



**Special Work Session Meeting Agenda
2 Park Drive South, Great Falls, MT
Gibson Room, Civic Center
March 07, 2023
4:15 PM**

The agenda packet material is available on the City's website: <https://greatfallsmt.net/meetings>. The Public may view and listen to the meeting on cable channel 190, or online at <https://greatfallsmt.net/livestream>, beginning with Agenda Item 2.

Public participation is welcome in the following ways:

- Attend in person.
- Provide public comments in writing by 12:00 PM the day of the meeting: Mail to City Clerk, PO Box 5021, Great Falls, MT 59403, or via email to: commission@greatfallsmt.net. Include the agenda item or agenda item number in the subject line, and include the name of the commenter and either an address or whether the commenter is a city resident. Written communication received by that time will be shared with the City Commission and appropriate City staff for consideration during the agenda item, and, will be so noted in the official record of the meeting.

CALL TO ORDER

PUBLIC COMMENT

(Public comment on agenda items or any matter that is within the jurisdiction of the City Commission. Please keep your remarks to a maximum of five (5) minutes. Speak into the microphone, and state your name and either your address or whether you are a city resident for the record.)

WORK SESSION ITEMS

1. Great Falls Regional Airport Authority Board Member Vacancy Interviews.
2. CourseCo Annual Update on Golf Courses - Tom Bugby and Jeff Stange.
3. Continued Discussion of Request for a Tax Increment Finance District - Tom Micuda and Craig Raymond.
4. Municipal Court Updates - Judge Bolstad.

ADJOURNMENT

City Commission Work Sessions are televised on cable channel 190 and streamed live at <https://greatfallsmt.net>. Work Session meetings are re-aired on cable channel 190 the following Thursday morning at 10 a.m. and the following Tuesday evening at 5:30 p.m.

Wi-Fi is available during the meetings for viewing of the online meeting documents.



**BOARDS AND COMMISSIONS
CITIZEN INTEREST FORM**
(PLEASE PRINT OR TYPE)

Agenda #1.

Thank you for your interest. Citizen volunteers are regularly appointed to the various boards and commissions. This application subject to Montana Right to Know laws.

Board/Commission Applying For: <i>Regional Airport Authority Board</i>		Date of Application: <i>2/8/23</i>
Name: <i>Terry Thompson</i>		
Home Address: <i>317 34th Ave NE, Great Falls</i>		Email address: <i>myneighborterry@gmail.com</i>
Home Phone: <i>406.799.0014</i>	Work Phone: <i>406.453.2752</i>	Cell Phone: <i>406.799.0014</i>
Occupation: <i>CEO</i>	Employer: <i>Great Falls Assoc of Realtors</i>	
Would your work schedule conflict with meeting dates? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> (If yes, please explain)		
Related experiences or background: <i>See attached for experience & background</i>		
Educational Background: <i>See attached for education background</i>		
IF NECESSARY, ATTACH A SEPARATE SHEET FOR YOUR ANSWERS TO THE FOLLOWING:		
Previous and current service activities: <i>See attached list</i>		
Previous and current public experience (elective or appointive): <i>City Commission Candidate 2019</i> <i>City of Great Falls Neighborhood Council 3 - two terms</i> <i>2014-2017 Secretary & Chair</i>		
Membership in other community organizations: <i>UM Grizzly Scholarship Assn, Great Falls Chapter, Board member</i> <i>Current Treasurer</i> <i>Big Sky Pro Rodeo Member, Elk's Great Falls #214 Member</i>		

Have you ever worked for or are you currently working for the City of Great Falls? Yes No If yes, where and when?

Do you have any relatives working or serving in any official capacity for the City of Great Falls? Yes No If yes, who, which department, and relationship?

Have you ever served on a City or County board? Yes No If yes, what board and when did you serve?

Are you currently serving on a Board? Yes No If yes, which board?

Are you a Qualified Elector? Yes No
(Any citizen of Cascade County 18 years of age or older who meets the registration and residence requirements provided by law is a qualified elector unless he is serving a sentence for a felony in a penal institution or is of unsound mind, as determined by a court.)

Please describe your interest in serving on this board/commission?

I have 16 years experience as a CEO working with a board of directors at my current position. I can be an asset to the Airport Director and employees as well as the board. I would like to gain knowledge in an industry I only know as a consumer.

Please describe your experience and/or background which you believe qualifies you for service on this board/commission?

*High level critical thinker and business professional
See attached for other qualifications*

Additional comments:

Thank you for your consideration!

Signature

Date:

2/8/23

If you are not selected for the current opening, your application may be kept active for up to one year by contacting the City Manager's office. Should a board/commission vacancy occur within 30 days from the last City Commission appointment, a replacement member may be selected from citizen interest forms submitted from the last advertisement. For more information, contact the City Manager's office at 455-8450.

Return this form to:

Mail: City Manager's Office
P.O. Box 5021
Great Falls, MT 59403

Hand Deliver: City Manager's Office
Civic Center, Room 201
2 Park Drive South

Email:
kartis@greatfallsmt.net

TERRY THOMPSON

317 34th Ave NE, Great Falls, MT 59404 | 406-799-0014 | myneighborterry@gmail.com

February 8, 2023

Attn: Great Falls City Commissioners

RE: Regional Airport Authority Board Position

RECEIVED

FEB 8 2023

CITY MANAGER

Dear Commissioners:

Please find attached a completed Citizen Interest Form and my resume outlining my professional experience for your review and consideration for the open board position with the Regional Airport Authority.

I am the current local board CEO for the Great Falls Association of REALTORS® (GFAR) a membership-based organization in Great Falls, Montana. I have held this position since February of 2007 and will be retiring from the position on March 31, 2023. While I'll be taking on new adventures, I will now have the time to serve the community in different capacities.

I believe my background, experience and skills make me an outstanding candidate for the open board position. I am known and have worked with various business and government leaders in different capacities within our community. I was an elected official serving two terms on Neighborhood Council 3 as chairperson so I understand the requirements of serving at a level that represents the best interests of all parties involved with the Regional Airport Authority.

I possess proven leadership skills to include vision, strategic, conceptual, analytical, risk taking, change management, decision-making, relationship/network building, conflict management, effective meeting management and consensus building. Therefore, I feel I can be an asset to the Airport Director, employees and the board of the Regional Airport Authority.

My motivation to serve on this board comes from my passion for the citizens of Great Falls to enjoy a great quality of life. I've been an advocate for Great Falls in many ways but specifically to grow economically. My children were, and my grandchildren are, being raised and schooled in this community...Great Falls is my home.

Thank you for your consideration.

Sincerely,



Terry Thompson

Enclosures

TERRY THOMPSON

317 34th Ave NE, Great Falls, MT 59404 | 406-799-0014 | myneighborterry@gmail.com

RESUME**Professional Attributes**

Over thirty-five years of experience in Business Management/Operations/Administration/Support with demonstrated strengths in Leadership, Advocacy, Training, Analysis, Accounting and Customer Service. In addition, a "Results Oriented" Leader laser focused on company vision and mission statements. A business professional, who is high level critical thinker and problem solver with a successful track record.

Experience**Great Falls Association of REALTORS®, Great Falls, MT**

(Non-profit Membership Organization - Real Estate Industry)

2007 - Current

Chief Executive Officer - Responsible to and works closely with the board of directors for the effective conduct of association affairs. Works closely with the association president and elected leaders to ensure that the association's goals, mission and vision are achieved as outlined in the strategic plan. Administers and safeguards all funds, physical assets and other association property and ensures that the association operates within the approved budget. Executes all decisions and implements all policies of the board of directors.

Plans, organizes, coordinates, and directs the staff, programs and activities of the association, including committees and task force activities, serves as liaison to all committees and/or assigns a staff liaison to committees and/or task forces. Responsibilities include hiring, training and supervision of the Member Services Director, Accounting Director, Administrative Assistant and any additional staff as deemed necessary by the board. All staff report directly to the CEO.

Serve a dual role as the Government Affairs Director. Based on issue priorities, leads advocacy efforts on behalf of the association on a local level. Work directly with lawmakers and regulators to monitor issues, and educate them on association positions. Collaborate with the state association on both state and local candidates and issues. Support Calls for Action, writes grants to utilize Realtor Party initiatives. Encourages participation in the Broker Involvement program, and uses the Land Use Initiative to review local ordinances. Staff liaison to the local RPAC Committee. Develops a plan for reaching RPAC investment goals. Executes plan and ensures compliance with state and federal law. Works with the RPAC Committee to identify candidates for support and funding. Builds local relationships to assist in furthering issue priorities. Write articles for the newsletter, and uses other communication vehicles to educate the association membership about advocacy efforts and supported candidates. Build positive relationships with local media contacts.

