

Comprehensive Capital Improvements Plan Broadwater County and the City of Townsend

1.0 INTRODUCTION

Beyond ordinary operation and maintenance, there is always the need to look at improving and replacing public facilities and systems in order to provide adequate service. What is needed is a good look at the upcoming needs, an understanding of the costs associated with these needs, and the formulation of a plan of action to provide for and meet these needs – in short, a Capital Improvements Plan (CIP).

This document will present the Capital Improvement Plans for Broadwater County and the City of Townsend for the 10-year planning period of 2011 - 2020. The CIP will be updated periodically. The goal will be to complete an update prior to adoption of the next annual budget in order to incorporate the capital improvements from the updated CIP.

Plan Organization

Broadwater County and the City of Townsend made the decision to pool resources and eliminate duplicated effort by contracting for the preparation of a single, comprehensive capital improvements plan. This document is organized to present the Capital Improvements Plans in Section 2, where each project is assigned to the entity in need of the project, or in the case of cooperative projects, the entity most likely to administer and/or provide funding support to complete the improvement. Section 3 discusses the capital improvements planning process. Section 4 contains an overall assessment of needs and identified projects by general project category. Section 5 covers funding in general terms that apply to all capital projects. Regardless of this initial assignment, planners must recognize that the plan is a flexible document, changing according to needs, priorities, and funding.

2.0 CAPITAL IMPROVEMENT PLANS

The capital improvement projects described in Section 4 were selected in accordance with the criteria given in Section 2, and represent the most pressing projects to be implemented to maintain and improve community services. Exhibits A and B present the Capital Improvement Plans of Broadwater County and Townsend, respectively. Projects are listed in priority order, along with the forecasted date of implementation and the estimated cost.

It is now incumbent on the County Commission and City Council to utilize this information in annual and long-range planning and budgeting so these improvements can be realized. It is also critical to update and renew this plan regularly (at least every five years) to keep it current and practical, and also to keep proper focus and attention of the local government on these needs.

EXHIBIT A

BROADWATER COUNTY, CAPITAL IMPROVEMENT PLAN 2011 – 2020

Priority	Project & CIP Page Number*	Total Cost	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Public Services Communications Improvements (20)	1,500,000			1,500,000							
	Community Center - PAR (13)	40,000		40,000								
	Recycling Facility - Baler and Mill Building (26)	50,000										
	Public Buildings - Renewable Energy Project (26)											
	Fire Station/Sheriff Substation - Silos Area (18)	725,000							725,000			
	County Courthouse - Metal Detector (11)	5,000					5,000					
	Public Safety - EOC/Dispatch/ 911 Assessment (19, 20)	5,000										
	Healthcare - PAR for Professional Building (22)	40,000		40,000								
	Pedestrian Trail Network (13)	249,000	30,000	40,000								
	School - Bus Barn (13)	57,290		57,290								
	Solid Waste - Cedar St. Site Improvements (16)	138,000	138,000									
	Solid Waste - New Toston/Radarsburg Site (16)	171,000			171,000							
	Recreational Facilities - Ball Fields (13)	120,000										
	Fire Station/Sheriff Substation - Spokane Hills (18)	725,000				725,000						
	School - Storage Facility (13)	95,000			95,000							
	Healthcare - PAR for Existing Facilities (22)	40,000				40,000						
	Fire Department - Radio Equipment (18)	27,000	13,500	13,500								

Priority	Project & CIP Page Number*	Total Cost	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	RV Dumpsite (26)	200,000										
	Indoor Arena at Fairgrounds (11)	650,000										
	Airport Improvements (24)	2,291,897		663,117			130,000	1,372,248	126,532			
	Agricultural Research Lab (11)	191,000										
	County Road Department - Storage Building (11)	37,000										
	Deferred Maintenance Projects											
	County Roads - Bridge Repair or Replacement (23)											
	Totals	7,357,187	43,500	996,907	1,766,000	765,000	135,000	1,372,248	851,532	-	-	-

* Page Number of CIP Section where Need is discussed.

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EXHIBIT B

CITY OF TOWNSEND, CAPITAL IMPROVEMENT PLAN 2011 – 2020

Priority	Project & CIP Page Number*	Total Cost	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Wastewater Improvements (15)	5,654,807				5,654,807						
	Water Meters (15)	1,350,957				1,350,957						
	Public Works - Storage Building (11)	35,500		35,500								
	Water System - Control Panel (15)	100,000		100,000								
	PER for Light Manufacturing Sites (15)	60,000					60,000					
	Animal Control - Shelter Improvements (21)	1,640										
	Deferred Maintenance Projects											
	Sidewalks & Curbs - Repair & Replace (23)	781,855	78,186	78,186	78,186	78,186	78,186	78,186	78,186	78,186	78,186	78,186
	Totals	7,202,904	-	135,500	-	7,005,764	60,000	-	-	-	-	-

* Page Number of CIP Section where Need is discussed.

Population Served

Population data provided by the Census Bureau from the 2010 census show that Townsend's population grew by 11 from 2000 to 2010, an increase of just 0.6%. The growth rate between 1990 and 2000 was 14%, or an average of 1.4% per year. Broadwater County's population grew to 5,612 in 2010, an increase of 28%, and is projected to increase to 6,300 by 2030, or 29.8% over the 20-year period. As the county seat, business hub, and location of critical facilities for medical care and assisted living, Townsend can expect to grow at a rate higher than that shown over the last decade, reflecting growth in the county. The City can also expect to see the median age continue to climb, driven by both the aging of the indigenous population and an influx of older people moving to the area to take advantage of city services and relatively low housing costs in a rural setting. At this time, the population in Montana, notably in the western region of the state, is also seeing an increase, while the eastern region is seeing a decline.

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3.0 Planning Process

Process: Properly conducted capital improvement programming and planning follows a logical and sequential process as outlined below:

- Assess existing facilities
- Identify needs for replacement, improvement, or acquisition
- Estimate costs of meeting the needs
- Identify potential sources of funding and implementation requirements
- Evaluate the needs with respect to accepted criteria and establish priority for implementation
- Draft a capital improvement plan and present it to the governing bodies and general public for review, input, and improvement through a public hearing process
- Finalize the plan, adopt it by formal resolution, and make the plan an essential tool in future planning and budgeting efforts
- Revise and update the plan on a regular basis to reflect current needs and financial capabilities.

Categories: To inventory the capital improvement needs, it is often convenient to place facilities in convenient categories. These categories are not mutually exclusive: improvements to communications equipment for disaster and emergency services would benefit the fire and sheriff departments, as well as provide improved dispatching capabilities to the school, the county road department, and the city public works department. Future revisions to this plan will allow planners to re-categorize projects as needed, based on reassessed needs, available funding sources, and the desire of a particular agency or department to complete the project. Capital improvement categories considered for this plan include:

- Public Facilities
 - Public Buildings
 - School Facilities
 - Community Center, Parks and Recreation
 - Utilities (Water, Wastewater)
 - Solid Waste
- Public Safety
 - Fire Protection
 - Law Enforcement
 - Disaster & Emergency Services
 - Animal Control
- Healthcare
- Transportation
 - Sidewalks
 - Roads
 - Bridges
 - Airport
- Economic Development

Evaluation Criteria: The CIP team considered each of the needs identified with respect to certain criteria in order to identify more critical needs and/or projects that will provide the greatest benefits or improvement for the cost, considering that there will always be more identified needs than available funding. The CIP team was asked to consider if a project:

- Addresses an urgent health or safety concern, legal mandate, or code compliance
- Advances existing economic development and the attraction of new growth to the area
- Improves access to or the quality of services for all citizens, or a particular segment of the population based on location or need
- Compliments other projects, public or private, to gain the economy of scale, and
- Generally supports the revitalization and continuing economic health of the community

Goals: Broadwater County and the City of Townsend have developed this CIP to achieve the following goals:

- Forecast public facilities and improvements that will be needed in the near future
- Focus attention on and assist in the implementation of established goals and objectives as outlined in the respective growth policies
- Anticipate and identify financing needs in order to maximize available federal, state, and private funding
- Promote sound financial planning and serve as a guide for budgetary decisions.
- Demonstrate the need for facilities and the need for revenues to pay for them.
- Insure the timely provision of adequate facilities to maintain services that are important to the quality of life in the area.
- Maintain satisfactory operating efficiency and safety of existing capital facilities.
- Provide facilities needed to accommodate new growth.
- Provide evidence to bond rating agencies that the City and County are planning and managing debt for capital improvements, thus minimizing interest rates and the cost of borrowing money.
- Provide evidence to agencies that award grants and loans that the City and County are planning for capital improvements, including the need for local matching funds and/or repayment of loans.
- Implement recommendations of plans and studies for capital improvements, such as projects and improvements identified in preliminary engineering reports or preliminary architectural reports.

