget allocation in year two.
  - Grant Writing – DestinationiQ will work with city staff to apply for grant funds from the Pilot Community Tourism Grant through the Montana Department of Commerce for year two. We will help to develop an appropriate marketing budget for items developed in year one and help write a compelling grant application based on execution of the STMP.

## STAFF CAPACITY

**We have the staffing capacity to take on this project with no limitations or delays**

### FINANCIAL STABILITY, INSURANCE & REQUIREMENTS

Proof of sufficient insurance and adequate financial resources are available upon request. We agree to comply with requested and required paperwork.





**Lindsay Diamond**  
Account Director  
Since 2016

As the Account Director at Destination*iQ*, Lindsay has the privilege of applying a lifetime of world travel experience to her position. A foundation in world travel coupled with her skills in communication, relationship-building, strategic planning, and leadership enable her to guide clients on a successful path of tourism evolution and sustainable growth.

Lindsay's extensive network includes tourism directors, board members, industry experts, social media influencers, state tourism offices, journalists, photographers, business leaders, and more.

## Core Leadership Team

We are a fully-staffed destination management agency with an emphasis on sustainable destination management, marketing, and design. We've been in the tourism industry since 1995.

Our team is flexible, nimble and ready to pivot strategies as your needs evolve. We thrive on extensive internal and external communication to deliver a high level of return.



**Kirsten Slavin**  
Project Manager  
Since 2022

Kirsten keeps our staff focused, organizing projects to ensure execution is efficient. She is involved with all clients and Destination*iQ* tasks.



**Sean Jefferson**  
Technical Director  
Since 2015

Sean is a 20+ year veteran of digital technology. His calm demeanor gives him the ability to effortlessly communicate complex concepts to clients.



**Jim Kober**  
Content Manager  
Since 2023

Jim is an award-winning writer with deep expertise in digital marketing, promoting and growing tourism for clients nationwide.



**Tina Jordan**  
Client Relations & Graphic Designer  
Since 2022

Tina is an artist by nature and a people person at heart. Her broad array of skills help foster relationships and provide a unique perspective on design.

## Team

Our team consists of award winning graphic designers, branding experts, print designers, paid ad managers, website designers, programmers, copywriters, photographers, videographers, data analytics specialists, content creators, organic social media teams, and more!

Our team capacity allows us to hand pick members of our team that are right for you and your destination.

### ANALYTICS & REPORTS

Nathaniel Page

### WEB DESIGNER/DEVELOPMENT

Caitlin Rice      Pankaj Lehar  
David Fischetti      Robert Dana

### COPYWRITING

Celeste Aguzino

### SOCIAL MEDIA MANAGEMENT

Becca Nelson  
Ashley Kelley

### GRAPHIC DESIGN

Jessie Eck  
Kimberly Graydon  
Gabriela Quitian

### PAID ADS MANAGEMENT

Chris Suglia  
Samantha Shennum

## CORE TEAM EXPERIENCE (pg 1)

### **NATHANIEL PAGE** – *Analytics and Reports*

Nate has over 6 years of expertise in analytics, specializing in digital advertising, with proficiency in tools like Google Data Studio, Google Analytics, and Google Tag Manager. He excels at developing dashboards and reports, identifying KPIs, and optimizing tracking systems to enhance business performance.

### **DAVID FISCHETTI** – *Website Design and Development*

Dave is a seasoned web developer and WordPress expert with over 20 years of experience. He specializes in creating custom business solutions, scalable WordPress websites, and developing bespoke themes and plugins. His work simplifies managing complex datasets for clients through intuitive admin interfaces.

### **CAITLIN RICE**– *Website Design and Development*

Caitlin brings nearly a decade of expertise in website design and digital strategy, specializing in crafting impactful and engaging websites that elevate the missions of organizations in tourism and destination marketing. She is passionate about creating compelling user experiences that connect people with places, communities, and culture.

### **ROBERT DANA**– *Web programming*

With over 40 years of experience and a Bachelor's degree in Software Engineering from Colorado Technical University, Rob is a versatile full-stack developer. His expertise spans DevOps, server management, backend data handling, front-end design, and mobile app development, delivering comprehensive, end-to-end solutions.

### **PANKAJ LEHAR** – *Web programming and Website Maintenance*

Pankaj is a seasoned full stack web developer with over 12 years of experience. His passion and expertise have driven the successful development and delivery of a diverse range of custom websites, web apps, and mobile applications.

### **CELESTE AGUZINO** – *Copywriting*

Celeste is a collaborative, solutions-oriented communications strategist with over 8 years of experience. She is a skilled leader with a talent for producing creative, top-notch work.

## CORE TEAM EXPERIENCE (pg 2)

### **REBECCA NELSON** – *Social Media Management*

Becca Nelson has over 5 years of experience in digital marketing as a social media content creator. She is passionate about showcasing destinations to attract visitors to unique and beautiful areas. Becca is a wife, mother of four, and a lover of sports and the outdoors.

### **ASHLEY MOSHER** – *Social Media Management*

Ashley is an expert social media marketer with over 10 years of experience, crafting campaigns that blend creativity with data-driven insights to boost brand visibility and engagement in tourism and hospitality. A coffee enthusiast and cat lover, she balances work with a passion for travel, outdoor exploration, and cooking chef-level meals at home.

### **JESSIE ECK** – *Graphic Design*

Jessie is an Emmy award-winning designer with nearly 20 years of experience. She is an expert in Adobe Creative Suite and her portfolio features notable brands like Dish, DishLatino, Gannett, USAToday, SlingTV, NBCUniversal, United Way, Southwest Airlines, Pandora, Kellogg's, Airbnb, Girls Scouts, National MS Society, NBA, WNBA, and others.

### **KIMBERLY GRAYDON** – *Graphic Design*

Kimberly is a designer, photographer, and storyteller specializing in brand development, user experience, and publication design with over 10 years of experience. She graduated from the Corcoran School of Art and Design at The George Washington University.

### **GABRIELA QUITIAN** – *Graphic Design*

With over 10 years of graphic design experience and a fine arts background, Gabriela specializes in creating unique, impactful visuals that resonate with audiences and drive growth. Having lived and worked on three continents, she has learned to interpret design through different cultural lenses.