Also manages the daily operations of the Great Falls REALTORS® Flag Project, Inc. a 501 (c) (3) which is the organization responsible for the Flag that flies at Overlook Park in Great Falls. Manages operations for the Robert E. Manning Foundation a 501 (c) (6), which is an education foundation for the local Realtor® members.

Professional Standards Administrator - responsible for administration of all ethics and arbitration complaints against and between Realtors®. This is a certified position that requires continuing education, and in turn, provides training to the Grievance and Professional Standards committees of the association.

Achievements in this position

- In 2021, assisted the Great Falls Development Authority with selection of a housing study consultant and attained a grant to assist with funding the study.
- Worked with the City of Great Falls and the River's Edge Trail Foundation to create the Circle of Giving along the West Bank Landing which included attaining a grant to fund the materials.
- Created a high-tech office, meeting/training facility that includes two zoom rooms. Allows for a hybrid learning and meeting environment.
- Led the association in successful negotiations to consolidate five (5) local MLS's in 2018 - 2019.
- Founded the Stand Up for Students program in 2015 which assists homeless and disadvantaged youth in the Great Falls community. Includes annual fundraising events and toiletry drives.

Terry Thompson

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- Lead the advocacy and lobbying efforts of the association on a local level. In 2011, instrumental in coordinating the Development Process Task Force which is a coalition of industry related stakeholders from the community to address real estate development issues in the City/County.
- Instructor and curriculum writer for the Council of Multiple Listing Services (CMLS) CEO training program. Achieved CMLX2 certification. Former member of the Administration and Governance Best Practices Committees.
- Successfully lobbied the MT Legislative Audit Committee in 2014 to audit the Board of Realty Regulation (BRR) to address concerns and issues with the BRR and the Department of Labor and Industry Business & Standards Division.
- Served three (3) terms as the local Realtor® association executives committee chair.
- Organized a successful Work Force Housing Summit in 2014 that sparked housing opportunities and continually gives the association a seat at the table for all related meetings and events. In conjunction with the Summit, provided an Employer Assisted Housing class for local employers to create housing programs for their employees.

Nelson American Marketing d.b.a. Nelson American Homes, Great Falls, MT
(Manufacturer of Panelized Homes)

2006 – 2007

Director of Business Operations – Managed all aspects of the business which included Accounting, Financial Reporting, Human Resources, Payroll, Purchasing, Sales Support, Facility Management. Coordinated/managed a major company move to a new location as well as set up of a new manufacturing facility. Responsible for creating company business plan used to secure an operating loan and investors. Developed an employee handbook and trained the management team on policies and procedures.

Achievements in this position

- Successfully oversaw the application process with the Cascade County Commissioners on rezoning company owned real estate from Agriculture to Light Industrial.
- Coordinated/conducted meeting at Great Falls Development Authority which included representation from various Federal and State agencies to announce the companies growth plans which would increase the community's and State's economic growth by creating jobs.

Western Wireless Corp. d.b.a. Cellular One, Great Falls, MT
(Wireless Telecommunications Provider)

1995 - 2006

Business Operations Analyst (BOA) – Oversaw sales operations for retail stores and kiosks in Montana, Idaho, Wyoming, and North Dakota Region which required regular travel. Created, distributed and trained on all information relating to Corporate Sales Operations policies and procedures including audits and documentation retention requirements in support of SOX Act. Managed a team of 20 Customer Service Representatives. Trained employees to process sales and analyze reports in the POS system. Provided daily support over the phone for POS issues. Interacted with Management Team to ensure stores followed all POS processes such as bank deposits, cash handling security, cash over/short documentation, inventory counts and adjustments, purchasing equipment, days on hand goals for all equipment, loaner phone program management. Managed a regional million-dollar equipment budget. Interacted with the Distribution Group to ensure accurate stocking levels were maintained for equipment in the Region. Interacted with IT Department to order or retire POS computer equipment and participate in monthly connectivity issues call. Interacted with Sales Accounting to ensure financial reporting was accurate, accompanied corporate auditor on internal audits, assisted stores with preparation of audit documentation. Interacted with outside vendors regarding equipment warranty and return procedures. Interacted with Accounts Payable/Receivable regarding issues with equipment refunds, DOA credits, and billing corrections. Responsible for issuing and monitoring employee/demo equipment.

Achievements in this position

- 2005 Six Sigma Certified Green Belt
- 1999 Peak Achievement Winner
- Represented BOA's on Company Policy and Procedure Task Force, Company Audit Task Force, Loaner Program Task Force, in RFP process of selecting a POS system

Terry Thompson

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Achievements in this position

- Lead BOA on implementation of Trunk Stock Tool Company Wide
- Created and implemented Training/Reference Manuals for help/instructional purposes
- Twice nominated for Peak Achievement Award
- Recognized by senior management for outstanding A/R management

Pacific Data Products, Inc., San Diego, CA
(Printer Enhancement Manufacturer)

1993 – 1994

Office Administrator – Assistant to Sales Director and International Sales Manager with general secretarial duties, sales support, customer service, special project coordination and warranty data base administration. Management of sales report analysis.

Creative Learning Systems, Inc., San Diego, CA
(Technology Education Company)

1989 – 1993

Operations Manager/Assistant to Controller - Facilities management that included planning and facilitating a corporate move. Manager of Mail Order Education Catalog Department which included design, purchasing, inventory control, supervision of Data Entry, Customer Service and Shipping Departments. Budget and report analysis. Recruited, trained and supervised the staff to assist Accounting Department.

Fujitsu Business Communication Systems, San Diego, CA
(Manufacturer of PBX Telephone System)

1985 – 1989

Office Manager/Sales Support and Administration/Customer Service Rep – Overall management of office policies and procedures, liaison for outside services/vendors. Administrative support to the Sales and Operations Departments. Computer generated sales packages and proposals. Managed office PBX system and call processing. Customer Service Rep and Trainer for new system applications. Dispatched service calls in addition to adds, moves and changes.

Education/Training/Certification/Designations

National Association of REALTORS® At Home with Diversity (AHWD) Designation 2021
 National Association of REALTORS® - 2020 Leadership Action Plan: Executing Your Leadership Vision! Course
 National Association of REALTORS® - 2008 - 2022 Association Executive Institute CEO Management Program
 Council of Multiple Listing Services - 2013 - 2015 Certified MLS Executive (CMLX1, CMLX2); Instructor, Curriculum & Administration
 The Seminar Group – 2018 Land Use Law Course
 Montana Association of REALTORS® Leadership Development
 National Association of REALTORS® - 2011 Leadership 300 Enhancing Leadership Skills Course
 National Association of REALTORS® - 2011 Leadership 200 Becoming a Leader Course
 National Association of REALTORS® - 2008 - 2022 Certified Professional Standards Administrator
 University of Chicago, Increasing Board Effectiveness Course (NAR) - 2008
 University of Chicago, Essential Tools for Nonprofit Managers Course (NAR) - 2007
 Six Sigma Training, Western Wireless Corp., Bellevue, WA – 2005 Certified Green Belt
 Western Wireless Corporation, Bellevue, WA – 1995 thru 2005 company provided training on: new hires & terminations, managing employees, training the trainer, customer service & sales.
 Bank Teller Training Institute, San Diego, CA – 1985 Certified Bank Teller
 Dahl's College of Beauty, Great Falls, MT – 1984 Licensed Cosmetologist
 Hobson High School, Hobson, MT – 1983 Graduate

Community Involvement

UM Grizzly Scholarship Association, Great Falls Chapter – Board Member, Treasurer 2022 - current
 Big Sky Pro Rodeo – Gold Buckle Member 2020 – current

Terry Thompson

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Elks Great Falls #214 – Member 2020 - current

Candidate for Great Falls City Commission – May thru November 2019

Alliance for Youth – Advisory Board Member 2019

Great Falls Area Chamber of Commerce – Board Member 2017 – 2018, Business Advocacy Committee 2015 - 2018

City of Great Falls, Great Falls, MT - Neighborhood Council, Elected Official 2014 – 2017. Served two terms.