Benefits: There are numerous benefits that result from proper capital improvement programming. Following is a list of those that will be of great significance to Broadwater County and Townsend.

- Providing for a systematic evaluation of all potential projects at the same time, assuring the most important needs are addressed first and obtain needed funding
- Avoiding negative impacts associated with catastrophic failure or degradation of public facilities by focusing on preserving infrastructure while ensuring efficient use of public funds
- Focusing attention and keeping the public informed on critical needs, community objectives, and fiscal capacity (limitations)
- Identifying the most economic means of financing capital projects and maximizing opportunities for obtaining federal and state aid with proper advance planning
- Providing opportunities to stabilize debt, consolidate projects to reduce financing costs, and improve the community's credit rating
- Coordinating activities to reduce duplication, avoid costly mistakes, and keep financial burdens in line with capabilities
- Enhancing opportunities for economic growth and stability by providing facilities and improvements necessary to maintain a healthy balance of residential, commercial, and industrial growth.

CIP Development and Prioritization

This CIP was developed using a traditional needs-driven approach. Because this is the first CIP developed for both governments, the CIP team elected to take this straight-forward approach and follow the basic steps outlined in the draft Montana Department of Commerce document “CAPITAL IMPROVEMENTS PLANNING: A Strategic Tool For Planning and Financing Public Infrastructure” published June, 2008.

Development of the CIP

The CIP was developed using the following steps.

1. A CIP Team of community leaders determined the scope of work for developing the CIP, as well as the planning period for the plan.
2. During subsequent Team meetings, participants discussed the merits of various projects and the methods of prioritizing the identified needs.
3. The Team prepared “needs lists” of proposed capital improvement projects from existing plans, resource assessments, and other data sources, including contacts with department heads and city and county officials.
4. The Team prioritized the initial master list of CIP projects to reduce the number of projects and remove projects rated as low priority by the Team.
5. Complete descriptions and cost estimates were developed for each project.
6. As specific project details were developed and additional department heads, planners, and contractors were consulted, the needs list was revised as needed to add, remove, or amend particular projects
7. Funding sources were identified that may be used to pay for the CIP.
8. All information was compiled into the Capital Improvement Plan for 2011 – 2021.

Prioritizing Capital Improvements

The CIP Team elected to use a simple, straightforward approach to ranking projects for inclusion in the CIP. After the draft master list was compiled, team members were asked to rank each project as a “high”, “medium”, or “low” priority. After counting the number of high, medium, and low votes each project received, the results were then weighted and converted to numerical scores by multiplying the votes by a factor: “high” = 3, “medium” = 2, “low” = 1. The CIP Team examined the ranked list and established an arbitrary cutoff point to limit the number of projects to be explored further.

Final prioritization occurred after considering cost estimates, proposed schedules for critical projects, and public input. Using this information, the County and City re-ranked each project to produce the Townsend and Broadwater County Capital Improvements Plans.

Public Participation: Public comment sessions were on the agendas for County Commission meetings (April 11th and 18th), a City Planning Board meeting (April 14th) and a City Council meeting (April 19th).

A draft of this Capital Improvement Plan was posted on the Townsend/Broadwater Country website maintained by Broadwater County Development Corporation and the Townsend Chamber of Commerce. The draft CIP was also posted on the WWC Engineering website.

Adoption: Resolutions formally adopting the Comprehensive Capital Improvements Plan for Broadwater County and the City of Townsend as now contained in this document are included in Appendix B. Adoption by the City followed the final public meeting conducted on May X, 2011. Adoption by the County followed the final public meeting conducted on May X, 2011.

Improvements vs. Maintenance

The terms “capital improvements” and “capital maintenance” (sometimes referred to as “deferred maintenance”) are often interchanged. However, there is a clear distinction between a new capital improvement and the maintenance of an existing asset. *Capital Improvements* are projects such as street reconstruction, a new community center, or a new bridge project. These projects are typically too large or costly to finance solely through existing funds. *Capital Maintenance* projects are for the most part funded through general or specific account funds. Maintenance projects are items such as street resurfacing, bridge repair, building repairs, filling in a pothole, etc. An easy way to delineate between the two is that if the City or County is building a new asset, it is a capital improvement. If it is maintaining an existing asset, it is capital maintenance. *Deferred Maintenance* is simply capital maintenance that is deferred to a future budget cycle or postponed until funding becomes available. The process of addressing a deferred maintenance backlog is essentially the same as developing the overall capital improvements plan, in that the deferred maintenance projects must be identified, evaluated and prioritized, and a strategy for funding the projects must be developed. Deferred maintenance projects also require recognition and understanding of the scale of the problem, including the financial impact of postponing the maintenance.

For the purposes of this plan, the initial approach was to identify all needs as potential capital improvements. Deferred maintenance projects were then summarized to produce the capital backlog and suggested funding levels presented in Section 2.

4.0 CAPITAL IMPROVEMENT INVENTORIES AND NEEDS

Public Facilities Capital Improvements

Public Buildings

Inventory: The City of Townsend owns or jointly owns 15 buildings and structures, ranging from City Hall to the gazebo at Blue Ribbon Gardens Park. Most structures are in fair or better condition, with newer or remodeled structures such as the blower house at the wastewater treatment lagoons and the city offices being in excellent condition. Please refer to Table 1 in Appendix A for a list of public buildings and other structures owned by Townsend.

Broadwater County owns facilities ranging from buildings housing county government to facilities such as the airport runways and solid waste transfer station. **Most structures are in fair or better condition, with newer or remodeled structures such as the detention center and search & rescue additions being in excellent condition.** Please refer to **Table 2 in Appendix A** for a list of public buildings and other structures owned by Broadwater County.

Needs: The Townsend Public Works Department and the County Road Department currently store some equipment outdoors, exposing it to the effects of weather and increasing maintenance costs. Providing covered or enclosed storage space increases equipment's service life and protects the public's investment. The City needs storage space for a dump truck, a loader, a rear-load garbage truck, and attachments for a skid-steer loader. If available, indoor storage space could also be used to store spare garbage cans. The County needs to store road graders and other maintenance equipment.

Indoor arena space is needed at the county fairgrounds for activities and events such as rodeos, team roping, horse shows, etc. The facility would be a multi-use enclosed space with a dirt floor, allowing the area to be divided and configured as needed using portable panels and bleachers. Preliminary designs have included a steel-span building with a fabric cover, or an all-steel building.

The county extension service is in need of a basic research and testing laboratory to support agriculture in the county. The laboratory could be used for testing in all areas of agronomy, ranging from seed counts to soil analyses to testing new methods of pest control. By adding a second office space, the Weed District Coordinator could share laboratory and storage space without significantly increasing project costs.