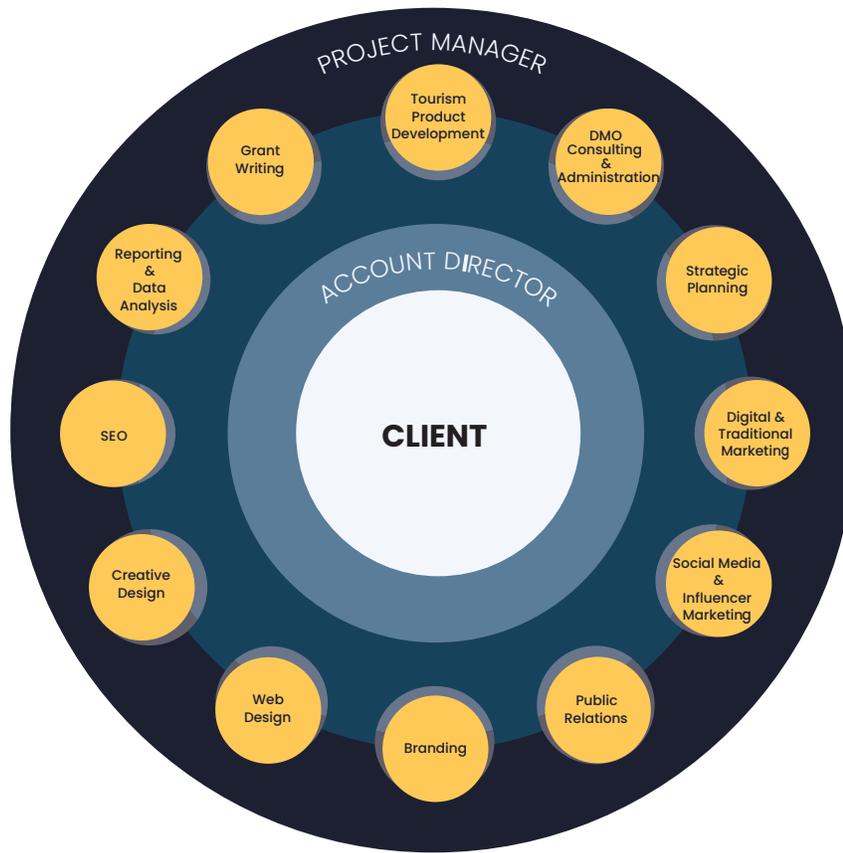
### **CHRIS SUGLIA** – *Paid Ads Management*

With over 10 years of digital marketing experience, Chris takes an engineer's approach to paid social media and has an exceptional understanding of how social algorithms work to consistently win ad auctions. Combining a background in production with a sharp creative eye, Chris leads with revenue-driven recommendations.

### **SAMANTHA SHENUM** – *Paid Ads Management*

Samantha is a digital marketing professional with over 8 years of experience, specializing in Google Ads, Bing Ads, and YouTube advertising. She has managed over 100,000 campaigns with ad spend exceeding \$100 million for brands like PetSmart, AAA, Toyota, and Anytime Fitness. a BS in Marketing from Arizona State University.

# OUR AGENCY STRUCTURE



## Part Of Your Staff

We have an experienced and flexible staff that executes large projects while maintaining intimacy, fostering positive relationships, and remaining transparent.

## True Partnership

Many of our clients have become lifelong friends. Our recommendations, advice, guidance and expertise have led areas to prosper in a controlled, sustainable and responsible manner.

## Extension To Your Team

With a hand-selected flexible staff, we fill the gaps you currently have. We are an extension of your board and staff. We take on projects and tasks where you lack the capacity, time, or expertise to execute.

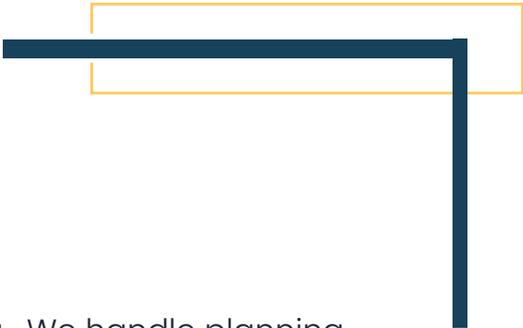
## OUR AGENCY

You may notice that we are a **Destination Management Agency**, rather than a **Marketing Agency**. It's an important distinction and one we feel is imperative to the long-term success of an area as it pertains to economic development as well as tourism.



## What Is Destination Management?

Destination Management is a continuous, long-term process that supports areas, regions, counties, and cities in overseeing all aspects of tourism. This management typically includes - but is not limited to - marketing and advertising, enhancing visitor experience and education, tourism advocacy, strategic planning, product development, grant writing, budgeting, research, creative design, and consulting on social, economic, cultural and environmental matters.



## Destination*iQ* is:

- **HOLISTIC:** We provide much more than marketing. We handle planning, execution and deliver proven processes to position communities as destinations.
- **COLLABORATIVE:** We treat our clients as the experts, actively listening to their goals and those of the residents.
- **RELATIONSHIP-FOCUSED:** We believe in forming long-lasting partnerships.
- **SUSTAINABLE:** We prioritize steady, sustainable growth in our planning; looking forward years in advance.
- **SUPPORTIVE:** We function as an extension of your team, assisting with budget decisions, crafting tourism programs, executing marketing plans, and delivering data analysis.

## Why Do I Need Destination Management?



Do you feel like there is not enough time or expertise for you and your staff to elevate your community tourism efforts to the next level?

Not enough time? Not the right expertise? **Destination*iQ*** fills those gaps, helping your destination thrive sustainably while preserving its authenticity.

We manage every aspect of tourism – from strategy to execution.

With our next-level expertise, we bring the benefits of tourism to life, creating solutions that not only elevate destinations but also empower the people and businesses that make them home.

# Destination*iQ* was born to bring this vision to life

At Destination*iQ*, we transcend the conventional boundaries of a tourism consultancy, assuming the role of community architects, championing brighter futures by managing every facet of tourism.

Our approach centers on cultivating meaningful connections, driven by profound listening, fostering collaboration, and embracing unity. We're driven by the possibility that communities can thrive sustainably, and that positive change can be created without sacrificing authenticity.