American Red Cross - Blood & Plasma Donor 2007 - 2023

Habitat for Humanity – Volunteer 2015 - 2019

Great Falls REALTORS® Flag Project - Committee Member 2007-2023

Yukon Mine Inc., Hobson, MT - Board of Directors President 2004 - 2007

Campfire Boys & Girls Club – Board of Directors, Swim Program Instructor, Golf Tournament Committee 2002 - 2006

Emerald Greens Golf Course, Great Falls, MT – Ladies League Tournament Co-Director 2006

Solid Rock Bible Church, Great Falls, MT – Youth Leader, Ladies Service Group

Heisey Youth Center, Great Falls, MT - Soccer and Basketball Coach



BOARDS AND COMMISSIONS
CITIZEN INTEREST FORM
(PLEASE PRINT OR TYPE)

Please see attached

Thank you for your interest. Citizen volunteers are regularly appointed to the various boards and commissions. This application subject to Montana Right to Know laws.

Board/Commission Applying For:		Date of Application:
Name:		
Home Address:		Email address:
Home Phone:	Work Phone:	Cell Phone:
Occupation:		Employer:
Would your work schedule conflict with meeting dates? Yes <input type="checkbox"/> No <input type="checkbox"/> (If yes, please explain)		
Related experiences or background:		
Educational Background:		
IF NECESSARY, ATTACH A SEPARATE SHEET FOR YOUR ANSWERS TO THE FOLLOWING:		
Previous and current service activities:		
Previous and current public experience (elective or appointive):		
Membership in other community organizations:		

Have you ever worked for or are you currently working for the City of Great Falls? Yes No If yes, where and when?

Do you have any relatives working or serving in any official capacity for the City of Great Falls? Yes No If yes, who, which department, and relationship?

Have you ever served on a City or County board? Yes No If yes, what board and when did you serve?

Are you currently serving on a Board? Yes No If yes, which board?

Are you a Qualified Elector? Yes No
(Any citizen of Cascade County 18 years of age or older who meets the registration and residence requirements provided by law is a qualified elector unless he is serving a sentence for a felony in a penal institution or is of unsound mind, as determined by a court.)

Please describe your interest in serving on this board/commission?

Please describe your experience and/or background which you believe qualifies you for service on this board/commission?

Additional comments:

Signature



Date:

2-9-23

If you are not selected for the current opening, your application may be kept active for up to one year by contacting the City Manager's office. Should a board/commission vacancy occur within 30 days from the last City Commission appointment, a replacement member may be selected from citizen interest forms submitted from the last advertisement. For more information, contact the City Manager's office at 455-8450.

Return this form to:

Mail: City Manager's Office
P.O. Box 5021
Great Falls, MT 59403

Hand Deliver: City Manager's Office
Civic Center, Room 201
2 Park Drive South

Email:
kartis@greatfallsmt.net

Board/Commission Applying For:

Regional Airport Authority Date of Application: 02-04-23

Name: Lynda L Morin

Home Address:

1921 Cherry Drive, Great Falls MT Email address: lmorin1921@gmail.com

Home Phone:

Work Phone: 406-791-7257

Cell Phone: 406-788-9759

Occupation: Financial Advisor **Employer:** D.A. Davidson

Would your work schedule conflict with meeting dates? Yes No (If yes, please explain)

Related experiences or background:

Loan processing at First Bank System—4 years. Operations Officer Cleantec Corporation
9 years. Financial Advisor at D.A. Davidson Co. for the last 26 years and currently Senior Vice-President and Branch Manager serving in that capacity for the last 15 years.

Educational Background: Graduated from CM Russell High School. Associates Degree in accounting from Ricks College. I hold Series 7,9,10, 63 & 65 FINRA securities licenses. I am a Certified Wealth Strategist.

IF NECESSARY, ATTACH A SEPARATE SHEET FOR YOUR ANSWERS TO THE FOLLOWING:

Previous and current service activities:

Active in the LDS Church, holding several leadership positions. Served on the United Way Board, and served as Campaign Chair in 2014. Currently serving as first vice chair on the GF Chamber Board.

Previous and current public experience (elective or appointive):

NONE

Membership in other community organizations:

CMR Quarterback's Club

Montana Defense Alliance

Have you ever worked for or are you currently working for the City of Great Falls?

Yes No If yes, where and when?

Do you have any relatives working or serving in any official capacity for the City of Great Falls?

Yes No If yes, who, which department, and relationship?

Have you ever served on a City or County board? Yes No If yes, what board and when did you serve?

Are you currently serving on a Board? Yes No If yes, which board? GF Chamber of Commerce

Are you a Qualified Elector? Yes No

(Any citizen of Cascade County 18 years of age or older who meets the registration and residence requirements provided by law is a qualified elector unless he is serving a sentence for a felony in a penal institution or is of unsound mind, as determined by a court.)

Please describe your interest in serving on this board/commission?

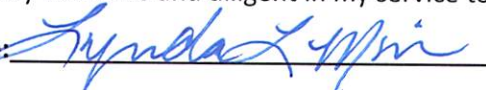
As a shareholder and representing DA Davidson as a participant the Community Air Service Initiative sponsored by the GF Chamber and as a lifelong resident of Great Falls, I am very interested in keeping our airport competitive and growing quality air service to meet the needs of our North Central Montana Region. In the future we will need a board that can support airport management with the resources and the ideas to meet the challenges we face in sustaining this most important resource for commerce, travel, and transportation in our rural setting. I am excited and committed to making a contribution to this board if I am chosen to serve.

Please describe your experience and/or background which you believe qualifies you for service on this board/commission?

I have strong management and interpersonal skills and I believe that I am well qualified to work with other board members and build consensus to get decisions made and tasks accomplished. I am responsible for managing two branch offices and 25 employees and have the knowledge and experience to meet business challenges that would present themselves. Our company is a large user of the Great Falls International Airport and it is important that we maintain the highest level of service and quality that our community can support.

Additional comments:

I will be very attentive and diligent in my service to the Great Falls Airport Authority Board.

Signature: 

Date: 2-9-23



CourseCo Golf Management

- Established in 1989
- Regionally Based w/ Corporate Headquarters Located in Petaluma, CA
- Portfolio comprised of 40 properties across 7 states
 - Municipal Government & Public Agency Emphasis
- Core Tenants
 - Stakeholder Communication
 - Community Focused Programming
 - Environmental Responsibility
 - Financial Performance