The County Sheriff has proposed installation of a metal detector at the Broadwater County courthouse. The Montana Department of Justice recommends detectors, but does not currently require installation of metal detectors for courtroom security. The Clerk of the Court has indicated that the current volume of people to be scanned is low, and hand-held units would be sufficient. Eventually, the sheriff would like to see a walk-through unit installed.

Following are capital improvement projects associated with Public Buildings.

Project: Public Works – Storage Building

Construction of a 30' x 100' pole-barn on city-owned land near the wastewater treatment facility for storage of city equipment. The proposed structure would include an electrical service and wiring, but would not include doors on the storage bays **(\$35,500)**.

Funding: City General Funds

Project: Indoor Arena at Fairgrounds

Construction of a 120' x 300' indoor arena at the county fairgrounds. The proposed structure would be a clear-span building with a dirt floor and a fabric or metal roof with translucent panels for natural lighting **(\$650,000)**.

Funding: County General Funds, Fair Funds

Project: Agricultural Research Lab

Construct an agricultural extension laboratory, offices, and storage space **(\$191,000)**. Additional planning and investigation is needed to identify feasible alternatives for constructing this facility as part of another project, such as a medical building expansion, or a community center. Including this facility as part of a larger project would reduce overall costs and increase funding opportunities.

Funding: USDA grants; County General, Extension, and Weed Board Funds

Project: County Courthouse – Metal Detector

Purchase a walk-through metal detector for the county courthouse **(\$5,000)**,

Funding: County General and Public Safety Funds; DHS Grant

Project: County Road Department – Storage Building

Construction of a 40' x 80' pole-barn on county property near the Cedar Street solid waste site for storage of county equipment. The proposed structure would include an electrical service and wiring for outlets, but would not include doors on the storage bays **(\$37,000)**.

Funding: County General and Road/Bridge Funds

A project described in the “Economic Development Capital Improvements” involves Broadwater Community Development Corporation (BCDC) and/or the County constructing a building at the Cedar Street solid waste canister site to house a recycling operation. If this project were to move forward, the City and/or County may be able to use some of the new building space for equipment storage, reducing the space and costs described above.

School Facilities

Inventory: The school has completed a long list of improvements, both minor and major, including the major project of building a new high school in 2000. Other improvements include: paved parking (2000); sprinkler system for 75% of the grounds (2002); remodeled community and art rooms (1998 & 2000); new lunchroom freezers and dishwasher (2007 & 2009); and window, door and roof replacements (2007). In addition to the sprinkler systems, the school has completed various landscaping projects, planted trees, and improved paving for parking and playground areas.

Needs: The 2010 Townsend K-12 School District #1 Facilities Master Plan lists long-term (ongoing) improvements that are scheduled for completion within the next five to ten years. The school has identified the need for covered parking space for school busses, as well as general storage space for school use. Exposing the busses to the effects of weather increases deterioration and maintenance costs, while providing covered or enclosed storage space increases the busses' service life and protects the public's investment.

Following are capital improvement projects associated with School Facilities.

Project: School – Bus Barn

Construction of a 50' x 80' pole-barn on school property currently used for bus parking. The proposed structure would include electrical service with outlets, lighting, and a concrete floor, but would not include doors on the storage bays **(\$57,290)**.

Funding: School Transportation Funds

Project: School – Storage Facility

Construction of a 50' x 70' over-sized garage on school property currently used as a rental property **(\$95,000)**.

Funding: School Funds, plus a loan repaid by rental income

Community Centers, Parks, and Recreation

Inventory: Recreational facilities at the Townsend schools are being used almost every available hour for school sports and general community uses such as adult education classes. McCarthy Park, which contains baseball, softball, and T-ball fields, tennis courts, and a basketball court, also operates at near capacity levels in the summer. Soccer fields were recently added to Holloway Park.

Needs: Residents have repeatedly noted the lack of a community center where civic groups could meet, community entertainment and recreation could be provided, and rental space is made available for public use such as wedding receptions and small conventions. With an aging population and the likelihood of attracting retirees to the area, the community center would double as a new senior center. The addition of a community kitchen would enhance all of these uses, enabling users to provide food for meetings and receptions, and allowing civic groups to provide low-cost meals to seniors and families in need.

The community has also expressed the need for additional recreational facilities in the form of soccer and baseball/softball fields, tennis and basketball courts, etc. Preliminary planning shows that ball fields could be constructed on public land near Conner's Fields, located west of Old Baldy Golf Course, adjacent to Canton Lane. Space is available for these improvements, as well as for the possible construction of nine new holes (back nine) for the golf course. Alternatively, the Broadwater Trust Board has suggested that it could assist with the purchase of a 10-acre parcel of Bureau of Reclamation land as a location for the ball fields

The community needs to continue efforts to develop and maintain a community bicycle - pedestrian trail network that connects Townsend and its business sector to the Silos, Fairgrounds, and recreational areas, as well as provide for safe routes to the school. A 2009 BCDC survey offered many suggestions for trail improvements ranging from construction of new trails to resurfacing existing routes.

Following are capital improvement projects associated with Community Centers, Parks, and Recreation.

Project: Community Center – PAR

Conduct additional planning to explore design and construction options for a multi-use community center. The center could be constructed on public property near the fairgrounds, or at a location deemed more appropriate for the proposed uses. Additional planning, in the form of a Preliminary Architectural Report (PAR), would examine the potential uses to be included in the center (e.g. kitchen facilities, open recreation areas, meeting rooms, offices). The PAR may also examine the feasibility of including the law enforcement dispatch/emergency operations center (see Public Safety projects) and/or the agricultural research lab for the county extension service (see Public Buildings projects).

Funding: Planning grants from CDBG, USDA, FEMA, Broadwater Foundation

Project: Recreational Facilities – Ball Fields

Construction of two softball/baseball fields (**\$120,000**). The fields would be designed to fit 50' x 80' youth soccer fields in the outfields. Costs for land acquisition are not included in this estimate.

Funding: County General Funds, FWP Grants, Broadwater Trust Board, Broadwater Community Foundation, CTEP

Projects: Pedestrian Trail Network

Continue improvements to pedestrian/bicycle trail network (**\$249,000**). Potential projects include both construction projects and additional planning and studies for additional facilities:

- Missouri River to Silos Bike-Pedestrian Trail - Chip Seal 1.2 miles of bike trail built in 2010 along U.S. Highway 287
- Missouri River to Silos Bike-Pedestrian Trail - Construct trail prism from Lakeview Manor to Silos Road along U.S. Highway 287
- Missouri River bridge bike-pedestrian add-on feasibility study
- Bike-Pedestrian Trail Plan for City-County

- Canyon Ferry Lake West Shoreline Trail - a non-motorized trail from Silos to Kims' Marina
- Townsend to Fairgrounds bike-pedestrian Trail earthwork to construct prism.
- Townsend to Fairgrounds bike-pedestrian Trail surfacing

Funding: County General Funds, FWP Grants, Broadwater Trust Board, Broadwater Community Foundation

Utilities (Water & Wastewater)

Inventory: The sanitary sewer collection system in Townsend consists of gravity mains, manholes, and a single lift station and force main. The gravity mains range in size from 8 inches to 15 inches. The majority of these mains are vitrified clay pipe (VCP). All of the gravity mains discharge to a single lift station which pumps all of the City's sewage to the wastewater treatment facility. The wastewater treatment system consists of a 3-stage aerated lagoon followed by a polishing pond. Currently the City of Townsend is unmetered and charges a flat rate for its water and sewer services.