Like all stories, our journey doesn't stop after the first step. Together, we will make your community a destination that prospers and enriches lives. 

We believe that travel strengthens communities. Every community deserves to be a destination that prospers from the economic impact provided by tourism, improving the quality of life for visitors and residents. We constantly rally for awareness and understanding of the value and potential of tourism.

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## Positive impact that endures

Our approach is intelligent and forward-thinking.

We're not just about quick wins but about creating responsible and sustainable positive impact.

Destination*iQ* is here to shape a brighter future that transcends generations.

## OUR APPROACH

*Travel has the power to strengthen communities*



We've found that many communities need support to fully realize their potential and enjoy the economic benefits that tourism growth can bring. .

As tourism management experts with decades of experience, we recognized a gap in the market: traditional tourism consultancies often excel at planning but fall short when it comes to execution - beyond just buying ads. Our vision is to empower communities by combining expert guidance with hands-on execution, fundamentally redefining what a tourism consultancy can be.

# Success Story

## Long Term Partnerships and Increased Lodging Tax Revenue

### Fremont County, Colorado



#### The Challenge



In 2010, the online presence and tourism marketing of Cañon City and the Royal Gorge Region was virtually non-existent. Lodging Tax growth was flat and there was no plan on how to use the lodging tax that was being received. The Fremont County Lodging Tax Council (FCTC) knew something needed to be done, but what?

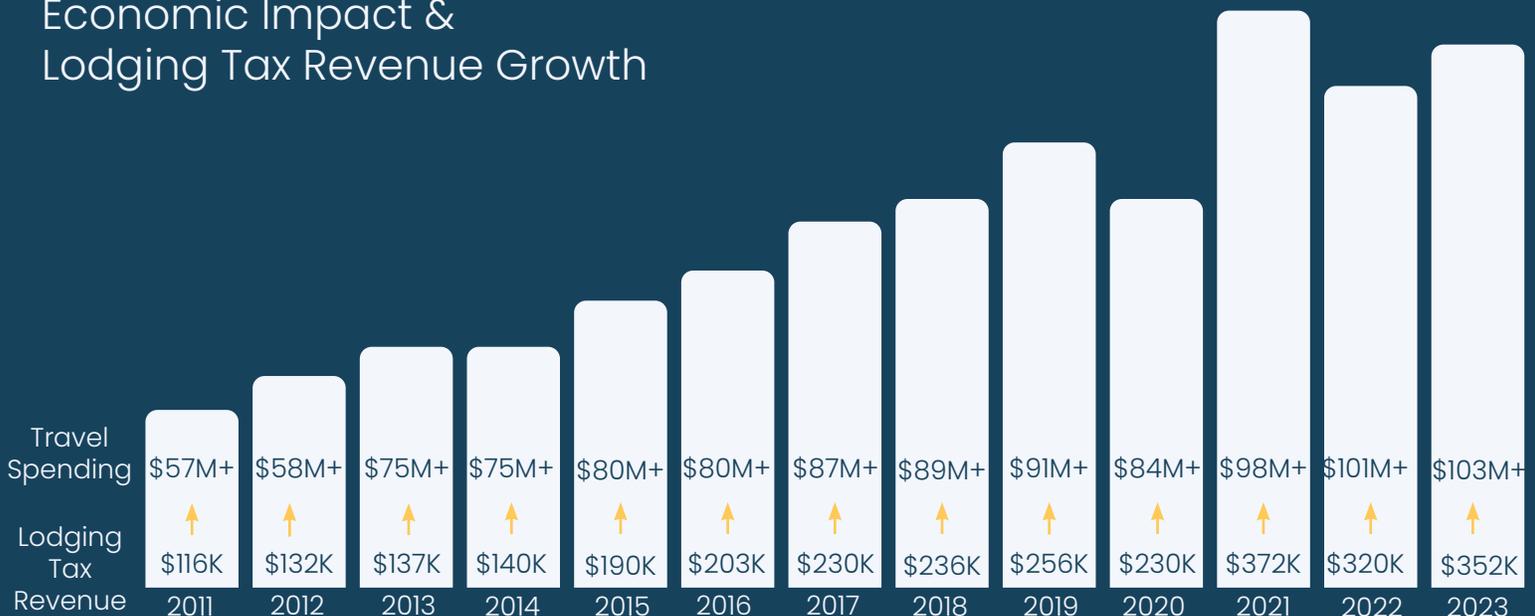
#### The Solution



The FCTC brought on **DestinationiQ** as a full service destination management consultancy, which included everything from running monthly FCTC meetings, managing the tourism budget, assisting with advocating for community lodging tax votes, crisis communication, grant management, development, marketing, branding, and more. This relationship started in 2010 and continues today with the **DestinationiQ** staff having deep, historical knowledge of tourism management and marketing in Fremont County, Colorado.

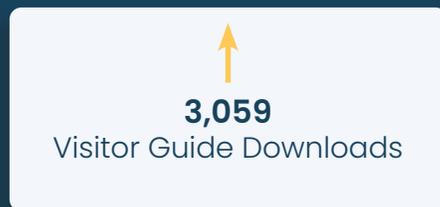
## Results

### Economic Impact & Lodging Tax Revenue Growth



# Starting with virtually nothing in 2010, The Royal Gorge Region sees phenomenal increases each year including these statistics from 2022 to 2023

## Website

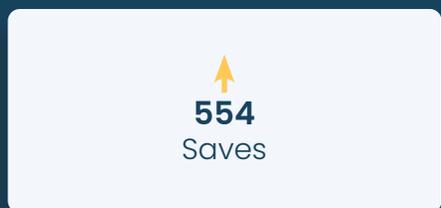


## Organic Social Media



## Paid Social Media

## Results from 2022 to 2023



# Success Story

## Colorado Stargazing Experience for increased travel spending and overnight stays

State of Colorado

Counties across Colorado had some common questions:  
"How do we..."



Engage visitors of all ages and abilities



Increase heads in beds for lodging tax growth



Attract visitors who are more likely to "leave no trace"



Get visitors to travel further and stay longer



Bring attention to rural communities

### The Challenge



Several counties in Colorado known for their night skies and incredible stargazing opportunities sought to increase visitors through astrotourism, but with so many moving pieces, they didn't know where to start.