CourseCo Core Values



Financial Performance



Community Inclusion

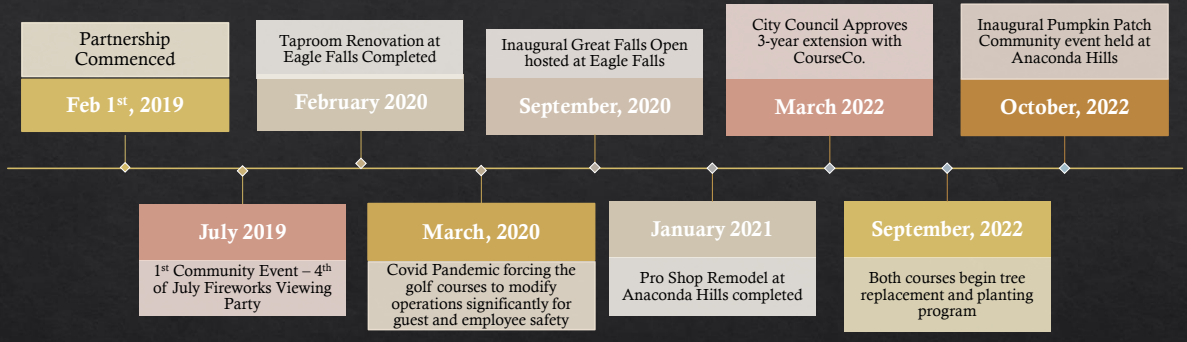


Stakeholder Communication



Environmental Stewardship

History of CourseCo and The City of Great Falls Partnership



2022 By The Numbers - Total Rounds Played 904

2021 - 47,361

2022 - 47,117

Public: 22,390

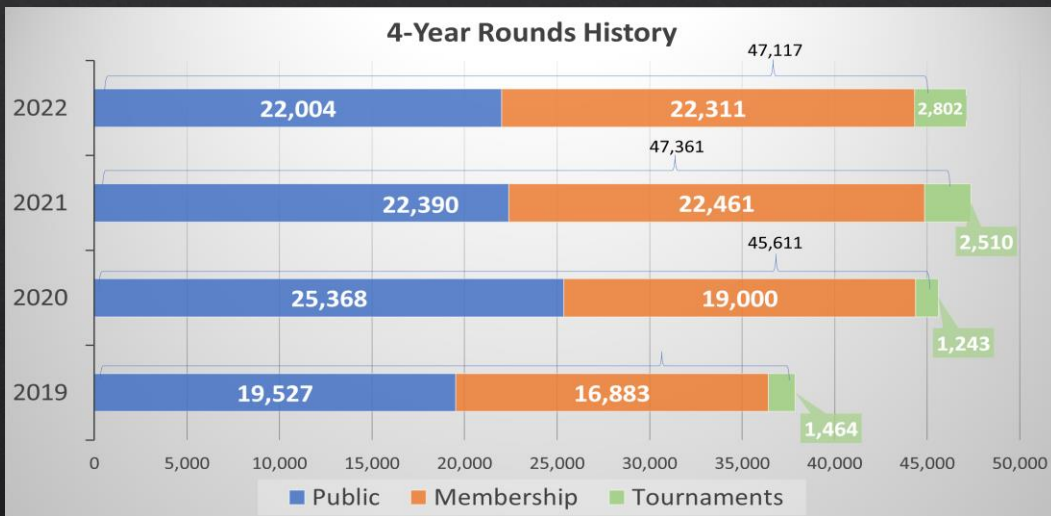
Public: 22,090

Tournament: 2,510

Tournament: 2,802

Passholders: 22,461

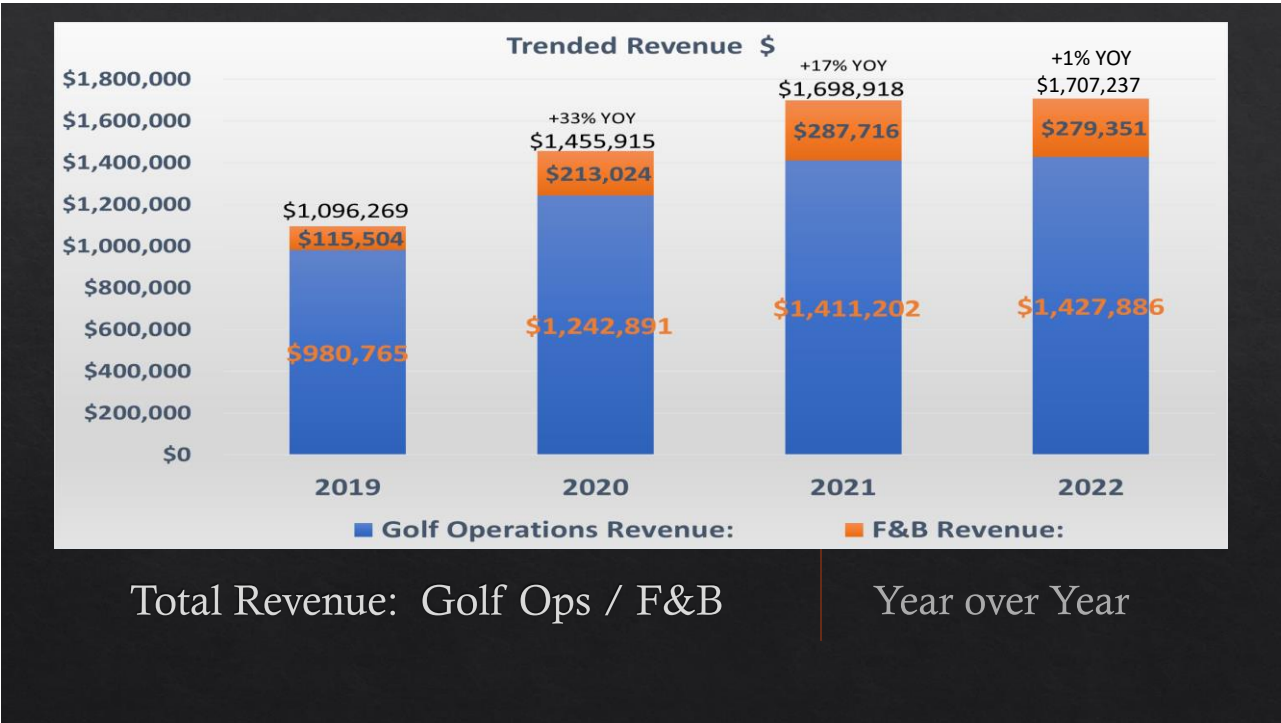
Passholders: 22,225



Rounds History – Total Rounds Played

Year over Year


Factors Attributing to Increased Rounds and Revenue



Golf Course Conditions



Making a difference in the Community



GREAT FALLS COMMUNITY
FOOD BANK
"Gathering together to nourish our community."

Started Annual Food Drive to Benefit Great Falls Community Food Bank



girl scouts
of montana
and wyoming



5 Weeks of Junior Golf Camps



Saturday
October 22nd
12-4 PM



Prizes for best carved pumpkins by age group

\$5 Per Child



Pumpkin Patch & Carving Contest!

Click for more info

4th of July Fireworks Viewing Party

Monday, July 4th. Fireworks around 10:00 PM after The Voyagers baseball game.

No cover charge for the party, just bring a blanket and enjoy the show! We will have food and drink specials, as well as contests for the kids. The party will have live music and begins at 6 PM!

NEW FIRE CRACKER GOLF OUTING!

\$20 for pass holders
\$40 for non-pass holders

A nine hole 2 person scramble, beginning at 5 PM. Teams need to call or visit the pro shop to sign up.
(406) 761-1078

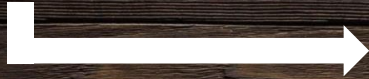
You do not need to participate in the golf outing to attend the fireworks party.



2023 Community Vision

- Keeping success in place:*
- Montana 2-man best ball tournament (64 Teams)
 - Great Falls Open Championship
 - High School/College Golf Tournaments
 - 4th of July Community Barbecue
 - Junior Golf Camps and Clinics
 - Annual Food Drive

- Calendar Includes New Programs*
- Girl Scout Golf Camp
 - First Green Event With Girl Scouts
 - Sip & Hit Clinics
 - 2 Man Match Play Tournament
 - Par 3 Tournament
 - Greenskeepers Revenge Outing
 - Scheels Mothers Day Partnership
 - Special Olympics Partnership
 - Zombie Run and Pumkin Patch



Anaconda Hills

2 VS 2

TEAM MATCH PLAY TOURNAMENT

2-Person Best Ball Match Play
Single Elimination
Full USGA Handicap Allotted
Limited to 16 teams

Call or visit the pro shop at
Anaconda Hills for details

Saturday May 28th
Sunday May 29th

Passholders - \$25
Non Passholders \$55
(plus applicable cart fees)