Needs: DEQ is in the process of renewing the City's permit for discharges from the treatment system to the Missouri River. The renewed permit will impose more stringent water quality limits for compliance with non-degradation rules. To achieve compliance with the upcoming discharge permit, the City Engineer has recommended a number of improvements to the wastewater collection and treatment systems, as well as the installation of water meters to promote water conservation, reduce sewage flows, and improve the probability of acquiring funding from certain sources.

The Townsend water system utilizes an integrated control panel to monitor water levels in the storage tank and activate the system's pumps as needed to meet demand. The Public Works Director has indicated that the existing control panel has reached the end of its service life, and should be replaced in the near future.

A Tax Increment Financing (TIF) District has been proposed to promote economic development by developing commercial lots (industrial, light manufacturing, airport services) on public property near the airport and fairgrounds. Water and sewer mains would need to be constructed between the site and the existing Townsend systems to facilitate the development and attract businesses to the property. Preliminary design investigations indicate that simple sewer gravity mains would be too deep, and the city's water pressure may be too low to feed the proposed water main. The project will require further investigation into design alternatives, such as incorporating a new well and water storage tank east of the city as was suggested in a water system analysis conducted in 1999.

Following are the recommended capital improvement projects associated with Utilities.

Projects: Wastewater Improvements, Water Meters

- Replace approximately 159 problem sewer service lines; Construct a new wastewater treatment system; Conduct a study to determine if it is feasible to keep the current wastewater discharge point location **(\$5,654,807)**.
- Install water meters to promote water conservation and open up additional funding options. If sufficient grant funding is not obtained to justify the high cost of the meters this alternative may be postponed **(\$1,350,957)**.

Funding: Grants and loans from TSEP, SRF, RD

Project: Water System – Control Panel

Replace the water pumping and storage system control panel **(\$100,000)**.

Funding: INTERCAP Loan, City Water/Sewer Funds

Project: PER for Light Manufacturing Sites

Compile a preliminary engineering report (PER) for extending sewer, water, and other utilities to a future industrial park near the fairgrounds **(\$60,000)**.

Funding: Grants and loans from TSEP, CDBG, City General Funds

Solid Waste

Inventory: The City operates a garbage collection system, charging residential and commercial customers a flat monthly fee for once per week pick up service. Residents outside the City haul their garbage to container sites operated by the County. Solid waste is hauled to the Broadwater County Transfer Station, where it is sorted and consolidated for loading into transfer trailers. The waste is then transported to a landfill in Lewis & Clark County, which charges tipping fees for final disposal of the waste. The Transfer Station has an area to set aside appliances for recycling and refrigerant removal, as well as a waste disposal pit for Class 3 construction and demolition materials. Containers are also available for recycling of some materials such as cardboard and plastics. Recycling represents an opportunity for both the city and county to lower solid waste disposal costs by reducing the volume of waste transported to the landfill. Broadwater County constructed a new solid waste transfer station in 1995.

Needs: The west retaining wall/canister bay of the Cedar Street canister site is failing, and plans have been developed for a replacement wall. Additional canisters would be added to accommodate growth in the long term and provide room for recycling of more materials in the short term.

Broadwater County has proposed creating a consolidated Toston/Radarsburg canister site near Toston at the site of an existing gravel pit. This solid waste site would also use a six-bay retaining wall, and would require purchasing additional canisters. The status of this project may depend upon the final right-of-way determined for the MDT Toston Bridge Replacement Project.

Following are the recommended capital improvement projects associated with solid waste facilities:

Project: Solid Waste – Cedar Street Site Improvements

Construct a new west retaining wall/canister bay for six canisters at the Cedar Street site, plus two new canisters (**\$138,000**).

Funding: County Solid Waste funds

Project: Solid Waste – New Toston/Radarsburg Site

Construct a new consolidated Toston/Radarsburg canister site for six canisters (**\$171,000**). The estimated cost includes four new canisters and 12' perimeter fencing and access gate.

Funding: County Solid Waste funds

The Broadwater County Development Corporation has also been working to turn solid waste into economic development by promoting and financing a recycling business operated as a private enterprise. To date, BCDC has acquired a baler for processing recycled materials such as cardboard, plastics, and aluminum cans. A project described in the “Economic Development Capital Improvements” involves BCDC and/or the County constructing a building at the Cedar Street canister site to house the baler and the recycling operation. If this project moves forward, the Solid Waste projects listed above may be revised to account for the added building space.

Public Safety Capital Improvements

Fire Protection

Inventory: The Townsend Fire Department shares space with the County at the Joint Volunteer Fire Station on South Cedar Street. City equipment includes two Class A pumpers and a command vehicle. The fire station was built in 1985, and includes an office, conference/training room, locker room, and laundry area. The city department is staffed by 18 volunteers, and is certified in basic HAZMAT. Many city volunteers also serve on the county department. Fire engines and vehicles owned by the County Rural Fire District are shown in Table 3.

Table 3 Rural Fire District Equipment

Station	Type of Fire Engine or Vehicle			
	Structural	Tender	Wildland	Rescue
Townsend	1	2	2	1 (truck)
Toston	1	2	2	
Radarsburg		1	1	
Winston		1	2	
Duck Creek	1	1	1	

Needs: Since 2005, most new development in Broadwater County has been residential, and has occurred to the south near Three Forks/I-90, to the northwest near Helena, and along the east side of Canyon Ferry Reservoir. Such rural development of the fringes of agricultural lands raises concerns for wildfire, both in timber and grasslands. County fire protection resources are stretched thin, and the prospect of further development in the future means it is critical to plan for additional equipment, manpower, and facilities to provide the level of protection and coverage expected by residents.

Approximately one half of the county fire department's mobile radios must be replaced to meet a 2013 deadline requiring narrow-band capabilities.

Following are the recommended capital improvement projects associated with Fire Protection:

Project: Fire Station/Sheriff Substation - Spokane Hills

Identified as the top priority by the county fire chief. Construct a 40' x 50' fire station building, patterned after the Duck Creek Station (**\$400,000**). This estimate includes upgrading an office space to house a law enforcement substation.

Funding: FEMA Grants, County Funds

Project: Fire Station/Sheriff Substation - Silos Area

Currently the second priority for the fire department behind the Spokane Hills Station. Construct a 40' x 50' fire station building, also like the Duck Creek Station (**\$400,000**). This estimate includes upgrading an office space to house a law enforcement substation.

Funding: FEMA Grants, County Funds

Project: Equipment Acquisition – **For each new station**, the following equipment will be required:

- Structure engine with 1,000 gallon tank and 1,000 gallon per minute pump (\$ 150,000.00);
- Tender truck with at least a 2000 gallon tank (\$85,000.00);
- If possible, a Type 6 wildland engine (\$65,000.00).
- Communications Equipment: radios and pagers (approx. \$6,000 per station, plus \$3,000 per fire fighter and vehicle).
- Total Equipment Costs (3 vehicles, 6 fire fighters) = **\$333,000**

Funding: FEMA Grants, County Funds

Project: Fire Department – Radio Equipment

Purchase nine (9) mobile data units to replace broadband units in existing fire department vehicles (**\$27,000**).

Funding: FEMA Grants, County General Funds

Law Enforcement

Inventory: Law enforcement in Townsend is provided by the Broadwater County Sheriff's office under a consolidated police protection agreement. In addition to the Sheriff, the City/County employs one undersheriff, seven deputies, seven dispatchers, and seven detention officers. In 2005, the jail was replaced with a new 36-bed facility and the current dispatch center. The dispatch/911 call center is located within the detention center, and personnel split time between management of both facilities.