### The Solution



Colorado Stargazing is a cooperative project between several counties. Our role is to manage financial contributions and develop and execute creative and marketing strategies, making communication between all participating counties key to the continued success of this project.

The program draws visitors out of busy metro areas and large mountain resorts and into rural Colorado, where visitors not only take in the wonders of Colorado's dark skies but also book overnight stays and engage in daytime activities.

### The Results



Colorado Stargazing: Experience the Night reached millions of potential visitors in just nine months.

According to the 2022 Colorado Economic Impact of Travel Report (from Dean Runyan Associates), counties involved in this statewide program experienced consistent year-to-year growth in travel spending since the program's launch (2019 – 2022).

# County Travel Spending Results from 2019 to 2022

↑  
**35.1%**  
Alamosa

↑  
**11.7%**  
Custer

↑  
**34.5%**  
Gunnison

↑  
**18.1%**  
Hinsdale

↑  
**23.8%**  
Huerfano

↑  
**15.3%**  
Ouray

↑  
**12.3%**  
Mineral

↑  
**35.7%**  
Montrose

↑  
**23.4%**  
Saguache

## Colorado Stargazing – Experience the Night

This campaign was so successful, that Destination*iQ* received the Most Outstanding Marketing Program of the Year Award for 2020. The program has become a model for other states.



# Success Story

## Niche Asset Promotion for Increased Visitation

### Prowers County, Colorado

#### The Challenge



Prowers County – The Great High Prairie – in southeastern Colorado lacks the mountains that people tend to look for when traveling in Colorado. It does not have a popular scenic byway, grand resorts, hot springs, or large attractions. And while the county has some interesting history, including the new Amache National Historic Site, it still did not have a tourism asset that not only drew overnight visitors, but one the community rallied behind.

#### The Solution



Prowers County boasts over 400 species of birds that will visit, reproduce, or even stay all year. This is the largest number of bird species in all Colorado, making the county a mecca for both the serious birder and the casual observer. Birding is a perfect activity for individuals and families, and the county has multiple hotspots that are notorious for finding expected species and the occasional rare or unexpected flyer.

#### Funding Sources:

- 2023 Colorado Tourism Office Marketing Match Grant
- 2024 Colorado Tourism Office Marketing Match Grant

Prowers County also hosts the annual High Plains Snow Goose Festival, a popular event that has tripled in size from 2019 to 2022 while also garnering significant press. This being the case, the Prowers County Lodging Tax Panel, in partnership with **DestinationiQ**, chose to focus its efforts on avitourism.



## The Results: 2022 vs. 2023

### Website and Social Media

↑  
**+88.5%**  
Website Users  
47,482 vs. 89,510

↑  
**+40.6 %**  
Social Reach  
924,300 vs. 1,300,000

↑  
**+539.3%**  
Social Interactions  
6,100 vs. 39,000

↑  
**+163.9 %**  
Social Link Clicks  
30,500 vs. 80,500

Travel Spending  
increased by  
\$800,000



# Success Story

## Brand Awareness and Transient Room Tax Growth Beaver County, Utah



### The Challenge



Beaver County partnered with **DestinationiQ** in December 2020 after completing a tourism rebranding project. The new brand - Ramblers - would be a hard sell in the local community. The brand had to be interpreted by **DestinationiQ** to use across all media, and needed to be recognized as Beaver County by statewide and out of state visitors. While working on brand recognition, **DestinationiQ** was also tasked with marketing the county for increased transient room tax.

### The Solution



To bring the local community on board with the new branding, we developed a Leave No Trace subbrand - Ramble Responsibly - that is used on all Beaver County marketing materials in respect to those who call Beaver County home.

#### Funding Sources:

- 2020 UOT Coop Marketing Grant
- 2021 UOT Coop Marketing Grant
- 2022 UOT Coop Marketing Grant
- 2022 OHVR Grant
- Beaver County Transient Room and Restaurant Tax

To marry the brand with the county name, we updated all statewide content to include both the brand name and the county name, updated Ramblers logos to include "Beaver County, Utah" and ensured the two names would be mentioned together indefinitely, or at least until we were confident "Ramblers" was recognized nationwide.

We built a new website that showcased "Ramblers", using iterations of the term throughout, extended social media services, launched TikTok, developed OHV, gravel, and stargazing guides that showcased the brand, and used the term Ramblers in additional marketing material, such as Google Ads, email marketing, billboards, third party marketing outlets and more!