Anaconda Hills Golf Course
Box Eagle, MT
606-761-1078
play@anacondahills.com



EAGLE FALLS MEN'S GOLF ASSOCIATION
PRESENTS THE ANNUAL

MT STATE

2 MAN BEST BALL

AUGUST 5TH - 7TH, 2022

EAGLE FALLS GOLF CLUB
GREAT FALLS, MONTANA 59401

TO REGISTER, CALL THE PRO SHOP AT 406-761-1078



EAGLE FALLS GOLF CLUB

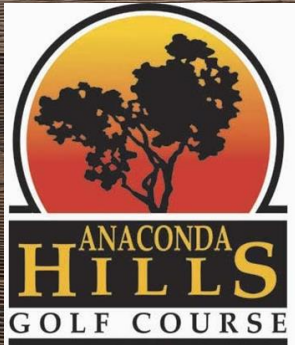
PAR 3 TOURNAMENT

18 holes of Par 3 golf, \$10 prize fund,
after golf dinner and drinks

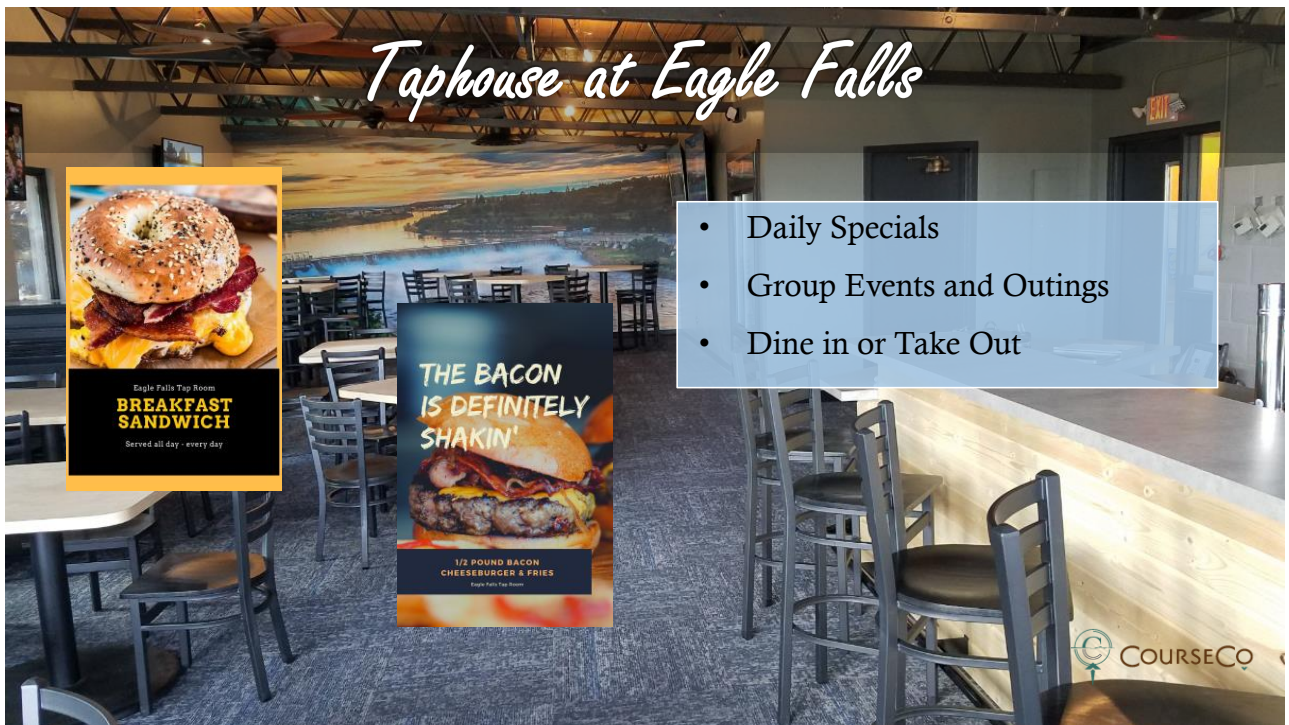
\$25 for Passholders and League Players,
\$45 for Public

Saturday April 9th
9am Shotgun Start

www.playeaglefalls.com



Anaconda Hills Named Best of the Falls
2022 by Central MT Radio Network!!!



2023 Vision for The Taphouse at Eagle Falls

- 6 Tap Handles with Local Brews
- Golf Outings and Private Events
- Bingo Night
- Trivia Night
- Live Music & Bands
- Sports Programming (Gameday)



The Taphouse at Eagle Falls



<p>WRAPS, STARTERS & MORE</p> <p>GRILLED CHICKEN CEASAR WRAP \$7 Grilled chicken breast, romaine lettuce, parmesan cheese & Caesar dressing served with choice of chips or seasoned curly fries.</p> <p>BUFFALO CHICKEN WRAP \$7 Crispy chicken tenders, romaine lettuce, buffalo sauce with choice of chips or seasoned curly fries.</p> <p>CHICKEN QUESADILLA \$8.95 Grilled Chicken, Pinto Beans, Cheddar Cheese, Cilantro, Avocado, Salsa & Sour Cream.</p> <p>ONION RINGS \$6 Battered onion rings served with Chipotle Dressing.</p> <p>MOZZARELLA STICKS \$6 Breaded Mozzarella served with Marinara Sauce.</p> <p>SEASONED CURLY FRIES \$4 Breaded and seasoned french fries.</p> <p>HAWK FRIES \$6 Seasoned curly fries smothered in cheese.</p> <p>EAGLE FRIES \$8 Seasoned curly fries smothered in cheese and chili.</p> <p>CHEESE QUESADILLA \$5 Melted cheese, salsa, and sour cream served with choice of chips or seasoned curly fries.</p> <p>CHICKEN TENDERS \$9 Chicken tenders smothered in BBQ sauce or Buffalo sauce and choice of seasoned curly fries or onion ring.</p>	<p>SOUPS & SALADS</p> <p>SOUP DU JOUR Cup: \$3 Bowl: \$4</p> <p>TOSTADA SALAD Cup: \$3 Bowl: \$4</p> <p>GRILLED CHICKEN CEASAR SALAD \$7 Grilled chicken breast, romaine lettuce, parmesan cheese, croutons, and Caesar Dressing.</p> <p>BURGERS, DOGS, AND SANDWICHES</p> <p>HAMBURGER \$7 1/2 lb beef burger, romaine lettuce, tomato, onion served with choice of chips or fries served on a pretzel bun.</p> <p>CHEESEBURGER \$7.50 1/2 lb burger, American cheese, romaine lettuce, tomato, onion served with choice of chips or fries served on a pretzel bun.</p> <p>HOT DOG \$3.50 1/2 lb all beef hot dog.</p> <p>CHILI DOG \$4.50 1/2 lb all beef hot dog smothered in chili.</p> <p>DELI SANDWICH \$7 Choice of Ham, Turkey, or Roast Beef, with romaine lettuce, American cheese, tomato and choice of chips or fries. Served on an 8 inch hoagie roll.</p> <p>GRILLED CHICKEN SANDWICH \$7 Grilled chicken breast, Romaine Lettuce, Tomato served on a pretzel bun.</p> <p>BUFFALO CHICKEN SANDWICH \$8 Crispy Chicken Tenders smothered in buffalo sauce, romaine lettuce, tomato and served with choice of chips or seasoned curly fries.</p>
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*Consuming raw or undercooked meats, poultry, seafood, shellfish, or eggs may increase your risk of foodborne illness.

Questions?



Discussion of Request for a Tax Increment Finance District

**City Commission Work Session
March 7, 2023**

Recap from February 21 Presentation

- **General Fund Impact of TIFs (loss of 800-900k per year)**
- **Map/property inventory in proposed TIF**
- **Process to create a TIF – Blight Study, Resolution of Necessity, Creation and adoption of Urban Renewal Plan/TIF**
- **Notification and submittal**
- **Definition and criteria for Blight**

2

Snapshot of Property Values

		Land Value*	Building Value*	Total Value*	Taxes**
1403 11th St SW Dick's RV	2022	\$ 3,300,629	\$ 776,820	\$ 4,077,449	\$ 69,846
	2021	\$ 3,300,629	\$ 844,860	\$ 4,145,489	\$ 70,512
	2020	\$ 2,806,136	\$ 827,400	\$ 3,633,536	\$ 64,888
	2019	\$ 2,757,348	\$ 827,400	\$ 3,584,748	\$ 61,346
	2018	\$ 2,621,964	\$ 777,580	\$ 3,399,544	\$ 59,354
1505 14th St SW Dr. Lawn Landscape Management	2022	\$ 166,022	\$ 893,278	\$ 1,059,300	\$ 18,658
	2021	\$ 166,022	\$ 893,278	\$ 1,059,300	\$ 18,573
	2020	\$ 105,128	\$ 982,872	\$ 1,088,000	\$ 19,564
	2019	\$ 105,128	\$ 982,872	\$ 1,088,000	\$ 18,710
	2018	\$ 118,786	\$ 924,114	\$ 1,042,900	\$ 18,267
1426 14th St SW Herman's Flowers	2022	\$ 141,136	\$ 268,630	\$ 409,766	\$ 5,681
	2021	\$ 141,136	\$ 268,630	\$ 409,766	\$ 5,649
	2020	\$ 77,876	\$ 245,260	\$ 323,136	\$ 4,632
	2019	\$ 77,876	\$ 245,260	\$ 323,136	\$ 4,401
	2018	\$ 79,774	\$ 197,050	\$ 276,824	\$ 3,856
1501 13th Ave SW River's Edge Mobile Home Park	2022	\$ 253,490	\$ 1,059,410	\$ 1,312,900	\$ 25,110
	2021	\$ 253,490	\$ 1,059,410	\$ 1,312,900	\$ 25,014
	2020	\$ 116,061	\$ 1,193,540	\$ 1,309,601	\$ 25,399
	2019	\$ 116,061	\$ 1,193,540	\$ 1,309,601	\$ 24,412
	2018	\$ 291,583	\$ 865,417	\$ 1,157,000	\$ 22,694

*From Montana Cadastral
**From Cascade County

3

Photo looking south on 14th Street



4

Photo – Terracon and 13th Ave. and 14th St. Intersection



5

Photo – Entrance to River's Edge Mobile Home Park



6

Photo looking west on 13th Ave from RV Park.