Needs: The current law enforcement dispatch/911 center is located within the county detention center, and personnel split time between management of both facilities, causing conflicts during busy times, such as during an emergency. Dispatch needs to be physically separated from the detention center. Ideally, the dispatch center would be part of a new Emergency Operations Center (EOC) for the entire county, allowing for more efficient use of space. Note that the proposed EOC could be incorporated into the multi-use community facility, adding to the possible funding options for the overall project.

The Sheriff has also expressed the need for law enforcement substations to service the areas of new development described above. Where feasible, a substation would simply be a space within the fire station that could be quickly brought to normal room temperature to operate computers and accommodate occupants.

Following are the recommended capital improvement projects associated with Law Enforcement:

Project: EOC/Dispatch/911 Assessment

Construct a new dispatch/911 center (Included in the EOC planning project described in the following section).

Funding: County Public Safety Funds

Project: Law Enforcement Substations – Contribute additional funding to upgrade an office space for occasional use by the sheriff’s office (**\$2,000, included in fire station costs**).

Funding: FEMA Grants, County Public Safety Funds

Disaster & Emergency Services (DES)

Inventory: Recent improvements to the communications system used by the public services community (law enforcement, fire protection, school, ambulance service, public works, road department) have include relocating the tower on Limestone Hill and adding a new shelter, HVAC system, generator, and propane tank. Currently, the communications equipment is being transferred from the old site to the new shelter. These improvements are part of the overall project of upgrading the Limestone station to add redundancy to the state DES communication system in case of failure of the master controller located in Helena.

Needs: Remaining improvements to the Limestone Hill communications site include the addition of trunking and microwave equipment. Also, certain field equipment, such as radios (Land Mobile Radios or LMRs) and mobile data units (Subscriber Units or SUs) must be replaced in order to be compatible with the new narrow-band transceivers.

Responding to a disaster such as a flood, earthquake, or transportation incident (e.g. chemical spill on the highway or railroad) requires a coordinated effort between multiple entities, include local, state, and federal personnel, depending on the scope of the emergency. Coordination is facilitated when all parties can convene at a central location served by multiple communications channels (land lines and cell phones, radios, high-speed internet, etc.). The Broadwater County DES Coordinator has proposed constructing an emergency operations center (EOC) that could also serve as the sheriff’s dispatch/911 center. This facility could also be incorporated into another project, such as a multi-use community center, provided that the facility design includes security measures to prevent general public access to the EOC.

Following are the recommended capital improvement projects associated with Disaster and Emergency Services:

Projects: Public Services Communications Improvements

- Installation of microwave and trunking equipment at the Limestone communications site (**\$700,000**).

- Installation of a 150-foot tower in Lewis & Clark County to connect the Limestone station to the state network **(\$150,000)**.
- Purchasing hand-held and mobile radios (LMRs, SUs) compatible with the new system to replace outdated equipment **(\$650,000)**.

Funding: FEMA Grants

Project: EOC/Dispatch/911 Assessment

Conduct a preliminary space needs study **(\$5,000)**. The study will examine existing public safety facilities, staffing, and population data to help identify deficiencies, understand current and long term needs, and identify development or improvement options. The goal will be to determine the feasibility of constructing an EOC, incorporating functions such as 911 service, dispatch, and community space such as meeting rooms within the facility.

Funding: County Public Safety Funds

Animal Control

Needs: The existing animal control shelter located 717 North Cedar has room for three animals, with one indoor/outdoor run and two kennels with indoor pads only. The animal control officer has indicated that the existing shelter could be improved to make all three dog runs indoor/outdoor units, and the interior walls should be insulated so the shelter can be heated more efficiently.

Following are the recommended capital improvement projects associated with Animal Control:

Project: Animal Control – Shelter Improvements

Add and spray-on insulation, construct two outdoor runs, and add a concrete pad to the existing outdoor run **(\$1,640)**.

Funding: City General Funds, with possible assistance from County

Healthcare Capital Improvements

Inventory: Healthcare facilities and providers for the entire county are located in Townsend. The Broadwater Health Center (BHC) provides hospital and nursing home facilities, and both inpatient and outpatient services. Inpatient services include both acute hospitalization and longer-term recuperative stays. Outpatient services include Laboratory, Radiology (X-ray), and Physical Therapy. Primary medical care at the Health Center is provided by two family-practice physicians that see patients at the hospital and at the Family Medical Clinic located next door. Two additional practitioners assist with staffing the emergency room. Visiting specialists provide services for ophthalmology, audiology, orthopedics, and podiatry. The BHC includes a nine-bed hospital and a 35-bed Skilled Nursing home.

Broadwater County Health Services is a recognized County Health Department staffed by an RN (County Health Nurse and Director of Health Services), an LPN (Immunization Nurse), a WIC (Women, Infants, and Children) Supervisor, and a Homemaker. BC Health Services provides immunizations, testing services (pregnancy, blood glucose, vital measurements, etc.), and referral services.

Needs: BHC anticipates the need to acquire additional land in order to expand health care facilities. BHC then needs to determine the size and location of new medical facilities that can become profitable components of the hospital's business model. In addition, BHC needs to evaluate existing facilities to determine the most efficient and cost-effective use of space and properties.

Following are the recommended capital improvement projects associated with Healthcare facilities:

Project: Healthcare – PAR for Professional Building

Conduct additional planning to explore design and construction options for a professional medical center. The center could be constructed on the site of the existing ambulance building on Broadway. Additional planning, in the form of a Preliminary Architectural Report (PAR), would examine the potential uses to be included in the center (e.g. doctor's offices, physical therapy facilities, public meeting rooms **(\$40,000)**).

Funding:

Project: Healthcare – PAR for Existing Facilities

Conduct additional planning in the form of a Preliminary Architectural Report (PAR), to examine the existing hospital facilities. The PAR will examine alternatives for using the existing space and facilities to increase efficiency and profitability, potentially incorporating conclusions from the preferred alternative selected in the PAR for the professional medical center **(\$40,000)**.

Funding:

Transportation Capital Improvements

Sidewalks and Curbs

Inventory: The condition of Townsend's sidewalks, as well as streets and curbing, has been a point of concern for residents for many years. Sidewalks were listed as a challenge under multiple categories in the 2004 Resource Team Assessment Report. The physical appearance of the community, especially streets, sidewalks, and buildings, affects whether people consider stopping in town as they pass through, relocating to the area, or starting a new business in the City. In 2006, all streets were paved or chip sealed except for South Harrison Avenue and Railroad Avenue. The City Engineer estimates that 51% of the city's 24,780 lineal feet of sidewalk should be replaced or repaired to conform to the design standards of the City sidewalk ordinance.

Need: Approximately 12,600 lineal feet of sidewalk must be repaired or replaced. In areas where the adjacent curb is also in poor condition, the sidewalk and curb would be replaced or repaired at the same time to reduce costs. Construction of new sidewalk in critical areas, such as near the school, is also needed for connectivity with existing sidewalks and pedestrian routes.

Following are the capital improvement projects identified for Sidewalk and Curb improvements:

Project: Sidewalks and Curbs – Repair and Replace

Rebuild approximately 10% of the substandard Townsend sidewalks and curbing each year, starting with those in the worst condition. The current total estimated cost of sidewalk and curb reconstruction is **\$781,855**, suggesting a budget of **\$78,000-100,000** per year for sidewalk improvement work.

Funding: MDT CTEP and SRTS Grants, City General Funds

Bridges

Several county road bridges and culverts are in need of repair or replacement, either due to age or damage from past flood events. In some cases, water may be traveling around the structure and under the road bed, causing further damage that could lead to catastrophic failure. Bridge or culvert failure on a major transportation route would create economic and social upsets throughout the affected areas. Increased development and traffic have also exposed alignment problems for at least one bridge, creating a safety issue as vehicles negotiate sharp turns at a canal crossing.