# The Results

## Transient Room Tax Growth



## Website

**+76%**  
2021 Website Traffic  
33,000 users

**+82 %**  
2022 Website Traffic  
60,000 users

**+197%**  
2023 Website Traffic  
178,000 users

## Social Media

**2.3M**  
2022 Reach

**6M**  
2023 Reach

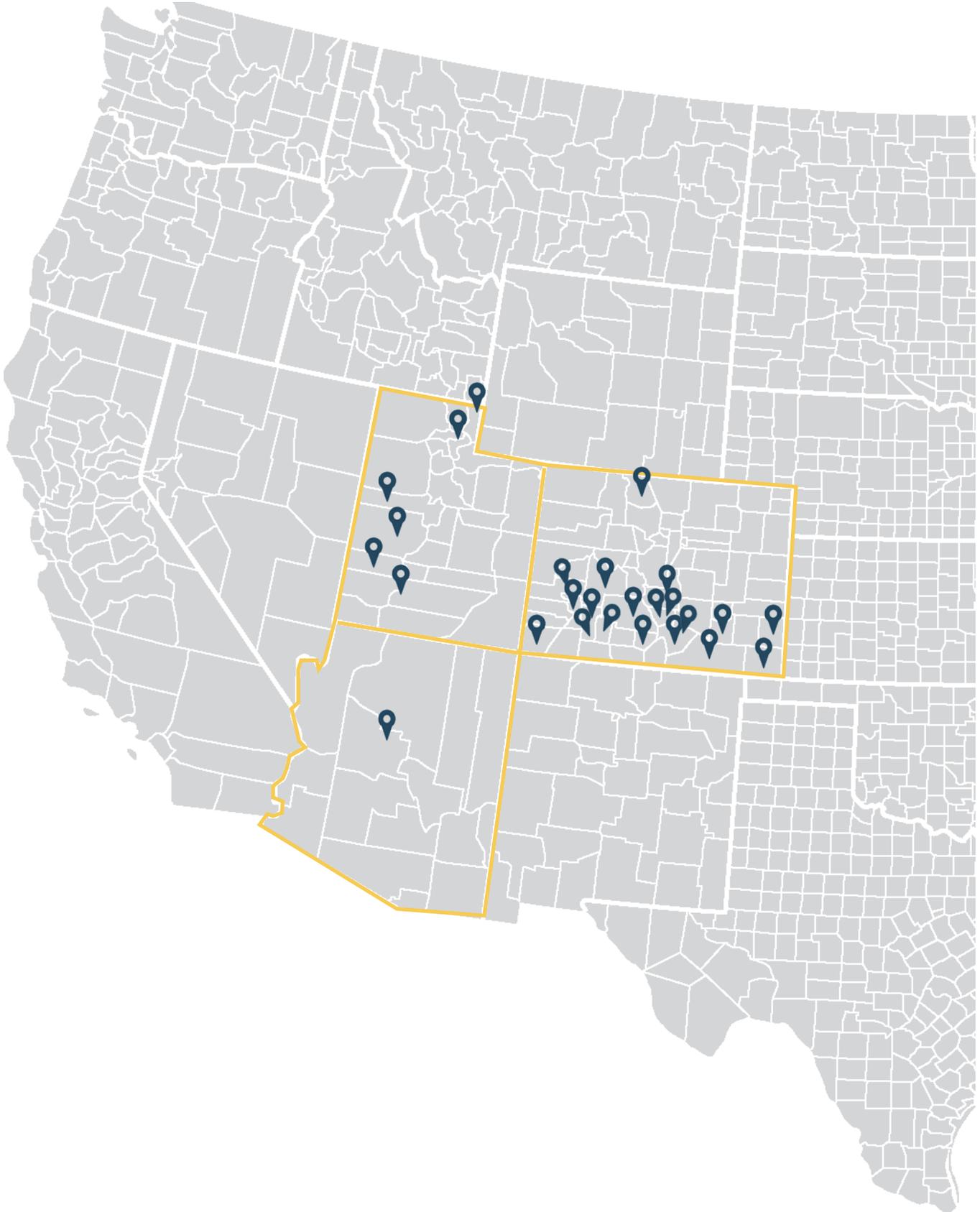
**2K**  
2021 - 2023  
Follower Growth

Here are a few destination brands who we have been privileged to partner with; helping them on their tourism evolution journey. Our relationships with these destinations range from current full-agency 12+ year destination management to others with one-time projects. All are a source of pride and hold a special place in our hearts and minds.

# iQ Partner Brands



# Partner Brands



# REFERENCES

## ROYAL GORGE REGION

*fremont county, colorado*  
royalgorgeregion.com

ADAM ARNOLD  
615 Macon Ave.  
Room 105  
Cañon City, CO 81212  
[adamleviarnold@gmail.com](mailto:adamleviarnold@gmail.com)  
719.285.3934

## RAMBLERS

*beaver county, utah*  
ramblersutah.com

JEN WAKELAND  
105 E Center Street  
PO Box 789  
Beaver, UT 84713  
[jenw@beaver.utah.gov](mailto:jenw@beaver.utah.gov)  
435.421.9986

## VISIT COTTONWOOD

*cottonwood, arizona*  
visitcottonwoodaz.org

TRICIA LEWIS  
821 N Main St.  
Cottonwood, AZ 86326  
[tlewis@cottonwoodaz.gov](mailto:tlewis@cottonwoodaz.gov)  
928.340.2729

## MORGAN VALLEY

*morgan county, utah*  
exploremorganutah.com

JUSTIN REES  
48 West Young Street  
P.O. Box 886  
Morgan, Utah 84050  
[justin.rees@morgancountyutah.gov](mailto:justin.rees@morgancountyutah.gov)  
801.824.7594

## JUAB\_IS

*juab county, utah*  
juabtravel.com

SHANNA MEMMOT  
160 N. Main Street  
Nephi, UT 84648  
[shannam@juabcounty.gov](mailto:shannam@juabcounty.gov)  
435.610.0985

## VISIT TRINIDAD

*trinidad, colorado*  
visittrinidadcolorado.com

MARTY HACKETT  
309 Nevada  
Trinidad, CO 81082  
[marty.hackett@trinidad.co.gov](mailto:marty.hackett@trinidad.co.gov)  
719.846.9512

## What We Believe

- We believe in a positive team and a family spirit.
- We believe in encouragement and active listening.
- We believe in building open and honest long-term relationships through transparent communication.
- We believe in efficiency, doing more with less.
- We believe in being adventurous, flexible, creative, passionate, and open-minded.
- We believe in using metrics to guide our recommendations and decisions.
- We believe in using strategies that provide the highest rate of return.
- We believe in sustainable and responsible tourism.
- We believe in learning and sharing our knowledge with others.
- We believe in quality over quantity.

*You will never get lost in the shuffle.*





In Control, Inc.  
5301 E River Rd, Suite 108  
Fridley, MN 55421

## PROPOSAL # QP25061201-02

To: City of Hardin WTP

Date: June 12, 2025

From: Cade Beeton

Valid: 30 days

Page: 1 of 5

Attn: Trevor Lautt

Re: Automation & Cybersecurity Service Plan – 2025 Renewal

In Control presents our proposal for recurring inspection, testing, and maintenance services under our **Automation & Cybersecurity Service Plan**. Public water and wastewater systems rely on an increasingly complex array of Operational Technology (OT), including Programmable Logic Controllers (PLC), Operator Interface Terminals (OIT), Supervisory Control and Data Acquisition (SCADA) systems, and cellular and radio telemetry communications. These industrial control systems provide critical functions in water and wastewater treatment systems, ensuring processes are safe, reliable, and of the highest quality.

Regular inspection, testing, and maintenance of your control system improves its reliability and longevity, reduces the need for emergency service, and ensures quality operation. A well-maintained system often lasts twenty or more years. As the total replacement value of the engineering and components that make up the control system of a water and wastewater utility run into millions of dollars, regular preventative maintenance reduces long-term operating and capital replacement expense. This service plan provides the regular on-site and remote inspection and testing necessary to maintain your control system and inform planning and budgeting for future upgrades and investments.