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Staff Conclusions

- **Area does not appear blighted**
- **City must be 100% committed to TIF**
 - **Lost revenue for general fund**
 - **Significant staff/consultant effort needed**
- **City/County split in jurisdiction creates complications for addressing blight comprehensively**

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Staff Conclusions

- **Area small in comparison to established TIFs**
 - **Downtown – 164 acres**
 - **West Bank – 222 acres**
 - **Proposed Area – Approx. 69 acres**
- **RV Park approx. 23% of proposed TIF**
 - **Single user request vs an area with true blight that needs to be addressed**

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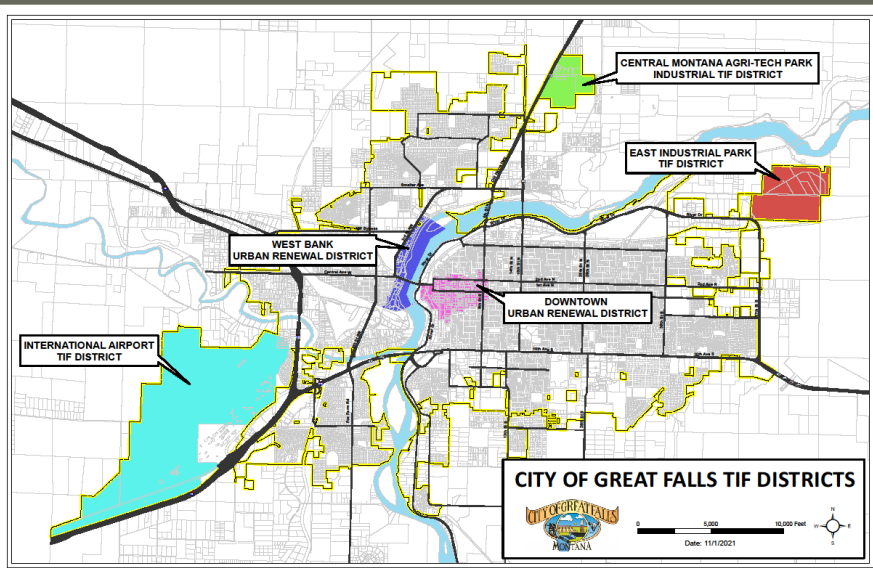
Staff Conclusions

- **Developer believes project should be reimbursed for \$24 million; City has conveyed that only about \$2-3 million could be eligible**
- **Montana State Legislature has recently added new opportunities to use TIF financing in support of Workforce Housing. However, project doesn't appear targeted to that income level**

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Questions and Discussion

Great Falls TIF Districts

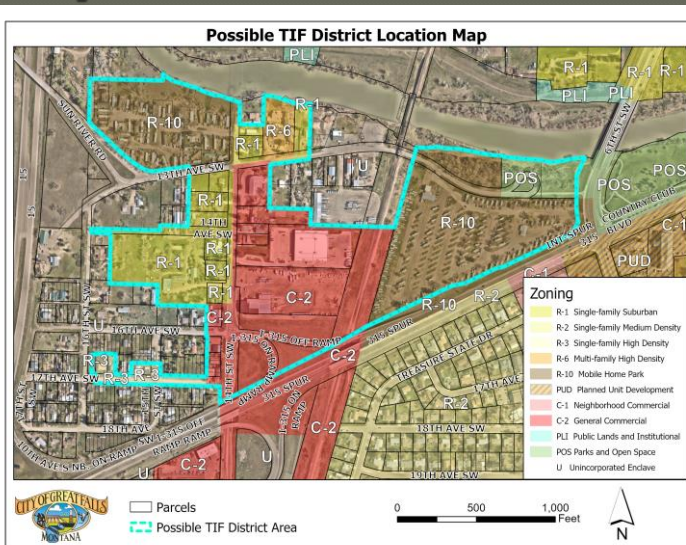


Impact of TIFs on Budget

Name of Tax Increment District	Beginning Taxable Value (Base Year)	Current Taxable Value Tax Year 2022	Incremental Taxable Value as of FY 2022	Total Tax Increment Revenue raised as of 6/30/2022**	FY 2022 Actual Revenue as of 6/30/2022**
East Industrial Park	\$2,322	\$508,647	\$506,325	\$1,948,569	\$379,000
GF Downtown Urban Renewal	\$3,643,698	\$4,853,187	\$1,209,489	\$5,175,688	\$1,466,404
GF International Airport	\$107,149	\$243,756	\$136,607	\$428,952	\$98,000
West Bank Urban Renewal	\$292,536	\$1,467,269	\$1,174,733	\$6,279,429	\$861,000
Int'l Malting Plant/ Central MT Agri-Tech Park	\$347,618	\$835,820	\$488,202	\$3,492,217	\$300,000
				\$17,324,855	\$3,104,404
Total of Redirected General Fund Revenue (27% of Tax Increment Revenue)				\$4,677,711	\$838,189

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Possible TIF Area – Based on study done on behalf of GFDA



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Property Inventory

- RV Park – 16+ Acres
- Riverview Apartments – 1.6 Acres
- Rivers Edge Estates (MHP) – 9.7 Acres
- Terracon Consultants – 1.1 Acres
- Dr. Lawn – 4.7 Acres
- Herman's Flowers – 5.3 Acres
- Montana Metalworks and Signs – 0.3 Ac.
- Crane Chiropractic – 0.21 Acres
- Remaining – single family, government, railroad

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Process to create an Urban Renewal TIF

- **Step 1 – Determine if area has “Blight”**
- **Step 2 – City Commission adoption of “Resolution of Necessity” includes Blight Study, declaration TIF is needed, Potential TIF Boundary**
- **Step 3 – Development of an Urban Renewal Plan – Roadmap for addressing blight/redevelopment**
- **Step 4 – Adoption of Urban Renewal Plan, Creation of the TIF**
- **Step 5 – Notification of County, School District, Transit District, Conservation District**
- **Step 6 - Review by State of Montana**

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Blight – Definition

“An area that is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency, and crime, that substantially impairs or arrests the sound growth of the city or its environs, that retards the provision of housing accommodations, or that constitutes an economic or social liability or is detrimental or constitutes a menace to the public health, safety, welfare, and morals in its present condition and use, by reason of:

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Blight (cont.)

- **The substantial physical dilapidation, deterioration, age obsolescence, or defective construction, material, and arrangement of buildings or improvements, whether residential or nonresidential;**
- **Inadequate provision for ventilation, light, proper sanitary facilities, or open spaces as determined by competent appraisers on the basis of an examination of the building standards of the municipality;**
- **Inappropriate or mixed uses of land or buildings;**
- **High density of population and overcrowding;**
- **Defective or inadequate street layout;**
- **Faulty lot layout in relation to size, adequacy, accessibility, or usefulness;**

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Blight (cont.)

- Excessive land coverage;
- Unsanitary or unsafe conditions;
- Deterioration of site;
- Diversity of ownership;
- Tax or special assessment delinquency exceeding the fair value of the land;
- Defective or unusual conditions of title;
- Improper subdivision or obsolete platting;
- The existence of conditions that endanger life or property by fire or other causes; or
- Any combination of the factors listed in this subsection (2).

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How a Blight Study is created

- Downtown
 - Based off Master Plan adopted in October 2011
 - Blight Study created and adopted – March, 2012 (5 months)
 - Blight Study done by staff
- West Bank
 - Study directed by City Commission – Nov. 8, 2006
 - Blight Study created and adopted – December 5, 2006 (1 month)
 - Blight Study done by staff

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City of Great Falls Court Collection



*To provide our clients with the fiscal resources they need to fulfill their mission.
--Collection Bureau Services, Inc.*

Agenda

- ▶ **Purpose**
Review processes and services involved in a collections relationship with the Great Falls City Court and what that would look like with Collection Bureau Services.
- ▶ **Process**
Layout the basic services and discuss your needs and wants and how we plan to address them.
- ▶ **Payoff**
You will have a complete overview of our services and a solid basis for making a decision.

Account Collections

Why CBS?

- ▶ First, your citizens deserve to be treated with the utmost respect, and our Mission Statement illuminates our business philosophy:
- ▶ “It is the policy of Collection Bureau Services to provide our clients with collection services that are the pinnacle of those offered in Montana, to continually strive to upgrade and improve procedures to the betterment of our clients, and to do so in a legal and ethical manner that preserves the dignity and self-respect of Montana consumers.”

But you also need
a collections partner with experience.



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Account Collections

- ▶ **State Contract**
 - CBS has been contracted with the State of Montana since 2015, and we just signed an extension through 2022. We were also the state contracted agency for the prior 7 year term. This means that we are pre-approved to do business with any state entity in Montana.
- ▶ **A Solid Compliance and Training Record:**

Three day initial and twice yearly refresher training on any updates to FDCPA, HIPAA and other relevant laws and regulations. CBS is compliant with all State and Federal laws.