Needs: Six bridges have been identified by the County Road Superintendent, the County Planner, and the DES Coordinator as needing replacement or repair.

Following are the capital improvement projects identified for Bridge improvements:

Project: County Roads – Bridge Repair or Replacement

Replace X bridges or culverts, as follows (Total Cost = \$XXXX)

- North Fork bridge over Deep Creek (\$)
- Carson Lane bridge over Deep Creek (\$)
- Lightning Barn Road bridge over Deep Creek (\$)
- Lumbard Road bridge over canal (\$)

Project: Repair X bridges or culverts, as follows (Total Cost = \$XXXX)

- North Fork bridge over Deep Creek (\$)
- Carson Lane bridge over Deep Creek (\$)
- Lightning Barn Road bridge over Deep Creek (\$)
- Lumbard Road bridge over canal (\$)

Funding: INTERCAP, TSEP, FEMA loans and grants. The County DES Coordinator anticipates that federal PDM grants could be used for up to 75% of the costs for the improvements, with the remaining 25% to be matched by county funds, with assistance through partnerships with entities such as MDT. Matching funds and partnerships must be decided before applying for grant funding.

Airport

The Townsend Airport is located on City- County-owned land, serves as the base for approximately 12 general aviation single-engine aircraft, and is used for general aviation, air taxi services, and military use by the National Guard. The airport uses a 4,000' long by 60' asphalt runway and includes a pilot's lounge, private hangers, and a camping area for overnight stays. The airport stages an annual fly-in on July 4, bringing in 50-60 aircraft along with pilots and passengers. Recent improvements at the airport include the installation of precision approach lights and the addition of five hangers since 2000. Two new businesses have also been established – an aircraft repair service and an aircraft sales business. The Townsend Airport and its contract engineer maintain a CIP datasheet that shows proposed improvements and funding sources. The datasheet for the fiscal year beginning 2011 is available upon request from the airport board.

Needs: Airport traffic has increased to the point where there is a need for a taxiway to allow aircraft to travel from one end of the airport to the other and access various points on the runway without having to occupy the runway. The taxiway and expansion of hanger access also requires expansion of the asphalt apron connecting the airport facilities to the runway/taxiway. Planning activities and land acquisition to complete the proposed expansion are also included in the airport CIP.

Following are a summary of the capital improvement projects identified for the Airport:

Projects: Airport Improvements

- Construction of a parallel taxiway **(\$1,470,190)**
- Expansion of the apron **(\$461,175)**
- Planning – conduct or update an environmental assessment or impact statement **(\$100,000)**
- Purchase land for expansion **(\$30,000)**
- **Total Costs through 2020 = \$2,291,897**

Funding: Currently, the Federal Aviation Administration provides funding at 95% of total project costs, with the sponsor (city and county) providing the remaining 5% from airport funds.

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Economic Development Capital Improvements

This category is intended to include those projects with the primary purpose of stimulating economic development within the area. As such, they include projects that impact other facilities, such as alternative energy for public buildings. These projects may not be vital to support physical growth (population, annexation, land development, etc.), but supporting economic growth helps finance, through income and taxes, the infrastructure and facilities needed to accommodate all other growth.

The economic health of Broadwater County has historically been tied to the area's resources, including agricultural land, timber, and minerals. The timber resource is at a critical juncture, where decades of fire suppression and drought have combined to create extensive stands of beetle-killed trees, but market forces have forced sawmills and pulp plants to close. Opportunities exist for economic development based on the use of woody biomass material removed from forest restoration activities, such as wildfire hazardous fuel treatments, insect and disease mitigation, forest management due to catastrophic weather events, and/or thinning overstocked stands.

As noted in the 2004 assessment report, while the natural resources-based economy must be resurrected, the tourism-based sector of the area's economy should also be nurtured to draw people to the area, give them a reason to stop and/or stay for a time, and most importantly, give them an opportunity to spend money at local businesses. MDT traffic counts for 2009 show that over 3,000 vehicles traverse the county each day on Highway 287, with even higher counts occurring between Townsend and Helena.

Broadwater County Development Corporation (BCDC) has acquired a baler for recycled material such as cardboard and plastics. Currently, these materials are collected at city and county collections sites, and then transported to the baler location for processing by a private operator, who then sells the materials to a broker. The county saves money by hauling fewer tons and paying less in tipping fees charged by the Lewis & Clark county landfill. BCDC has also acquired a small pellet mill, providing an opportunity to convert wood, cardboard, and small amounts of plastics into a profitable fuel product.

Needs: A renewable energy pilot project would explore the feasibility of using a local resource such as woody biomass to provide an alternative energy source. Using this energy source to heat and cool public buildings would expand funding opportunities for the project while lowering utility costs that are ultimately paid for by taxpayers.

BCDC has proposed constructing a recreational vehicle dump station to encourage tourists and travelers to stop and spend time (and money) in the area, rather than simply passing through on the way to Helena or Bozeman. Ideally, the facility would be located within walking distance of Townsend's Central Business District, which includes most of the businesses on Front Street and Broadway.

The recycling baler and pellet mill acquired by BCDC should be relocated closer to the source material to reduce material handling costs. A logical location would be county land adjacent to the Cedar Street solid waste collection site. Locating the pellet mill next

to a source of cardboard and plastic would allow an entrepreneur to experiment with mixing these materials with wood waste to create a viable fuel for pellet stoves.

Following are a summary of the capital improvement projects identified for Economic Development:

Project: Renewable Energy Pilot Project for Public Buildings – a modular biomass boiler has been proposed as an alternative energy source for the public-building complex in Townsend, including the senior center, hospital, museum, sheriff's office, court house, clinic, and ambulance barn (\$).

Funding:

Project: Construct and RV dump station (\$200,000). A preliminary investigation shows that space is available on railroad right-of way along Highway 12, within approximately 1.5 blocks of the intersection of Front and Broadway, with existing sewer and water services.

Funding:

Project: Construction of a 40' x 80' pole-barn on county property near the Cedar Street solid waste site for the BCDC baler and pellet mill. The proposed structure would include an electrical service, wiring for outlets, and access doors (\$50,000).

Funding:

Non-prioritized Projects

As noted in Section 2, the initial “needs list” was reduced by removing projects that the CIP Team, department heads, and other stakeholders deemed as low priority for this plan. However, it was decided during the project scoping meeting that these “needs” be included in the CIP as a “wish list” for the community to consider and plan for in the future. The list of needs, shown in Table 4 in Appendix A, includes ongoing projects such as Townsend streetscape and landscaping improvements, as well as projects that may be outside of the current 10-year planning window, such as improvements to the Old Baldy Golf Course.

5.0 Funding Sources

Capital improvement plan projects can be funded from a variety of sources. Following is a general discussion of the more common sources available.

General Funds: The most commonly used method of financing capital improvement projects is the use of general funds. These funds include the money raised by local property taxes for a given year together with other State taxes such as on fuel, liquor, and gambling. When a project is funded out of the general fund revenues, it is usually paid off in the budget of a given year (or perhaps two) and essentially becomes a "pay-as-you-go" funding concept based on revenues available.

Historically, the general fund is a practical source for funding small capital improvement projects but there are generally not enough excess funds available to take on the larger capital improvement projects.

Water and Sewer Revenues: Townsend has enterprise funds based on the receipt of monthly user fees for city water and sewer systems. Ideally, the monthly rates will be set sufficiently high to include either a depreciation amount or capital improvement line item which provides the means for accumulating funds necessary to address desired capital improvements.