Cybersecurity threats have increased in recent years. Criminals and nation-state-affiliated hackers are attacking water and wastewater utilities as vulnerable, poorly defended targets. Implementing and maintaining basic cybersecurity defenses will help prevent, detect, respond, and recover from these cyber incidents. This service plan provides multi-factor authentication to ensure account security, encrypts all remote access and logs all network activity to address data security, maintains an OT asset inventory and network map to address device security, and makes regular backups of all SCADA, PLC, OIT, and communication devices, which are necessary for recovering quickly after a cyberattack. Recognizing the importance of cybersecurity, In Control voluntarily underwent the Environmental Protection Agency's (EPA) Cybersecurity Evaluation Program, ensuring our controls engineering practices align with EPA and the Department of Homeland Security's recommendations.

By providing this regular inspection, testing, and maintenance, our **Automation & Cybersecurity Service Plan safeguards the long-term system integrity of your critical infrastructure.**



## Proposed Ongoing Services

### A. Industrial Control Panels - Inspection, Testing, and Maintenance - Annual On-Site

1. Visually inspect control panels and radios for abnormalities (frayed wires, moisture, seals, alarms)
2. Load test operation of Uninterruptible Power Supply (UPS) and check for alarms.
3. Check PLC diagnostic information for errors and low battery conditions.
4. Verify electrical schematics are present and are up to date.
5. Test critical alarms including communication-fail alarms.
6. Vacuum enclosure, lube hinges, and check pilot light function.
7. Backup Programmable Logic Controller (PLC) and Operator Interface Terminals (OIT) programs.
8. Review spares inventory condition and count.

### B. SCADA Workstations – Inspection, Testing, and Maintenance - Semi-Annual Off-Site

1. Review computer error logs, database size, resource utilization, and available storage space.
2. Load test operation of Uninterruptible Power Supply (UPS) and check for alarms.
3. Test remote alarming, remote access, and backup hardware alarm dialer.
4. Verify on-demand report generation.
5. Apply approved Windows updates for the existing operating system.
6. Backup SCADA programs and configurations for switches, firewalls, VOIP dialers, and other devices.
7. Power down, clean, check computer hardware, fans, and filters for function (annual on-site only).

### C. Cybersecurity & Software Assurance – Ongoing Services

1. Check firewall firmware, logs, and install required security updates semi-annually.
2. Unified Threat Management (UTM) system including:
  - a. URL filtering, Intrusion Prevention System (IPS), and Gateway Antivirus (GAV).
  - b. DNS Filtering – Detects and blocks dangerous connections using DNS-level filtering.
  - c. Extended Detection & Response – Identifies and isolates infected computers on the network.
  - d. Cloud Data Retention – Monitoring and one year retention of all network activity logs.
3. Secure Remote Access through a VPN and Multi-factor Authentication Service:
  - a. Virtual Private Network (VPN) – Limit remote connections to IPSec and/or SSL encryption.
  - b. Multi-Factor Authentication – Verify all remote connections with a second means of authentication through a separate smartphone application.
  - c. Provide user administration support as requested, including creating and removing user accounts, resetting passwords, and supporting multifactor authentication and remote access.
4. Renew licensing for covered subscription software.
5. Conduct an annual **EPA Cybersecurity Assessment**, complying with state and federal regulatory requirements for public water and wastewater systems.

### D. Controls System Planning Meeting – Annual meeting with Controls Engineer to develop and review multi-year control system and cybersecurity defense posture.

### E. Five-Year Extended Warranty – Extends In Control's warranty term to five years for controls engineering services and equipment purchased under a separate contract with In Control. This extension only applies to UL-listed industrial control panels and SCADA computer equipment that was provided by In Control and is still within the first twelve months of its original warranty. This extended warranty remains in effect so long as this Automation & Cybersecurity Service Plan remains in place.

### F. Discounted Engineering – 10% Discount on In Control's current Rate Schedule for all scheduled, unscheduled, or emergency service calls.

**G. Scope of Automation & Cybersecurity Service Plan** - Ongoing services, maintenance inspections, and warranty coverages apply only to these named control panels and devices:

**Control System Components Covered**

Main Facility Control Panels

1. 12087-A08-WTPSCP
2. 07089-B01-WTPRTU
3. 12087-A05-Filter1&2
4. 12087-A06-Filter3&4
5. 12087-A07-WTPVCP

Remote Site Control Panels

1. 07089-C01-IntakeRTU
2. 07089-A01-TankRTU

SCADA Computer, Servers, and other Significant Network Equipment

1. SCADA Computer #1
2. SCADA Computer #2

Cybersecurity Devices (Firewalls)

1. WTP Firewall – WatchGuard Firebox T20-W

**Recurring Software and Services Provided**

1. WatchGuard Total Security Suite
  - a. Firebox T-20W (Qty: 1)
2. AuthPoint Multi-Factor Authentication (Up to 5 users)
3. RealVNC Remote Access (Qty: 3 licenses)

**Noted as EXCLUDED from Scope of Automation & Cybersecurity Service Plan**

*(Optional section, NOT intended to be comprehensive)*

1. 12087-A04-filterUPS
2. 12087-A09-WTPPM
3. 12087-A01-HSP2VFD
4. 12087-A02-BWP1VFD
5. 12087-A03-BWP2VFD

**Agreement Duration & Invoicing** – Plan coverage begins on the Term Start Date and automatically renews each year. Invoices will be due Net 30 and submitted on a quarterly basis at the beginning of the period. Plan may be terminated in writing at any time with 14 days' notice.

Renewal Start Date\*: 5/1/2025

Next Renewal Date: 4/1/2025

\* Plan renewal date is on the first of a calendar quarter. For agreements where the Plan Start Date is before the first of a quarter, a partial invoice will be submitted for the partial quarter.

**H. Onboarding Requirements** – Conducting a “Pre-Engineering Survey” may be necessary for new customers prior to the commencement of this plan. This initial survey enables our engineering teams to provide the highest level of ongoing support.