All of our agents are Professional Collection Specialist (PCS). This designation honors agents who complete training and pass an exam administered by the Association of Credit and Collection Professionals. It is the standard of excellence for training in professional and ethical collection practices.
- ▶ **Technology:**
 - Secure on-line access 24/7 to accounts
 - Upload new accounts
 - Download status reports
- ▶ **Legal Department**
 - Lead counsel – 25 years experience in collection law
 - Two attorneys with two full-time legal support staff



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Account Collections

▶ Professionalism:

Our agency stands out in many ways:

- Our collectors average 8 years experience and are ACAI certified
- Insurance coverage of \$2 million and agency is bonded
- Work hours range from 7am-6pm
- Currently collect bad debt for several Montana courts
- We will adapt our procedures to meet your needs
- CBS has never missed remittance to a client in our 47 years!

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Account Submissions

Outstanding fines, fees and restitution accounts can be submitted electronically:

- ▶ CBS has a secure on-line messaging system (OMS) that allows for the secure transfer of information from the court to our office.
- ▶ CBS will provide a spreadsheet for the download of information directly from Full Court. This helps insure the accuracy of the information being transmitted to us. One field from the Full Court download will have to be adjusted before the file is sent to CBS, and after that is done then the spreadsheet will be ready for secure OMS transmission to CBS.
- ▶ The spreadsheet is received, the data uploaded to our system, collection efforts begin immediately and legal assignments generated. Legal assignment sheets are sent monthly to clients when there are listings in the prior month. These legal assignments sheets are produced so that the court can verify that the information in the CBS system is accurate.
- ▶ Once collection efforts have begun, accounts go through the process outlined on the next page.

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Account Collections

Defined Sequence of Events in the Collection Process:

- ▶ We receive the account information from you. (Assignment or Listing)
- ▶ Our #1 notice automatically goes out requesting payment. (If the mail is returned, then we have to find a new address and resend the notice to the new address.)
- ▶ If no contact has been made within 10 days of sending out the #1 notice, then the account comes up on the collector's screen for phone call attempts and/or skip-tracing for data.
- ▶ If no contact has been made after 20 days, #2 notices go out automatically. If the collectors have contacted them, they manually send out the notice.
- ▶ The collector will treat each consumer on an individual basis. We have several different types of notices and skip-tracing methods. If the collector does not get a response, they will work to locate assets to serve such as:
 - Employment
 - Bank Account
 - Property (We do not seize property; a lien may be obtained on the property.)
- ▶ The legal process for collecting on court judgments when an asset is located works as follows:
 - We prepare a Writ of Execution and send it to the Court to Order/sign and return to us.
 - We give a Writ of Execution to a process server or sheriff where they serve whichever asset we have found (as directed by us).
 - COLLECT if asset still in place. (i.e. person is still employed or bank account is still open)



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Account Collections

▶ Personal Service:

Amy Klein: 9 years
Account Input



Margaret Burns: 11 years
Customer Service



Todd Thurnau: 26 years
Collection Supervisor



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Account Collections

▶ Legal Team:

Michael Moore:
28 years at CBS
Lead Attorney



Erica DeVries:
1 year at CBS
Attorney



Sarah McIntosh and Brianna Cooper :
Paralegal Support Staff



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Fee Structure

Compensation to CBS for accounts collected in the state of Montana will be:

- ▶ By statute, CBS will add 25% of the principal amount of the balances on those cases where judgment was entered on or after October 1, 2003. This 25% is to be CBS's fee.
- ▶ Also, CBS will retain 25% of monies collected on those cases where judgment was entered prior to October 1, 2003.
- ▶ CBS will retain 100% of any Attorney Fees, Court Costs, Process Server Fees, Collection Costs and any other amounts allowed by law.
- ▶ The Court will be responsible for filing satisfaction of these judgments.

Compensation to CBS for accounts forwarded/collected outside the state of Montana will be:

- ▶ CBS will retain 50% of monies collected.
- ▶ CBS will retain all costs and other amounts allowed by law that are above the amount of the original judgment.
- ▶ The Court will be responsible for filing satisfaction of these judgments.
- ▶ CBS will remit payment monthly to the Court.

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In Closing

Collection Bureau Services has been a leader in our field in Montana for over 40 years. Our reputation for integrity, confidentiality and performance has been earned over the many years of consistent and professional service that we provide to all of our clients and court clients.

Please feel free to contact me with any questions you have regarding this information and let me know if you wish to set a time to meet and go over any specific details of the proposal. You can also review our website at:
www.collectionbureau.biz

Thank you for your consideration, and we look forward to working with you.

Margaret Parson
Professional Collection Specialist
margaretb@collectionbureau.biz
406-531-8206



Collection Statistics By List Date

Listing Year: 2015		City Court in Montana										
Month	Accounts Listed #	Accounts Listed \$	Avg Age At List	Account Average	Average Age	Collected To Date	Collected To Date	Recovery Percent	Cancel Return	Cancel Return	Accounts Remaining	Accounts Remaining
Jan	811	\$228,482.50	577	\$281.73	3486	137	\$28,838.69	12.62%	28	\$6,731.25	646	\$192,912.56
Feb	372	\$102,440.00	557	\$275.38	3435	71	\$12,377.61	12.08%	12	\$3,756.25	289	\$86,306.14
Mar	686	\$205,456.25	565	\$299.50	3412	124	\$31,971.49	15.56%	19	\$6,812.50	543	\$166,672.26
Apr	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
May	426	\$107,368.75	608	\$252.04	3403	68	\$15,743.07	14.66%	12	\$4,031.25	346	\$87,594.43
Jun	312	\$95,321.25	579	\$305.52	3336	34	\$7,753.37	8.13%	20	\$5,000.79	258	\$82,567.09
Jul	524	\$115,894.25	594	\$221.17	3316	116	\$20,826.44	17.97%	6	\$812.50	402	\$94,255.31
Aug	231	\$53,965.00	624	\$233.61	3310	40	\$10,841.95	20.09%	18	\$5,483.93	173	\$37,639.12
Sep	763	\$200,676.25	652	\$263.01	3323	145	\$30,975.13	15.44%	34	\$11,450.00	584	\$158,251.12
Oct	583	\$147,307.50	680	\$252.67	3316	121	\$18,961.97	12.87%	10	\$3,637.50	452	\$124,708.03
Nov	614	\$159,718.75	638	\$260.13	3248	97	\$17,566.87	11.00%	26	\$5,312.50	491	\$136,839.38
Dec	752	\$206,053.94	633	\$274.01	3207	136	\$32,350.86	15.70%	46	\$11,102.78	570	\$162,600.30
2015	6074	\$1,622,684.44		\$267.15		1,089	\$228,207.45	14.06%	231	\$64,131.25	4754	\$1,330,345.74
Listing Year: 2016		City Court in Montana										
Month	Accounts Listed #	Accounts Listed \$	Avg Age At List	Account Average	Average Age	Collected To Date	Collected To Date	Recovery Percent	Cancel Return	Cancel Return	Accounts Remaining	Accounts Remaining
Jan	42	\$4,525.00	660	\$107.74	3210	8	\$781.25	17.27%	2	\$1,037.50	32	\$2,706.25
Feb	96	\$8,033.75	597	\$83.68	3124	27	\$1,715.39	21.35%	4	\$354.17	65	\$5,964.19
Mar	571	\$141,046.05	462	\$247.02	2955	84	\$18,340.93	13.00%	14	\$3,906.25	473	\$118,798.87
Apr	522	\$102,887.50	445	\$197.10	2891	104	\$21,127.75	20.53%	8	\$331.25	410	\$81,428.50
May	340	\$69,232.19	488	\$203.62	2903	51	\$5,486.61	7.92%	9	\$988.44	280	\$62,757.14
Jun	433	\$82,607.25	528	\$190.78	2923	100	\$18,442.98	22.33%	8	\$1,185.00	325	\$62,979.27
Jul	491	\$117,040.00	278	\$238.37	2637	67	\$12,200.72	10.42%	12	\$3,962.50	412	\$100,876.78
Aug	426	\$72,029.00	303	\$169.08	2626	94	\$14,814.34	20.57%	16	\$3,237.50	316	\$53,977.16
Sep	685	\$148,236.25	347	\$216.40	2651	117	\$21,494.30	14.50%	4	\$1,668.75	564	\$125,073.20
Oct	573	\$124,851.25	282	\$217.89	2555	108	\$21,543.79	17.26%	34	\$7,809.83	431	\$95,497.63
Nov	422	\$61,797.50	351	\$146.44	2591	130	\$16,083.19	26.03%	12	\$2,308.74	280	\$43,405.57
Dec	14	\$3,458.75	1260	\$247.05	3472	0	\$0.00	0.00%	0	\$0.00	14	\$3,458.75
2016	4615	\$935,744.49		\$202.76		890	\$152,031.25	16.25%	123	\$26,789.93	3602	\$756,923.31

Listing Year: 2017		City Court in Montana										
Month	Accounts Listed #	Accounts Listed \$	Avg Age At List	Account Average	Average Age	Collected To Date	Collected To Date	Recovery Percent	Cancel Return	Cancel Return	Accounts Remaining	Accounts Remaining
Jan	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Feb	640	\$114,727.50	272	\$179.26	2431	91	\$15,782.62	13.76%	26	\$4,081.25	523	\$94,863.63
Mar	2	\$2,215.00	2805	\$1,107.50	4916	0	\$0.00	0.00%	0	\$0.00	2	\$2,215.00
Apr	3	\$581.25	1237	\$193.75	3321	0	\$0.00	0.00%	0	\$0.00	3	\$581.25
May	2	\$351.25	1127	\$175.63	3184	0	\$54.10	15.40%	0	\$0.00	2	\$297.15
Jun	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Jul	284	\$53,030.00	249	\$186.73	2238	47	\$4,563.37	8.61%	10	\$2,562.50	227	\$45,904.13
Aug	256	\$52,706.25	239	\$205.88	2191	30	\$5,393.08	10.23%	12	\$1,208.92	214	\$46,104.25
Sep	1	\$485.00	993	\$485.00	2930	1	\$485.00	100.00%	0	\$0.00	0	\$0.00
Oct	4	\$1,410.00	1172	\$352.50	3084	1	\$365.00	25.89%	0	\$0.00	3	\$1,045.00
Nov	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Dec	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
2017	1192	\$225,506.25		\$189.18		170	\$26,643.17	11.81%	48	\$7,852.67	974	\$191,010.41

Listing Year: 2018		City Court in Montana										
Month	Accounts Listed #	Accounts Listed \$	Avg Age At List	Account Average	Average Age	Collected To Date	Collected To Date	Recovery Percent	Cancel Return	Cancel Return	Accounts Remaining	Accounts Remaining
Jan	2	\$425.00	965	\$212.50	2773	0	\$43.25	10.18%	0	\$0.00	2	\$381.75
Feb	670	\$123,925.00	283	\$184.96	2065	106	\$16,058.25	12.96%	10	\$3,812.50	554	\$104,054.25
Mar	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Apr	2	\$712.50	426	\$356.25	2162	2	\$0.00	0.00%	0	\$0.00	0	\$712.50
May	1	\$80.00	1066	\$80.00	2771	0	\$0.00	0.00%	0	\$0.00	1	\$80.00
Jun	2	\$1,060.00	1812	\$530.00	3472	2	\$286.42	27.02%	0	\$0.00	0	\$773.58
Jul	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Aug	358	\$65,568.75	248	\$183.15	1861	41	\$5,052.07	7.70%	2	\$125.00	315	\$60,391.68
Sep	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Oct	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Nov	316	\$51,168.75	283	\$161.93	1808	23	\$4,121.98	8.06%	18	\$3,606.25	275	\$43,440.52
Dec	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
2018	1351	\$242,940.00		\$179.82		174	\$25,561.97	10.52%	30	\$7,543.75	1147	\$209,834.28

Listing Year: 2019		City Court in Montana										
Month	Accounts Listed #	Accounts Listed \$	Avg Age At List	Account Average	Average Age	Collected To Date	Collected To Date	Recovery Percent	Cancel Return	Cancel Return	Accounts Remaining	Accounts Remaining
Jan	583	\$101,913.75	260	\$174.81	1709	58	\$8,368.92	8.21%	11	\$1,953.75	514	\$91,591.08
Feb	3	\$1,045.00	1242	\$348.33	2669	0	\$30.00	2.87%	0	\$0.00	3	\$1,015.00
Mar	184	\$26,618.76	206	\$144.67	1597	20	\$1,928.91	7.25%	2	\$2,500.00	162	\$22,189.85
Apr	362	\$49,608.75	236	\$137.04	1606	29	\$2,004.64	4.04%	0	\$0.00	333	\$47,604.11
May	2	\$481.25	312	\$240.63	1627	0	\$0.00	0.00%	0	\$0.00	2	\$481.25
Jun	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Jul	414	\$58,338.75	255	\$140.91	1514	82	\$10,752.40	18.43%	4	\$837.50	328	\$46,748.85
Aug	170	\$25,618.75	228	\$150.70	1480	27	\$3,139.37	12.25%	2	\$125.00	141	\$22,354.38
Sep	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Oct	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Nov	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Dec	658	\$88,849.06	274	\$135.03	1390	99	\$11,318.21	12.74%	8	\$462.50	551	\$77,068.35
2019	2376	\$352,474.07		\$148.35		315	\$37,542.45	10.65%	27	\$5,878.75	2034	\$309,052.87

Listing Year: 2020		City Court in Montana										
Month	Accounts Listed #	Accounts Listed \$	Avg Age At List	Account Average	Average Age	Collected To Date	Collected To Date	Recovery Percent	Cancel Return	Cancel Return	Accounts Remaining	Accounts Remaining
Jan	2	\$25.00	25	\$12.50	1113	2	\$25.00	100.00%	0	\$0.00	0	\$0.00
Feb	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Mar	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Apr	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
May	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Jun	1	\$250.00	209	\$250.00	1132	0	\$0.00	0.00%	0	\$0.00	1	\$250.00
Jul	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Aug	2	\$300.00	696	\$150.00	1557	0	\$0.00	0.00%	1	\$150.00	1	\$150.00
Sep	1067	\$152,465.63	375	\$142.89	1217	161	\$20,598.89	13.51%	16	\$4,443.75	890	\$127,422.99
Oct	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Nov	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Dec	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
2020	1072	\$153,040.63		\$142.76		163	\$20,623.89	13.48%	17	\$4,593.75	892	\$127,822.99

Listing Year: 2021		City Court in Montana										
Month	Accounts Listed #	Accounts Listed \$	Avg Age At List	Account Average	Average Age	Collected To Date	Collected To Date	Recovery Percent	Cancel Return	Cancel Return	Accounts Remaining	Accounts Remaining
Jan	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Feb	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Mar	234	\$36,813.75	340	\$157.32	985	23	\$3,685.00	10.01%	2	\$500.00	209	\$32,628.75
Apr	452	\$73,307.50	343	\$162.18	980	58	\$9,400.49	12.82%	10	\$1,906.25	384	\$62,000.76
May	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Jun	520	\$92,660.00	314	\$178.19	892	86	\$10,930.70	11.80%	2	\$731.25	432	\$80,998.05
Jul	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Aug	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Sep	1	\$90.00	1458	\$90.00	1919	0	\$0.00	0.00%	0	\$0.00	1	\$90.00
Oct	2	\$1,225.00	2247	\$612.50	2680	0	\$0.00	0.00%	0	\$0.00	2	\$1,225.00
Nov	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Dec	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
2021	1209	\$204,096.25		\$168.81		167	\$24,016.19	11.77%	14	\$3,137.50	1028	\$176,942.56

Listing Year: 2022		City Court in Montana										
Month	Accounts Listed #	Accounts Listed \$	Avg Age At List	Account Average	Average Age	Collected To Date	Collected To Date	Recovery Percent	Cancel Return	Cancel Return	Accounts Remaining	Accounts Remaining
Jan	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Feb	312	\$57,378.13	385	\$183.90	716	30	\$2,730.01	4.76%	12	\$1,325.00	270	\$53,323.12
Mar	174	\$28,307.50	380	\$162.69	679	15	\$2,064.19	7.29%	0	\$0.00	159	\$26,243.31
Apr	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
May	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Jun	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Jul	1	\$335.00	2000	\$335.00	2176	0	\$0.00	0.00%	0	\$0.00	1	\$335.00
Aug	316	\$54,647.50	443	\$172.94	583	8	\$978.75	1.79%	4	\$1,643.75	304	\$52,025.00
Sep	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Oct	230	\$43,695.54	417	\$189.98	494	2	\$293.75	0.67%	0	\$0.00	228	\$43,401.79
Nov	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
Dec	0	\$0.00	0	\$0.00	0	0	\$0.00	0.00%	0	\$0.00	0	\$0.00
2022	1033	\$184,363.67		\$178.47		55	\$6,066.70	3.29%	16	\$2,968.75	962	\$175,328.22

Totals	18922	\$3,920,849.80		\$207.21		3,023	\$520,693.07	13.28%	506	\$122,896.35	15393	\$3,277,260.38
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