Again, revenue funds seem to work well for smaller projects and sometimes can be budgeted and planned to provide capital over several years duration for certain improvement projects, but cannot be relied upon as a significant source of capital for large projects. Sometimes reasonable and affordable amounts of available revenue capital are used as matching funds for obtaining grant funding (discussed below).

Federal and State Grant Programs: Depending on economic and political conditions, there are federal and state grant programs available to meet the critical capital improvement needs of communities. Programs are funded out of federal or state tax receipts, with budgeted allocations available to address the most critical or high-ranking needs.

Generally, a community must submit a grant application that is ranked and processed on a competitive basis against requests received from other communities in the State. The needs and proposed projects are reviewed and ranked in priority, with the money available being allocated to those projects most pressing or maximizing the benefits received for the grant money allocated. Usually most of the financial assistance goes for those projects needing capital improvement to meet regulatory agency requirements related to protecting and preserving the health and welfare of the residents.

Other grant funds are available for the purpose of stimulating economic development. Often public works infrastructure is needed to stimulate such development and projects are sometimes developed in such a fashion as to help meet community needs in addition to providing for the economic development. Generally a commitment of creating

and/or retaining a certain number of jobs is a requirement or stipulation for receiving economic development grants.

Following is a listing of the most commonly used sources of grant funds in Montana:

- Community Development Block Grant Program (CDBG) – CDBG funds projects designed to principally benefit low and moderate-income families. Application are accepted annually, and funding can be applied to activities in five categories:
 - Planning Grants of up to \$20,000 for the preparation of capital improvements plans, preliminary engineering reports for water/wastewater projects, preliminary architectural reports to address deficiencies of an existing building or the need for a new facility, and other planning activities;
 - Public Facilities Grants of up to \$450,000 for public infrastructure improvements, and public facilities such as nursing homes and senior centers.
 - Housing and Neighborhood Renewal Grants of up to \$450,000 to rehabilitate or demolish substandard housing, facilitate new construction, and perform neighborhood renewal projects such as improving or constructing sidewalks or parks.
 - Neighborhood Stabilization Program that provides emergency assistance to units of general local government to acquire foreclosed or abandoned structures to rehabilitate, resell, or redevelop these units in order to stabilize neighborhoods and provide affordable housing for income eligible households.
 - Economic Development Program that assists businesses by making fixed-rate financing available to them at reasonable interest rates and by providing public improvements in support of economic development activities. These funds are intended to fill funding gaps left by other public and private financing options.
- Treasure State Endowment Program (TSEP) – grants of up to \$750,000 for public works infrastructure, including water and wastewater systems, storm sewers, solid waste disposal and separation systems, and bridges. Planning grants for preliminary engineering up to \$15,000 are also available. TSEP grants require various levels of matching funds. Applications are accepted biannually and legislative approval is required.
- Department of Natural Resources and Conservation (DNRC) – grants of up to \$100,000 for projects protecting, preserving, or enhancing natural and renewable resources. Numerous public facility projects including drinking water, wastewater and solid waste development and improvement projects have received funding through this program. Planning grants for preliminary engineering up to \$8,000 also available. Applications accepted biannually and legislative approval is required.
- Rural Development – grants of up to 75% of the eligible project costs for public works infrastructure and public facilities in rural communities, including solid

waste disposal and storm drainage. Applications accepted based on eligibility and available funding.

Each grant program has very specific and rigid requirements to be met, such as providing a local match, demonstrating a majority of residents affected as being in the low to moderate income categories, documenting solid commitments for job creation/retention, demonstrating a public health concern or threat, etc. Whenever any such programs are considered for funding capital improvements, it will be critical to coordinate thoroughly and early-on with funding agency representatives to ensure that the project is eligible for the program and all the specific requirements can be met.

Loans and Bonding: Many of the same agencies listed above have loan money available for capital improvement projects. Many of the same requirements apply to the loan programs. A listing of the more common loan sources is as follows:

- Rural Development (RD) -- loans of up to an amount commensurate with the community's ability to repay for public facilities and public works infrastructure. Emphasis is on assisting small, rural communities, with interest rates based on median household income and user rates. The maximum loan term is 40 years or the useful life of the facility. Applications accepted based on eligibility and available funding.
- Montana State Revolving Fund (SRF) -- low-interest loans of up to 100% of eligible project cost with no local match required. Project must be on the SRF project priority list and have documentation of health/pollution problems or concerns. Administered through the Department of Environmental Quality. Applications are accepted based on eligibility and available funding.
- Department of Natural Resources and Conservation (DNRC) -- unlimited loans to protect, preserve, or properly utilize natural resources such as groundwater. Loan limits are based on the applicant's debt capacity. Applications are accepted based on available funding.
- Intermediate Term Capital Program (INTERCAP) -- loans of up to 100% of the project cost with no local match required. Loan term limited to 15 years, the useful life of the project, or any borrower term limit set by statute. Loans can be used for infrastructure projects, vehicles and equipment, and energy retrofit projects, and are based on the community's ability to repay. Applications accepted based on eligibility and available funding.

Nearly all loan programs require authorization of the community to pay back the loans, including the issuance of bonds, and several have other security requirements. Loan authorization is most often obtained through the issuance of bonds. Bonds are usually tied to general tax obligation or utility revenues. General obligation bonds are secured by the raising of property taxes with an amortization of the financing over several years to allow taxpayers to pay a smaller amount of the project's cost at a time. However they do commit the borrower's resources over a long period of time and thus decrease the flexibility of how yearly revenues can be utilized.

A special form of general obligation is an Improvement District such as a Special Improvement District (SID) in a municipality or a Rural Improvement District (RID) in a county. Whatever the specific form, a special district is formed in the area of the improvements and the affected property owners are obligated to repay the project costs or a portion thereof. These generally work well for street and road improvements, sidewalk installation, lighting, bridges, etc.

Revenue bonds are issued on the promise and commitment of repayment through the monthly user fees associated with water or sewer systems. User rates are adjusted to provide the capability of bond repayment and required security. Since it is desired to keep monthly user rates within a reasonable limit, the amount of loans secured by revenue bonds becomes limited to the amounts obtainable with the monthly user fee.

Government Agencies: There are a few government agencies that have their own financial resources available to help with necessary capital improvements. These are always based on need, proper planning, and a determination by the agency that the project and its associated improvements are a worthy investment to serve the general public. Examples of such agencies include:

- Montana Fish, Wildlife and Parks – The MFWP Land and Water Conservation Fund has approved projects such as ball fields, public parks, golf courses, outdoor pools, and trails. The fund requires applicants to be prepared to pay for the entire project before being reimbursed for up to 50% of allowable costs. The FWP Recreational Trails Program funds development of trails and trailside facilities.
- Montana Department of Environmental Quality (DEQ) – similar to EPA in programs to clean up the environment such as chemical spills, hazardous contamination, environmental remediation, etc.
- Montana Department of Transportation – The Community Transportation Enhancement Program (CTEP) is a Montana program that funds transportation related projects designed to strengthen the cultural, aesthetic, and environmental aspects of Montana's intermodal transportation system. The CTEP allows for the implementation of a variety of non-traditional projects including construction of new or replacement of old sidewalks on publicly owned property or easements. They may be bicycle or pedestrian use alone or combined bicycle/pedestrian use. The Safe Routes to School (SRTS) Program is a federally funded, competitively awarded, reimbursement program. Funding will be made available to Montana communities to encourage elementary and middle school children to walk or bicycle to and create more enjoyable routes to school. .
- Environmental Protection Agency (EPA) – special funding for projects to address serious environmental concerns such as hazardous waste sites, chemical contamination of a water supply (e.g., arsenic, copper, etc.), or other environmental threats to the health and welfare of the general public.
- US Department of Agriculture (USDA) – The Forest Service is offering Woody Biomass Utilization (WBU) Grants of up to \$250,000 for wood energy projects that require engineering services. The funds from the (WBU) program must be

used to further the planning of such facilities by funding the engineering services necessary for final design and cost analysis.

- USDA also administers the Community Facilities Grant Program, which can be used to assist with the development of essential community facilities in rural areas and towns of up to 20,000 in population. Applicants must have the legal authority to construct, operate, and maintain the proposed facility, and also be unable to secure needed funds from commercial sources at reasonable rates and terms.
- Montana Department of Commerce - The Tourism Infrastructure Investment Program (TIIP) invests a portion of the Montana Commerce Department's "bed tax" funding into new tourism-related infrastructure products, the enhancement of existing tourism facilities, and the preservation of Montana's heritage and cultural treasures. Non-profit sponsors or communities are eligible to apply for TIIP funds. The funds are awarded on an annual basis through a competitive application process. Sponsors are required to invest \$1 for every \$2 in TIIP Grant funds received for their project. The minimum TIIP grant is \$20,000.
- Economic Development Administration (EDA) -- grants of up to \$500,000 (or greater for specific and unique circumstances) available for economically depressed areas (high jobless rate) or specific economic development projects based on job creation/retention. Applications accepted at any time, based on available funding.
- Federal Emergency Management Agency (FEMA) and Department of Homeland Security (DHS) - grants are awarded to fire departments to enhance their ability to protect the public and fire service personnel from fire and related hazards. Four types of grants are available: Assistance to Firefighters Grants (AFG), Staffing for Adequate Fire and Emergency Response Grants (SAFER), Fire Prevention and Safety Grants (FP&S), and the Assistance to Firefighters Fire Station Construction Grants (SCG). The Pre-Disaster Mitigation (PDM) program provides funds to states, territories, Indian tribal governments, communities, and universities for hazard mitigation planning and the implementation of mitigation projects prior to a disaster event. Funding these plans and projects reduces overall risks to the population and structures, while also reducing reliance on funding from actual disaster declarations. PDM grants are to be awarded on a competitive basis and without reference to state allocations, quotas, or other formula-based allocation of funds. FEMA/DHS also provide grants for necessary planning and improvements to enhance safety and security of the area and its infrastructure. Programs include the Emergency Operations Center (EOC) Grant Program and the Interoperable Emergency Communications Grant Program (IECGP). Applications accepted based on available funding.

Private Foundations: There are numerous foundations and private sources of both grant and loan money available that can sometimes be used on capital improvements. Generally, these are based on extreme need and the inability of finding funding elsewhere. Such programs are often competitive and entirely discretionary on the part of the grantor and thus may not be as reliable a source of funding as some others listed above. Private funding is also usually limited to fairly small amounts and targeted at specific needs (e.g., landscaping and enhancement, library expansion, purchase of life safety equipment, etc.).

Broadwater Community Foundation - Applications for educational and community improvement projects are available from the Broadwater Community Foundation. Grant applications are accepted year-round. The BCF board of directors disperses grant money in December and June of each year.

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Appendix A: Tables

Table 1. Townsend Public Building Inventory

Description	Location	Year Built/Construction	Condition
City Shop	129 S. Spruce	Brick Building Built in 1950	Fair Condition
Addition to City Shop Garage Portion	129 S. Spruce	1967	Fair Condition, Needs Insulation
City Pool Building at Heritage Park	200 S. Pine	Brick Building Built in 1966	Fair Condition
Concession Building at McCarthy Park	201 S. Harrison	Wood Frame Built in 1979	Good Condition
City Hall located	110 Broadway	Brick & Wood Frame originally Built in 1930's	Very Good Condition, Building Interior Completely Remodeled in 2005
Parking Garage behind City Hall	110 Broadway	Built in 1930's Brick and Wood Frame Building	Fair Condition, Needs Electrical Work
Fire Hall located	130 S. Cedar	Built in 1985	Very Good Condition
Blue Ribbon Gardens Park Gazebo	301 Broadway	Built in the early 1990's	Very Poor Condition, Base is Rotting
Pumphouse#1 at Memorial Park	508 Broadway	Wood Framed Construction	Fair Condition
Pump house #2	100 Rail Road Avenue	Wood Framed Construction	Fair Condition
Pump house #3	515 N. Oak	Wood Framed Construction	Fair Condition
Blower Building at Sewer Lagoon	1 Lagoon Road	Brick Building Built 1997	Excellent Condition
Sewer Lift Station	711 N. Cedar	Brick Building Built 1981	Excellent Condition
Animal Holding Station	717 N. Cedar	Cement Floor Kennels with roof	Fair Condition
Shed at Animal Holding Area	713 N. Cedar	Wood Construction	Excellent Condition

Table 2. Broadwater County Public Building Inventory

Description	Location	Year Built	Condition
Steel Bldg 50 x 60-County Shop	702 N. Cedar	1975	good - no problems
Steel Bldg 30 x 80-County Shop	702 N. Cedar	1972	good - no problems
County Shop Building (Road Dept)	702 N. Cedar	1971	good
Senior Citizens Center	516 2nd Street	1977	good - new paint & shingles
Museum-Original Masonry Bldg.	133 N. Walnut	1970	good - could use paint
Museum Addition 100 x 40	133 N. Walnut	2000	good
Courthouse Building - Original	515 Broadway	1935	good - new roof in 10 years
Detention Center Addition	519 Broadway	2005	new
Detention Center Addition	519 Broadway	2007	new
Health Center	124 N. Cedar	1970	good - new paint, carpet & insulation
Sheriff Dept Generator Bldg.	515 Broadway	1986	good
Search & Rescue Storage Bldg.	602 N. Pine Street	1950	fair
Search & Rescue Building Addition	602 N. Pine Street	2008	good
Search & Rescue Building Addition Floor	602 N. Pine Street	2009	good
Airport Pilots Lounge	55 Airport Dr.	1993	good
Airport runway, lighting & beacons	Airport	1993	good
Fairgrounds Restroom Bldg.	189 Hwy 12 East	1972	good - new fixtures
Fairgrounds 4-H Bldg.-4200 sq ft	189 Hwy 12 East	1972	roof leaks
Fairgrounds 4-H Bldg.-16x48 section	189 Hwy 12 East	2001	good
Fairgrounds Comm. Bldg. 3200 sf	189 Hwy 12 East	1994	good
Fairgrounds Roping Barn	189 Hwy 12 East	1980	good
Fairgrounds Horse Barn	189 Hwy 12 East	1986	needs work
Fairgrounds Outhouse	189 Hwy 12 East	1990	good
Silos Airport runway	Silos Airport; Townsend	2003	good
Transfer Station	346 Indian Creek Rd.	1997	good - new windows

Table 3 Rural Fire District Equipment

Station	Type of Fire Engine or Vehicle			
	Structural	Tender	Wildland	Rescue
Townsend	1	2	2	1 (truck)
Toston	1	2	2	
Radarsburg		1	1	
Winston		1	2	
Duck Creek	1	1	1	

Table 4 Non-Prioritized Projects

Project
City Streetscape/Landscaping Improvements
Building Restoration - Radarsburg
Cold/Dry Storage on MRL Property for RY Timber
MRL rail spur improvements - loading pad/dock
Toston Industrial/Business Park
Broadband to Townsend: Wi-Fi Network
Museum Expansion
Mental Health Facilities
Senior Housing/Assisted Living
Centralized Rural Water Supplies - Rural Fire
County/City Animal Control Shelter
City Park Improvements
Signage for Trails & Recreation Areas
Full Use, Covered Pool
Golf Course Improvements
Silos Marina Improvements
Information Kiosk at Wi-Fi Park (BCDC)