# Proposal Summary

**Automation & Cybersecurity Service Comprehensive Plan Renewal** – Provides maintenance, cybersecurity, and extended warranty coverage for identified Control Panels, SCADA Computers, Cybersecurity Devices, and recurring software and services. Pricing excludes sales and use taxes.

Automation & Cybersecurity Service Plan

\$ 6,273.00 (annualized cost)

Invoice Date	Amount	Coverage Period	
5/1/2025	\$ 1,046.00	5/1/2025	6/30/2025
7/1/2025	\$ 1,568.25	7/1/2025	9/30/2025
10/1/2025	\$ 1,568.25	10/1/2025	12/31/2025
1/1/2026	\$ 1,568.25	1/1/2026	3/31/2026
4/1/2026	Renewal		
<b>Term Total:</b>	<b>\$ 5,750.75</b>		

Thank you in advance for the consideration of our offer and for the opportunity to work together. This proposal is valid for thirty (30) days. Should you have any questions regarding this proposal, please contact me directly at your convenience.

Best Regards,

**Cade Beeton**

Technical Sales Engineer

Mobile: 406.661.4795

Office: 763.783.9500

E-Mail: cade.beeton@incontrol.net

**AUTOMATIC RENEWAL:** This Service Plan automatically renews on the Renewal Start Date listed above. This proposal provides final scope and pricing for the coming annual term. Please reach out with any questions. Thank you!

**Proposal Number: QP25061201-02**

## Service Plan Terms and Conditions of Sale

- 1. ENTIRE AGREEMENT** – These Service Plan Terms and Conditions of Sale (“Terms”) govern the Automation Service Plan Services (“Services”) that In Control, Inc. (“In Control”) will provide to Purchaser pursuant to In Control’s Proposal attached hereto (“Proposal”). The Proposal, along with these Terms, constitute the sole and entire agreement between the parties with respect to the Services (the “Agreement”). This Agreement supersedes all prior understandings, discussions, representations, and warranties, both written and oral, regarding the Services. No change or modification to this Agreement is effective unless in writing and signed by each party.
- 2. TERMINATION** – Either party may terminate this Agreement for cause if the other party (i) materially breaches this Agreement; (ii) becomes insolvent or admits its inability to pay its bills as they become due; or (iii) files for or is forced into a bankruptcy, receivership, or liquidation. The party seeking to terminate this Agreement for cause will give the other party fourteen (14) days’ written notice and the other party will have 14 days to cure the stated default(s). If Purchaser desires to terminate this Agreement for its own convenience during the term of this Agreement, Purchaser may do so, provided that Purchaser gives In Control thirty (30) days’ prior written notice and pays In Control for all (i) Services performed before the termination date, prorated to the termination date using the annual cost plan amount set forth in the Proposal, and (ii) reimbursable expenses incurred before the termination date.
- 3. ATTORNEYS’ FEES** - If either party files a lawsuit to enforce this Agreement, the prevailing party in such lawsuit will be entitled to recover from the other party its reasonable attorneys’ fees, costs, and expenses incurred in connection with such lawsuit, as well as any appeal or enforcement of any judgment arising from the lawsuit.
- 4. INDEMNIFICATION / INSURANCE** - Purchaser will defend, indemnify, and hold harmless In Control from and against all claims, actions, proceedings, costs, expenses, losses and liability, including all reasonable attorneys’ fees, costs and expenses, arising out of or relating to goods or services not provided by In Control pursuant to this Agreement. These obligations include, but are not limited to, all product liability, personal injury, death, or property damage claims. These obligations will survive the expiration or termination of this Agreement. Each party is responsible for obtaining and maintaining appropriate insurance coverages and endorsements necessary to ensure the provisions of this paragraph and other insurable obligations under this Agreement while the Services are being performed and for a reasonable time thereafter.
- 5. WAIVER OF CONSEQUENTIAL DAMAGES / LIMITATION OF LIABILITY** - In no event will In Control be liable in contract, tort, strict liability, warranty or otherwise, for any special, incidental or consequential damages, such as delay, disruption, loss of product, loss of anticipated profits or revenue, loss of use of the equipment or system, non-operation or increased expense of operation of other equipment or systems, cost of capital, or cost of purchase or replacement equipment systems or power incurred by Purchaser as a result of In Control’s Services. Unless otherwise expressly set forth in the Proposal, In Control will not accept any liquidated damages. Furthermore, in no event will In Control’s total liability arising out of this Agreement exceed two (2) times the aggregate amount of all payments made by Purchaser to In Control for the Services under this Agreement.
- 6. FORCE MAJEURE** – The parties agree that In Control will not be responsible or liable for any failure or delay in the performance of its Services arising out of or caused by, directly or indirectly, forces beyond its control, including, without limitation, strikes, work stoppages, supply chain disruptions, accidents, acts of war or terrorism, civil or military disturbances, health crises, nuclear or natural catastrophes, acts of nature, and interruptions of utilities, communications or computer services, or other incidents shown to be outside of In Control’s control (each a “Force Majeure Event”). In Control agrees, however, to use all commercially reasonable efforts to mitigate a Force Majeure Event and resume performance of the Services as soon as practicable under the circumstances.
- 7. WARRANTY** – In Control warrants that the Services will be of good quality, free from defects in material and workmanship, will conform to the specifications and drawings, and be suitable for their intended purpose. In Control will correct, at its own cost, any Services discovered within twelve (12) months of being performed to not be in compliance with these warranties. In Control reserves the right to terminate any warranty should Purchaser’s account be in arrears for more than thirty-one (31) days. Purchaser agrees that In Control’s warranties do not apply to and Purchaser will be responsible for paying In Control’s standard rates for any repair Services In Control performs as a result of damages, delays, or interruptions caused by: (i) reasonable wear and tear; (ii) pre-existing conditions at site; (iii) accidental damage caused by Purchaser; (vi) intentional damage, misuse, or abuse caused by Purchaser or a third-party; or (v) any Force Majeure Event.
- 8. ESCALATION** – This Agreement is conditioned upon the ability of In Control to complete the Services at present prices for material and at the existing scale of wages for labor. If In Control is, at any time during the term of the Agreement, unable to complete the Services at the present prices and wages, then In Control’s compensation will be equitably adjusted by change order to compensate In Control for significant price increases. A significant price increase is defined as a change of ten percent (10%) or more for a Service item between the date of the Proposal and the date the Services are performed.
- 9. PAYMENT TERMS** - The payment terms are net thirty (30) days upon invoice receipt. Any balance remaining over thirty-one (31) days beyond the invoice date will be subject to a 2.0% monthly service fee until paid. Should a payment default occur, In Control reserves the right to stop all Services, including but not limited to startup of equipment, and terminate any existing warranty. All reasonable attempts will be made between both parties to resolve the disputed portions of any invoice within the payment terms.
- 10. NONWAIVER** - The failure by In Control to enforce at any time, or for any period of time, any of the provisions hereof will not be a waiver of such provisions nor the right of In Control thereafter to enforce each and every such provision.
- 11. REMEDIES** - Remedies herein reserved to In Control will be cumulative and in addition to any other or further remedies provided in law or equity.
- 12. RELATIONSHIP OF PARTIES** – The relationship between the Parties is that of independent contractors. Nothing contained in this Agreement shall be construed as creating any agency, partnership, joint venture or other form of joint enterprise, employment or fiduciary relationship between the Parties, and neither Party shall have authority to contract for or bind the other Party in any manner whatsoever.

## ORDINANCE NO. 2025-01

### AN ORDINANCE AMENDING HARDIN CITY CODE AMENDING PEDESTRIAN INTERFERENCE

**WHEREAS**, the City Council (hereinafter “Council”) of the City of Hardin (hereinafter “City”) desires to modify the misdemeanor offense of Pedestrian Interference, codified as § 6-1-12 in the Hardin City Code.

**WHEREAS**, the Council finds that there is an increasing danger to pedestrians resting or sleeping in boulevards and rights of way, adjacent to vehicle traffic;

**WHEREAS**, the Council also finds that persons resting or sleeping in boulevards or rights of way leads to conduct which disturbs the public peace and which is offensive to public morals.

**NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL FOR THE CITY OF HARDIN, MONTANA**, Title 6, Chapter 1, Section 12, Subsection A is amended by the insertion of language (underlined), as follows:

#### **6-1-12: PEDESTRIAN INTERFERENCE:**

A. The following definitions apply in this section:

**AGGRESSIVELY BEG:** To beg with the intent to intimidate another person into giving money or goods. Aggressive begging also includes approaching any occupied vehicle or any pedestrian, whether on private or public property, without invitation, to ask for money or goods as charity.

**BEG:** To ask for money or goods as a charity, whether by words, bodily gestures, signs, or other means.

**INTIMIDATE:** To engage in conduct which would make a reasonable person fearful or feel compelled.

**OBSTRUCT PEDESTRIAN OR VEHICULAR TRAFFIC:** To walk, stand, sit, lie or place an object in such a manner as to block passage by another person or a vehicle, or to require another person or a driver of a vehicle to take evasive action to avoid physical contact. Acts authorized as an exercise of one's constitutional right to picket or legally protest shall not constitute obstruction of pedestrian or vehicular traffic.

**PUBLIC PLACE:** An area generally visible to public view and includes alleys, bridges, buildings, driveways, parking lots, parks, plazas, sidewalks, boulevards, rights of way, and streets open to the general public, including those that serve

food or drink or provide entertainment, and the doorways and entrances to buildings or dwellings and the grounds enclosing them.

**DATE OF EFFECT.**

The amendment to this ordinance shall take effect and be in force thirty (30) days from the date of its second reading and passage by the City Council as required by law.

**FIRST READING AND PASSAGE** By a majority vote of the members present this \_\_\_\_\_ day of July, 2025.

YEAS \_\_\_\_\_

NAYS \_\_\_\_\_

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

**POSTED AND MADE AVAILABLE TO THE PUBLIC** this \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_\_\_.

\_\_\_\_\_  
City Clerk

**SECOND READING AND PASSAGE** By a majority vote of the members present this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

YEAS \_\_\_\_\_

NAYS \_\_\_\_\_

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

**ORDINANCE NO. 2025-02**

**AN ORDINANCE CREATING THE OFFENSE OF MAINTAINING A DISORDERLY HOUSE**

**WHEREAS**, the City Council (hereinafter “Council”) of the City of Hardin (hereinafter “City”) desires to modify the Hardin City Code to regulate houses which regularly disturb the peace by certain activities.

**WHEREAS**, Montana Code Annotated § 7-32-4302 (2023) authorizes the Council to enact ordinances to regulate certain actions including “fights, riots, loud noises, disorderly conduct, obscenity, and acts or conduct calculated to disturb the public peace or which are offensive to public morals.”;

**WHEREAS**, the Council finds that there are houses in the City Limits of Hardin at which such disorderly conduct regularly exists that the owner, responsible party, manager, occupant or tenant should be punished for allowing such conduct.

**NOW THEREFORE BE IT ORDAINED BY THE CITY COUNCIL FOR THE CITY OF HARDIN, MONTANA**, Title 6, Chapter 1 is amended by the insertion of a new Section 17 (underlined language), as follows:

**6-1-17: MAINTAINING A DISORDERLY HOUSE:**

A person who keeps and maintains, either by himself or others, a common, ill-governed, and disorderly house, to the encouragement of gaming, drinking, or other misbehavior, or to the common disturbance of the neighborhood or orderly citizens, is guilty of a misdemeanor and shall be subject to a fine of not more than five hundred dollars (\$500.00), and imprisonment of up to six (6) months in the County Jail.

**DATE OF EFFECT.**

The amendment to this ordinance shall take effect and be in force thirty (30) days from the date of its second reading and passage by the City Council as required by law.

**FIRST READING AND PASSAGE** By a majority vote of the members present this \_\_\_\_\_ day of July, 2025.

YEAS \_\_\_\_\_

NAYS \_\_\_\_\_

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

**POSTED AND MADE AVAILABLE TO THE PUBLIC** this \_\_\_\_\_ day of \_\_\_\_\_, 202\_\_\_\_.

\_\_\_\_\_  
City Clerk

**SECOND READING AND PASSAGE** By a majority vote of the members present this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

YEAS \_\_\_\_\_

NAYS \_\_\_\_\_

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk