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CITY OF BOULDER

Capital Improvements Plan (CIP)

CITY OF BOULDER, MONTANA
CAPITAL IMPROVEMENTS PLAN

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CHAPTER 1 EXECUTIVE SUMMARY

1.1 2019 BOULDER CAPITAL IMPROVEMENT PLAN

The City of Boulder’s Capital Improvements Plan (CIP) assesses the City’s infrastructure to identify and prioritize improvement projects and provide a budgeting tool for the City to address those improvements. The capital improvements planning process includes identifying the City of Boulder’s goals for the CIP and establishing the planning period in which the goals will be pursued. Past planning documents produced for the City were used to develop a complete picture of work that the City has completed previously and identify what work remains to reach the City’s short-term and long-term capital improvement goals. The physical characteristics of the Boulder area, population statistics and projections, and City financial planning were assessed to establish a baseline for the planning efforts.

1.2 PURPOSE

The purpose of the CIP is to identify and prioritize the City of Boulder’s capital improvement needs. Each City department prepared an inventory to catalog items and their condition. This CIP presents the inventory and evaluates all public facilities owned and maintained by the City including: public safety facilities (Police Department and Fire Department), public health facilities (Ambulance Service), public buildings and open space (City Hall, cemetery, and parks), public works facilities (water system, wastewater system, storm water system, roads and streets, and miscellaneous equipment), and administration facilities (City clerk and court facilities).

The CIP may be used as a guiding document to help the City focus their resources on high priority projects and to help the City secure funding for those projects. By providing a comprehensive assessment of public facility needs, the CIP will aid the City in developing a financial plan to systematically address those needs and avoid financial uncertainties. Furthermore, incorporating infrastructure projects into a schedule helps the City focus on infrastructure maintenance and avoid costly emergency repairs.

1.3 CAPITAL IMPROVEMENTS PROJECTS

The capital improvements planning process identifies City of Boulder’s current projects to be addressed in an effort to improve efficiencies in city operations and enhance the quality of community life for residents. Following the inventory, the Department Heads and the Boulder Planning Board were asked to identify capital improvements projects or equipment to be included in the planning process. Needed improvements within each City department were identified and evaluated through discussions with the respective department heads, City Council, the City Planning Board, and the public (during dedicated public meetings). Items such as vehicles require regular replacement due to wear and tear. One-time infrastructure improvements address system deficiencies or add a lasting value to City infrastructure.

1.4 FINANCIAL REQUIREMENTS AND FUNDING SOURCES

A CIP can improve the City of Boulder’s opportunities for obtaining grants, which would reduce the amount of local dollars required. The CIP can also help the City of Boulder identify financing alternatives and demonstrate to bond underwriters that the City is a reduced risk because of proper facility management. For example, grant applications submitted to the Treasure State Endowment Program, Community Development Block Grant Program, and the U.S. Economic Development Administration are typically more competitive if the applicant has a CIP and the

proposed project is included in the CIP. By demonstrating that they have undertaken a thorough assessment of their capital improvement needs, the City will be in a better position to pursue financing and grants. Several sources of financing and grant funding available to the City have been identified and are presented in further detail in this CIP.

1.5 COMMUNITY-LED ECONOMIC DEVELOPMENT

The City of Boulder is currently undertaking several initiatives, including the CIP, to foster growth and add value to the City's economy and culture. The Boulder Area Chamber of Commerce and the Boulder Area Transition Advisory Committee have significantly contributed to these efforts. Additionally, the public was invited and participated in the development of the CIP and provided feedback on the projects proposed.

Every department has unique and critical needs which are identified, evaluated, and prioritized through this process. Needs for each of the City departments were prioritized based on feedback from the City and comments from the public meetings. Each project was also assigned an estimated cost to help the City prioritize them according to economic feasibility.

CHAPTER 2 PLANNING PROCESS

2.1 PURPOSE

Capital improvement planning is a process by which public facilities are assessed and replacement, rehabilitation, and maintenance needs of public facilities are identified. A CIP is a budgeting and financial tool used by a local governing body to establish priority capital improvements, establish schedules for those improvements, and identify potential funding sources to assist with implementation of those improvements. The goal of the CIP is to look at the “big picture” of the community needs and plan projects to address those needs.

A CIP is developed with a defined planning period in mind – for the City of Boulder, the selected planning period is a 10-year term. This means that projects and improvements identified in this report are intended to be completed by 2029, or the City intends to begin acquiring funds for the identified projects prior to 2029. Additionally, a \$5,000 threshold was placed on CIP projects. Projects with estimated costs less than the threshold value were recommended to be incorporated in annual department budgets and projects with cost estimates greater than the threshold value were incorporated into the CIP.

Completing the capital improvements planning process helps the City administration focus their efforts and funds on the areas of greatest need in the community. Continuous maintenance and improvements will improve the overall condition of public facilities and will, over time, reduce the frequency of emergency projects and avoid financial uncertainties.

All public facilities were assessed as part of the City of Boulder capital improvements planning process. The public facilities owned and maintained by the City of Boulder include:

- Police Department
- Volunteer Fire Department
- Ambulance Service
- Water System
- Wastewater System
- Roads and Streets
- Parks and Cemetery
- Swimming Pool
- Maintenance Equipment
- City Administration

The benefits to developing and keeping an updated CIP include:

- Helping to create a long-term financial plan to meet the City’s capital improvement goals, thus ensuring financial stability.
- Identifying where improvements will be needed over time, rather than waiting for a crisis to occur before taking action.
- Identifying financing alternatives that can provide grants or low interest loans for capital improvements.

- Demonstrating to bond underwriters that the local government is a reduced financial risk because it has methodically thought through its public facility needs.

A CIP can also help to better position the City of Boulder for obtaining grants, which can reduce the amount of local dollars required for their infrastructure needs. For example, grant applications submitted to the Treasure State Endowment Program, Community Development Block Grant Program, and the U.S. Economic Development Administration are typically more competitive if the applicant has a CIP and the proposed project is included in the CIP.

2.2 PAST DOCUMENTS

The City of Boulder has not had a CIP developed previously but did have a Preliminary Engineering Report (PER) developed in the last 10 years. The PER was initially prepared in 2010 by Stahly Engineering & Associates for the wastewater collection and treatment system and was completed by Morrison-Maierle, Inc. in 2012. The report was largely specific to the wastewater system but also provided valuable information about the City's past population and future projections.

In 2018, a Growth Policy and a Downtown Master Plan were produced for the City of Boulder by Land Solutions, LLC. These documents are discussed further in Chapter 9 of this Report.

2.3 PHYSICAL CHARACTERISTICS

The City of Boulder occupies approximately one square mile of central Jefferson County in west central Montana and is the County Seat of Jefferson County. The Boulder Valley lies between the Continental Divide to the west and the Elkhorn Mountain Range to the east at approximately 46°14'12"N latitude and 112°07' 15"W longitude. Interstate 15 borders the city limits along the northern boundary and State Highway 69 (Main Street) bisects the city roughly east and west. The Boulder River cuts across the southern portion of the community. Boulder's elevation is 4,990-feet above sea level. The climate in Boulder is semi-arid with an average rainfall of 12 inches per year and a temperature range between -20°F and 80°F. The planning area utilized for this study matches the incorporated boundary of the City of Boulder, Montana as defined in the 2019 Boundary Map (Appendix A).

2.4 ENVIRONMENTAL RESOURCES

Land Use, Important Farm Ground, Formerly Classified Lands

Land use within the City of Boulder consists primarily of residential housing. Within a three-mile radius of the City, the land is primarily privately-owned farmland; however, government entities also own several thousand acres surrounding the City of Boulder.

Biological Resources and Vegetation

According to jointly developed ranking by the Montana Natural Heritage Program and the Montana Department of Fish, Wildlife, and Parks, there are 13 animal and 11 plant Species of Concern and 17 animal and 1 plant Species of Potential Concern in Jefferson County. Species of Concern are defined as "at risk due to declining population trends, threats to habitats, and/or restricted distribution." Species of Potential Concern are defined as species "for which current information suggest potential vulnerability or for which additional data is needed before an accurate status assessment can be made."

There are no special designated “Areas of Critical Environmental Concern” listed with Montana Natural Resource Information System within a three-mile radius of Boulder.

Water Resources

The surface water resources near the City of Boulder consist primarily of the Boulder River and its tributaries draining 381 square miles in the Boulder Watershed (HUC #10020006). The United States Geological Survey (USGS) monitors the Boulder River east of the Boulder Airport approximately 2.88 river miles downstream of the City at gauging station 06033000.

According to the Clean Water Act Information Center, the Boulder River upstream of the City of Boulder (MT41E001-021) is classified as B-1. The assessment notes one or more impaired uses where the river fully supports agricultural and primary contact recreation but does not fully support aquatic life and drinking water. Downstream of the City (MT41E001-022), the Boulder River is also classified as a B-1. In this reach, the river does not fully support aquatic life and drinking water.

The groundwater resources near the City of Boulder were identified in the 2005 Source Water Delineation and Assessment Report by the Montana Department of Environmental Quality. Based on well logs and the depth of the City’s four public water supply wells, the assessment concludes the groundwater is drawn from unconfined Quaternary-aged alluvial sand and gravel. This type of aquifer has high sensitivity to potential contaminant sources. The City of Boulder has four groundwater wells which source the City’s entire drinking water supply. Two of the wells are active and treated with corrosion inhibitor and disinfectant. A third well is also active and not treated but is only used at times of very high demand, such as fire flow events. The fourth well was disconnected because implementing a treatment system posed a high expense and the City was not in immediate need of the additional capacity.

Floodplains

The Federal Emergency Management Agency’s (FEMA) Flood Insurance Rate Map (FIRM) are not available for the City of Boulder planning area.

Wetlands

Currently, there is no National Wetlands Inventory data available in the vicinity of the City of Boulder. Consequently, there are currently no MDEQ Priority Wetland Sites or Natural Heritage Program Wetlands Sites within a five-mile radius of Boulder. According to Montana Natural Resource Information System, there are eight Riparian Wetland Research program sites within a three-mile radius of the City of Boulder.

Historical and Cultural Resources

Any capital improvement project that is pursued must be evaluated for impact on historic features. The State Historic Preservation Office (SHPO) should be contacted regarding the presence of historic sites and/or artifacts and the need for a cultural inventory with respect to alternatives for improvements to nearby facilities. The City of Boulder has several historic buildings within the community and in the surrounding areas, and any infrastructure updates that may impact these facilities must be approved by SHPO.

2.5 DEMOGRAPHICS

2.5.1 Historic Records

The population of Boulder has had population fluctuations since the 1930s but has most recently experienced a steady decline in population. According to the U.S. Census Bureau, the population of Boulder in 2016 was 1,144 which represents a decrease of approximately 3.3% from 1,183 in 2010. This decline may be due to the closure of Montana Developmental Center (Boulder's largest employer) in 2015. Jefferson County, however, has experienced steady population growth since the early 2000s. As of 2018 the population of Jefferson County was estimated to be 12,097 which represents an increase of approximately 6.1% from 11,403 people in 2010 according to the U.S. Census Bureau. This equates to a growth rate of approximately 0.76% annually.

2.5.2 Population Projections

Population trends over the last several decades in Boulder indicate a decreasing population in the future. Population trends like that seen between 2010 and 2017 will have implications on the sustainability of Boulder's economy, long term. However, several organizations are putting significant effort toward developing economic opportunities in Boulder which may stabilize or even grow the population. Recent closures of the state-owned Montana Development Center in Boulder led to allocation of funds in 2017 from the state government to help the citizens of Boulder to identify a growth plan (see Chapter 9).

If the City of Boulder can encourage growth trends similar to county wide growth (0.76% per year), they could see their population substantially increase over the next decade. The 2012 Preliminary Engineering Report projected a population of 1,590 by the year 2032 as a reasonable population projection. Any significant increase in population will require infrastructure planning.

CHAPTER 3 FINANCIAL REQUIREMENTS AND FUNDING SOURCES

Planning how to finance the City of Boulder’s identified capital improvements is one of the most challenging tasks of developing a CIP. Generally, if capital improvement projects do not fit within the City’s annual budget, there are options to finance the improvements. Most capital improvement projects require more than one type of funding. Funding options include capital improvement funds, service charges, bonding, impacting, and federal, state, and private grant and loan funding. This is not an all-inclusive list of funding opportunities.

Incurring some debt is expected with large capital improvements projects, but it is important to balance debt capacity and acceptable debt service levels. The purpose of the CIP is to help identify potential funding sources to reduce the overall financial burden of capital improvements on Boulder residents. Each option should be carefully evaluated based on the project and needs and capacity of the community.

3.1 ANNUAL BUDGET

Each year the City of Boulder completes an annual budgeting process. Each department Head is responsible for identifying needs and implementing the council approved budget. The City of Boulder’s fiscal year spans from July 1 to June 30. The budget numbers presented in Table 3-1 are a condensed version of the budget representative of the budget for each of the departments as well as the general operating budget (including City Administration) for the last five fiscal years. The “Miscellaneous Funds” line item includes funds that do not fall into the other budgets listed such as comprehensive liability, employee health insurance, gas tax appropriations, etc. A breakdown of the items included in each line item is included in Appendix B.

Table 3-1 City of Boulder Annual Operating Budget					
Budget/Fund	Fiscal Year				
	Actual 2015-2016	Actual 2016-2017	Actual 2017-2018	Actual 2018-2019	Estimated 2019-2020
Law Enforcement	\$237,449	\$224,039	\$305,775	\$208,135	\$209,718
Fire Protection and Control	\$29,230	\$44,350	\$47,926	\$38,950	\$37,400
Ambulance Service	\$97,323	\$62,260	\$83,363	\$59,826	\$62,043
Public Works Department	\$7,192,046	\$956,092	\$860,508	\$935,314	\$838,260
General Fund	\$318,088	\$321,961	\$368,118	\$401,276	\$410,742
Miscellaneous Funds	\$220,595	\$194,003	\$224,946	\$725,878	\$556,597
Annual Total =	\$8,094,731	\$1,802,705	\$1,890,636	\$2,314,466	\$2,114,760

3.2 CAPITAL IMPROVEMENTS FUND

Montana budget law provides that municipal governments may appropriate money to a capital improvement fund from any of the several government funds in the amount up to 10% of the money derived from that fund's property mill tax levy (7-6-616, MCA). Capital improvements funds may be used for the "replacement, improvement, and acquisition of property, facilities, or equipment that costs in excess of \$5,000 and has a life expectancy of 5 Years or more." Each department Superintendent/Head has the discretion to determine how much money is set aside annually for any identified capital improvements project.

3.3 RAISING TAXES OR INCREASING USER FEES

One way of generating additional revenue for the City is to increase monthly user rate fees for services. The service rates should be established to reflect charges to various customer classes or users according to the benefits received. This could include impact fees to users who disproportionately stress the system.

3.4 BONDING

A typical option to fund public infrastructure projects is to incur public facility project debt through bonding.

3.4.1 General Obligation Bond

A general obligation (GO) bond is a municipal bond backed by the credit and taxing power of the issuing jurisdiction rather than the revenue from a given project. No assets are required as collateral for a general obligation bond. A general obligation bond can be secured because the municipality issues a legally binding pledge to use all available resources- even tax revenue- to repay the principal and interest to the holders of the bond. This obligation must therefore be ratified by an affirmative vote of the citizens before the bonds may be issued (7-7-4221, MCA). Due to the relative security of the repayment of GO bond principal and interest, and because the interest paid to the bondholders (lenders) may be exempt from state and federal taxes, lenders are usually willing to accept a lower rate of interest. As a result, the cost of the capital project will be somewhat less for the local government and for their taxpayers.

3.4.2 Revenue Bond

A revenue bond is a municipal bond supported by the revenue of a specific project. Therefore, revenue bonds can finance income-producing projects. Revenue bonds are not guaranteed by tax income the way that a general obligation bond is guaranteed, and revenue bonds are somewhat less secure. The bond market will usually demand somewhat higher interest rates to attract lenders. Revenue bonds are backed only by the revenues from fees paid by the users of the capital facility, such as a municipal water or wastewater system. Because revenue bonds do not involve a pledge of the full faith and credit (taxing authority) of the municipal government, revenue bonds do not require voter approval (7-7-4426, MCA).

3.5 SPECIAL IMPROVEMENTS DISTRICT (SID)

Montana state law allows a City Council to create a special improvement district or districts with the goal of building new infrastructure or maintaining existing infrastructure. A fund generated by tax income within the SID can be used to create a revolving fund to be used for infrastructure

needs within the SID. In order to create an SID, the infrastructure goal must be identified (construct/reconstruct a street, curb, gutter, sidewalk, water main, sewer main, or storm sewer) and the boundary of the SID must be identified. After the cost of the infrastructure improvement has been estimated, public hearings must be held to inform all homeowners of the proposed SID. If, during the public hearing portion of the process, 51% or more of the property owners protest the issue, it cannot proceed (7-7-4104, MCA).

3.6 GRANT AND LOAN FUNDING

3.6.1 Transportation Alternatives (TA)

Montana Department of Transportation, Transportation Alternatives (TA) Program is a federally funded program that provides funding for programs and projects defined as transportation alternatives including pedestrian and bicycle facilities. They also include community improvement activities, and environmental mitigation, recreational trail program projects, safe routes to schools projects, and projects for planning, design or construction of boulevards and other roadways largely in the right-of-way of former Interstate System routes or other divided highways. A local match is required for these funding programs.

3.6.2 Emergency Medical Service (EMS) Grant Program

In 2009 the Montana Legislature identified prehospital (before a patient reaches the hospital) emergency medical services as a critical component of Montana's health care system. The Montana Department of Transportation can award grants to emergency medical service providers for purchasing and leasing of ambulances, emergency response vehicles, and equipment for training and communications.

3.6.3 Renewable Resource Grant and Loan Program (RRGL)

Department of Natural Resources and Conservation (DNRC) Renewable Resource Grant and Loan Program (RRGL) offers planning grants that can be used for preparation of new Preliminary Engineering Reports (\$15,000 max), Technical Narratives (\$10,000 max), and updates to Technical Narratives and PER's, as well as CIP's (\$5,000 max). The planning must address natural resources concerns.

Renewable Resource Grant and Loan Program (RRGL) is administered by the Montana Department of Natural Resources and Conservation (DNRC). RRGL's primary purpose is to conserve, manage, develop, or protect Montana's renewable resources. Grants of up to \$125,000 are available for projects that meet one or more of these objectives.

3.6.4 Treasure State Endowment Program (TSEP)

Department of Commerce Treasure State Endowment Program (TSEP) Grants can provide up to \$15,000 for preparing Preliminary Engineering Reports and Capital Improvements Plans. These grants require local match.

Treasure State Endowment Program (TSEP) is administered by the Montana Department of Commerce (MDOC). TSEP provides financial assistance to local governments for infrastructure improvements. Grants can be obtained for infrastructure projects from TSEP in amounts of \$500,000, \$625,000, or \$750,000 depending on how community water and wastewater rates compare to target rates. Successful acquisition of these grants is based on submission of a

Preliminary Engineering Report addressing water, wastewater, storm water, or solid waste infrastructure.

3.6.5 Community Development Block Grant (CDBG)

Department of Commerce Community Development Block Grant (CDBG) Planning Grants are available on an annual cycle up to \$50,000 for planning activities and documents (Growth Policy, CIP, Housing Plans, CEDS, etc.) and preparation of Preliminary Engineering Reports/Preliminary Architecture Reports (PAR). CDBG will only consider funding a PER if the applicant is unsuccessful with TSEP and DNRC. CDBG planning grants require a match.

Community Development Block Grant (CDBG) is a federally funded program (HUD) administered through the Montana Department of Commerce. The primary purpose of the CDBG Program is to benefit low to moderate-income (LMI) families.

3.6.6 State Revolving Loan Fund (SRF)

Drinking Water and Water Pollution Control State Revolving Fund (SRF) provides low-interest loan funds for water, wastewater, storm water and solid waste projects. The SRF program is administered by the Montana Department of Environmental Quality.

3.6.7 USDA Rural Development (RD)

USDA Rural Development Water and Environmental Program (RD) provides grant and loan funding to districts, municipalities and counties for infrastructure projects that improve the quality of life and promote economic development in Rural America. Communities with populations less than 10,000 are eligible to apply; however, RD gives the highest priority to projects that serve rural areas with populations equal to or less than 1,000. RD bases grant eligibility and loan interest rates on a community's median household income and user rates.

USDA Rural Development (RD) Community Facilities provides grant and loan funding to develop essential community facilities in rural areas. Funds can be used to purchase, construct, and/or improve essential community facilities, purchase equipment and pay related project expenses. Examples of essential community facilities include health care facilities, public facilities (town halls, courthouses, airport hangars, streets), community support services (child care centers, community centers, fairgrounds), public safety, educational services, local food systems and food banks. Grant funding is based on population and median household income.

3.6.8 Economic Development Administration (EDA)

Economic Development Administration (EDA) provides grant funding for infrastructure projects that are demonstrated to be needed for the placement of a new business. The amount of grant is dependent on the number of jobs created.

3.6.9 National Park Service Technical Assistance (NPSTA)

National Park Service Rivers, Trails and Conservation Assistance provide Technical Assistance community groups, nonprofits, tribes, and state and local governments to design trails and parks, conserve and improve access to rivers, protect special places, and create recreation opportunities.

3.6.10 National Endowment for the Arts

National Endowment for the Arts (NEA) has several assistance programs to fund Creative place-making and including art into revitalization work, including parks, downtown pathways, plazas, green spaces, wayfinding, and cultural tourism. All programs have a local match.

3.6.11 Assistance for Firefighters Grants (AFG)

FEMA's Assistance to Firefighters Grants (AFG) aim to enhance the safety of the public and firefighters with respect to fire-related hazards by providing direct financial assistance to eligible fire departments. This funding is for critically needed resources to equip and train emergency personnel to recognized standards, enhance operations efficiencies, foster interoperability, and support community resilience. Grant awards range from a few thousand dollars to hundreds of thousands of dollars. Eligible uses of funds include fire trucks, EMS equipment, personal protective equipment, equipment, and modifying facilities. FEMA also has funds for fire prevention and safety programs, fire station construction, and staffing for adequate fire and emergency response.

3.6.12 Montana Land and Water Conservation Fund (MLWCF)

Types of projects that have been approved and funded in the past include: ball fields, open space acquisitions, golf courses, public parks, swimming pools, skating rinks, picnic facilities, playground equipment, snowmobile facilities, and walking trails. Facilities directly supporting outdoor recreation areas, such as restrooms and maintenance sheds, also are eligible. Access to the project site must be on publicly owned roads, and must meet all applicable engineering and safety standards, and fire-safety parameters. The access must be legal, safe and non-controversial. Grant requests for planning, feasibility, design, or engineering studies are not eligible for MLWCF assistance. However, an eligible project may include moderate costs for planning, not to exceed 10 percent of total project costs. Once MLWCF funds are used in development or acquisition, the entire recreational site must be managed for outdoor recreation in perpetuity. The maximum grant per project is negotiable not to exceed \$250,000 and the grant may provide up to 50 percent of a local project's total costs. A project sponsor must have total project costs committed at the time of application, as the sponsor must make full payment on all project expenses before being reimbursed for up to 50 percent of allowable costs.

3.6.13 Montana Recreational Trails Program (MRTP) Grant

Eligible project types include: operation of trails-related environmental protection and safety education programs; trails information, ethics education and interpretive information; development of urban trail linkages near homes and work places; construction and maintenance of trails; restoration of areas damaged by trail use; development of trailside and trailhead facilities; providing features to assist disabled individuals; acquisition of easements and fee simple title of property for trails; signs and other traffic control devices that conform to the Manual of Uniform Traffic Control Devices; and, purchase of equipment to be used on a long-term or seasonal basis and that is not available through rent or lease. Applicants must show match equaling at least 20% of the total RTP project cost, with at least 5% of that match from a non-federal source.

3.6.14 Montana Tourism Grant Program (MTGP)

The Tourism Grant Program awards funds to projects that strengthen Montana’s economy through the development and enhancement of the State’s tourism and recreation industry. Funds are awarded annually to projects that develop and enhance tourism and recreation products that have the potential to increase non-resident visitation. Projects must fall within the categories of: Arts / Culture / Heritage Preservation; projects that preserve, protect, or restore Montana’s arts, culture, and/or heritage treasures; Visitor Facility Upgrades / Construction: projects that will enhance the non-resident visitor experience and increase expenditures; and/or, Niche Product Development: projects of interest to non-resident visitors as identified in *Montana Destination Brand Research Study*.

3.6.15 Montana State Homeland Security (SHSP) Grant

The purpose of the SHSP is to support state and local efforts to prevent terrorism and other catastrophic events and to prepare Montana for the threats and hazards that pose the greatest risk to its security. The SHSP assists state, tribal, and local preparedness activities that address high-priority preparedness gaps across all core capabilities where a nexus to terrorism exists. All supported investments are based on capability targets and gaps identified during the Threat and Hazard Identification and Risk Assessment (THIRA) process and assessed in the Stakeholder Preparedness Review (SPR). Examples of projects include: purchasing cots, blankets, and storage carts for mass care shelters; purchasing and installing a backup generator, including the switches; purchasing and installing a fuel tank; purchasing and installing video surveillance cameras on critical infrastructure; and, purchasing and installing a complete (multiple components) Public Alerting system. Cost share or match is not required.

3.6.16 Montana Flood Mitigation Assistance (FMA)

The FMA grant program is intended to help reduce or eliminate claims under the National Flood Insurance Program (NFIP). Eligible project types include: property acquisition and structure demolition or relocation; structure elevation; mitigation reconstruction; dry floodproofing of historic residential structures; dry floodproofing of non-residential structures; and, minor localized flood reduction projects. Applicants must show match equaling at least 25% of the total FMA project cost.

3.6.17 Montana Pre-Disaster Mitigation (PDM) Grant

The PDM grant program provides resources to assist local communities in implementing a sustained pre-disaster natural hazard mitigation program. Eligible project types include mitigation activities that reduce risk to any natural hazard (e.g., seismic, wildfire, landslide, wind, flood, and drought) and generators for critical facilities identified in a FEMA-approved mitigation plan and meet the standards set by local building codes. Applicants must show match equaling at least 25% of the total PDM project cost.

3.6.18 Montana Hazard Mitigation Grant Program (HMGP)

The purpose of the HMGP program is to help communities implement hazard mitigation measures following a Presidential major disaster declaration. Hazard mitigation is any action taken to reduce or eliminate long term risk to people and property from natural hazards. Eligible project types include: property acquisition and structure demolition; property acquisition and structure relocation; structure elevation; generators; localized flood risk reduction projects;

infrastructure retrofit; and, wildfire mitigation. Applicants must show match equaling at least 25% of the total PDM project cost.

3.6.19 Montana Justice Assistance Grant (JAG)

JAG funds may be used for initiatives that will improve or enhance the following three purpose areas: Law Enforcement Programs; Prevention and Education Programs; and, Drug Treatment and Enforcement Programs. Eligible project types include: body-worn cameras, vehicle video cameras, communications equipment, and computers. Cost share or match is not required.

3.6.20 Montana History Foundation Grant (MHF)

MHF is a charity organization that raises money and provides funding for projects which promote the preservation of history throughout Montana. Grant categories include historic cemeteries and sacred sites, buildings and structures, collections and artifacts, oral history, and education and outreach. Funding of up to \$10,000 may be granted.

3.7 PRIVATE FUNDING

Private Foundations can provide funding for various capital improvement projects. Local and national foundations can support community development initiatives and offer unique opportunities to fund capital projects.

CHAPTER 4 POLICE DEPARTMENT INVENTORY AND IMPROVEMENTS ANALYSIS

4.1 POLICE DEPARTMENT

The purpose of the Boulder Police Department is to enforce the law, protect people, protect property, and limit civil disorder within the boundaries of the City of Boulder. Police officers monitor for criminal activity, patrol the community, respond to emergency calls, issue tickets, make arrests, and investigate local crime. The Boulder Police Department currently has three full-time police officers (one chief and two patrol officers). Dispatching duties for the City are covered by the Jefferson County Sheriff’s office through an agreement with the City. The City pays Jefferson County Sheriff’s Department \$8,000 per year for dispatching services.

4.2 FACILITIES

The City currently has an arrangement for renting office space from the Jefferson County Sheriff’s office located at 110 South Washington Street in Boulder. Purchasing a facility to serve as the Police Department headquarters was considered in the past, but the current arrangement was more economically feasible. If the City pursues construction of an emergency services facility (discussed further in Chapters 5 and 6 of this Report), new accommodations for the Police Department may be incorporated as well.

4.3 EQUIPMENT

Police Department property includes patrol vehicles, personal protective equipment, technology (cameras, computers, etc.), general police equipment, firearms, and other weapons. Some items such as radios, have historically been provided by Jefferson County Sheriff’s Office and are not included in the inventory. A complete inventory of Police Department capital property is included in Table 4-1, below.

Table 4-1 Police Department Property Inventory			
Category	Item	Quantity	Condition
Vehicles	2016 Ford SUV	1	Good
Vehicles	2018 Ford SUV	1	Good
Vehicles	2011 Dodge Charger	1	Poor
Personal Protective Equipment	Ballistic Resistant Body Armor Vest	3	Fair
Technology	In-car Camera	2	New
Technology	Body Cameras	2	New
Technology	Tough Book, In-car Computer	3	Fair
Police Equipment	Speed Rader, Vehicle Mounted	2	Good
Firearms/Weapons	Taser Gun	3	New
Firearms/Weapons	Glock G-20, 45 mm Sidearm	3	Good
Firearms/Weapons	Mossberg 590, 12-gauge Shotgun	3	Good
Firearms/Weapons	Remington 870, Less Lethal Shotgun	3	Good
Firearms/Weapons	AR Rifle	3	Fair

4.4 CAPITAL IMPROVEMENTS PLANNING

The City does not currently have capital improvements funds dedicated specifically to the Police Department. All the past capital improvements have been acquired through the Department's operating budget and grants.

4.5 CAPITAL IMPROVEMENTS PROJECTS

The Police Department's near-term goal for capital improvements planning is to procure the listed items. Their long-term goal is to get big ticket, recurring items (such as vehicles) on replacement schedules. This approach will help the City to create a streamlined approach to budgeting the department's expenditures. For example, the Police Department needs to replace their 2011 Dodge Charger with an SUV which is better equipped for their winter driving conditions. Their goal is to acquire four adequate patrol vehicles to ensure that all three officers have the necessary equipment if one of the vehicles is out of commission for any reason.

In addition to acquiring the number of items required for proper operations, some of the items in the inventory need to be replaced with updated versions of equipment for safety and reliability reasons.

Items such as weapons, fire arms, ballistic resistant body armor, body cameras, in-car cameras, in-car speed radar, in-car computers, and ticket printers are critical items for operations of the Boulder Police Department. These items do not individually meet the threshold cost identified for this report. Currently, the Department needs one

or more of each of these items and needs to plan on incrementally replacing each of these items over the next 10 years to account for wear and tear and replacement of outdated technology. Considering the combined cost of these items, the annual funds required to meet the Department's goals are substantial. Therefore, these items have been combined into a single "Police Equipment Updates and Replacements" line item in the CIP.



SUV Patrol Vehicle

A complete list of the Police Department's proposed capital improvements planning items is presented in Table 4-2, below. Estimated costs and priority designations are also included and will be discussed further in Chapter 10. The capital improvements project type is designated as "New" or "Replacement Cycle". New refers to an item that is not currently in the inventory or represents a one-time replacement. A replacement cycle refers to an item or items which require systematic replacement due to regular usage resulting in wear and tear. The implementation date references the year in which funds will be required for the project. The replacement cycle column indicates the replacement frequency of items scheduled for regular turn over. The estimated cost includes planning, materials, and construction, where applicable. Finally, the priority designation represents the department's assessment of their needs and

incorporates the public's opinion of areas of greatest need for each department (see Chapter 9 for a further explanation of public participation efforts). Similar headings will be used in Chapters 5 through 8 of this report.

**Table 4-2
 Police Department Proposed Capital Improvements**

Category	Item	Quantity	Project Type*	Implementation Date	Replacement Cycle	Estimated Cost	Priority
Vehicles	SUV (to replace 2011 Dodge Charger)	1	N	1-2 Years	N/A	\$40,000	High
Vehicles	SUVs	1	RC	1-2 Years	5 Year	\$40,000	Medium
Equipment	Miscellaneous Equipment Replacement (In-car cameras, Body Cameras, In-car Computer, Zuercher E-Ticket Printer, Speed Radar, Taser Gun, Firearms)	Lot	N/RC	1-10 Years	Annual	\$9,500	High

*N=New, RC = Replacement Cycle

CHAPTER 5 VOLUNTEER FIRE DEPARTMENT INVENTORY AND IMPROVEMENTS ANALYSIS

5.1 VOLUNTEER FIRE DEPARTMENT

The City of Boulder Volunteer Fire Department generally has 10 to 15 active members. Bull Mountain Rural Fire Department is also based out of Boulder. The two volunteer organizations share resources, equipment, and personnel. The purpose of the Volunteer Fire Department is to provide fire protection services for the City of Boulder and the surrounding area. Although they do have equipment for rural/wildland firefighting, the Boulder Volunteer Fire Department is primarily responsible for structure fires and Bull Mountain Rural Fire is primarily responsible for rural/wildland fires. For the purpose of this document, only the Boulder Volunteer Fire Department resources and funding are discussed. In addition to fire response, the Volunteer Fire Department assists the Police Department, Jefferson County Sheriff's Office, and Boulder Ambulance Service in vehicle accidents and emergency response.



Structure Fire Apparatus



Fire Department Facility

5.2 FACILITIES

The existing Boulder Volunteer Fire Department facility is located on West 2nd Avenue and consists of an insulated metal building with room for fire apparatus parking, personal protective equipment storage, a sanitary facility, office space, and an industrial kitchen. The facility is generally described as under equipped for the current needs of the Volunteer Fire Department. Planning for a new emergency services facility has been suggested and is included in the Capital Improvements Projects section below.

5.3 EQUIPMENT

Boulder Volunteer Fire Department property is described in Table 5-1 and includes personal protective equipment, general firefighting equipment, and vehicles. The hoses are of various lengths and diameters including approximately 1,000-feet of 5-inch, 300-feet of 2-inch, and 500-feet of 1-3/4-inch.

Table 5-1 Volunteer Fire Department Property Inventory			
Category	Item	Quantity	Condition
Personal Protective Equipment	Honeywell Self-Contained Breathing Apparatus and Masks	15	Fair
Personal Protective Equipment	Personal Gear (boots, pants, coat, hat, etc.)	N/A	Fair-Good
Equipment	Hoses	N/A	Fair
Equipment	Hand tools	N/A	Good
Vehicles	Brush Firefighting Apparatus	1	Good
Vehicles	Structure Firefighting Apparatus. 2000 International 4900 (5,819 miles, 644 hours)	1	Good

5.4 CAPITAL IMPROVEMENTS PLANNING

The City does not currently have capital improvements funds dedicated specifically to the Volunteer Fire Department. All the past capital improvements have been acquired through the Department’s operating budget, donations, and grants.

5.5 CAPITAL IMPROVEMENTS PROJECTS

The Volunteer Fire Department’s goals include updating existing equipment in the near-term and planning for large capital improvement projects (i.e. fire apparatus replacement and a new emergency services facility) in the long-term. The proposed capital improvements projects are presented in Table 5-2, below.

The self-contained breathing apparatuses (SCBAs) currently used by the firefighters were donated second-hand by the Montana City Fire Department. The SCBAs are generally described as being in good condition and the masks are new, but they present a high capital cost for replacement and should, therefore, be cyclically replaced to spread the cost over several years.

Turnout gear is recycled amongst volunteers as it is available. All equipment in circulation is inspected to ensure adequate function for the safety of the



Personal Protective Equipment Storage

firefighters. Some of the gear in circulation is 30 to 40 years old and is acceptable for traffic control and environmental protection activities, but it is not suitable for interior firefighting. Historically, every year two to three sets of new gear are purchased to replace the oldest sets in circulation. The Department would like to make more effort to replace older gear by purchasing 3 to 5 new sets per year until all the gear in circulation is in good shape. Part of this gear replacement program would include purchasing a set of gear for new volunteers after one year of service.



Brush Fire Apparatus

Equipment such as hoses and hand tools are exposed to general wear and tear in the field. Although these items do not present a high capital cost individually, the lot would be expensive to replace. Therefore, a replacement cycle for replacing worn hoses and hand tools is recommended for capital planning purposes. The Department needs to replace the entire inventory of hoses within the next 1-2 years to meet their needs. They will keep old hoses that still function adequately for spares.

The Volunteer Fire Department's fire apparatuses are both used, but have low mileage and have been well maintained. The planning schedule for fire apparatus replacement is listed at 10 years. The fire apparatuses will likely last the Department longer than the prescribed 10 years, but capital planning for replacement should be pursued in case an unexpected failure occurs.

The Volunteer Fire Department's fire apparatuses are both used, but have low

The Volunteer Fire Department's greatest concern is building an emergency services facility to better suit their operational needs. Formal discussions about the new emergency services facility have not yet been pursued, but initial discussions with representatives from the Volunteer Fire Department and the Ambulance Service indicated that both departments are interested in pursuing a combined use facility to meet the needs of both departments. The scope of the facility is still largely undefined but generally includes: at least five vehicle bays (three drive-thru bays), a water fill station, an SCBA room (suitable for air tank filling, an air cleaner, and a sink), separate storage areas for fire and ambulance gear, a shared training/conference room with an overhead projector, sanitary facilities, and an industrial kitchen. The location of the emergency services facility has not been determined, but options include constructing on existing City-owned property or purchasing property for construction.



Industrial Kitchen Area

**Table 5-2
 Volunteer Fire Department Proposed Capital Improvements**

Category	Item	Quantity	Project Type*	Implementation Date	Replacement Cycle	Estimated Cost (Each)	Estimated Cost (All)	Priority
Personal Protective Equipment	Honeywell Self-Contained Breathing Apparatus, Masks, and Bottles	5	RC	5 Years	5 Year	\$3,000	\$15,000	Medium
Personal Protective Equipment	Turnout Gear (boots, pants, coat, hat, etc.)	5	RC	1 Years	1 Year	\$2,000	\$10,000	High
Equipment	Hoses	Lot	RC	1-2 Years	10 Year	\$13,200	\$13,200	Medium
Vehicles	Brush Firefighting Apparatus	1	RC	10 Years	10+ Year	\$80,000	\$80,000	Low
Vehicles	Structure Firefighting Apparatus	1	RC	10 Years	10+ Year	\$340,000	\$340,000	Low
Facility	New Emergency Services Facility ¹	N/A	New	5-10 Years	N/A	\$1,000,000	\$1,000,000	High

*N=New, RC = Replacement Cycle

¹Cost will be shared with the Boulder Ambulance Service

CHAPTER 6 AMBULANCE SERVICE INVENTORY AND IMPROVEMENTS ANALYSIS

6.1 AMBULANCE SERVICE

The Boulder Ambulance Service provides first response medical attention and medical transport in the City of Boulder as well as the surrounding area. Generally, the Ambulance Service consists of approximately 10 volunteer EMTs with basic or advanced licenses. The Ambulance Service assists the Police Department, Jefferson County Sheriff’s Office, and Volunteer Fire Department in vehicle accidents and emergency response in the surrounding area.

6.2 FACILITIES

The existing Volunteer Fire Department facility is located on West 2nd Avenue (adjacent to the Boulder Volunteer Fire Department facility) and consists of a finished, metal building with room for ambulance parking, limited equipment storage, and office space. The existing building does not have either water or sewer service. The facility does not suit the current needs of the Ambulance Service which requires sanitary facilities, additional storage, and a training/conference area. Planning for a new emergency services facility has been suggested and is included in the Capital Improvements Projects section below.



Ambulance Service Facility

6.3 EQUIPMENT

Ambulance Service property includes medical equipment, technology, and vehicles. Specific inventory items are included in Table 6-1, below.

Table 6-1 Ambulance Service Property Inventory			
Category	Item	Quantity	Condition
Medical Equipment	Lucas Mechanical Chest Compression Device	1	Good
Medical Equipment	Zoll Device	3	Good, Fair, Obsolete
Medical Equipment	AED	2	New
Medical Equipment	Disposables	N/A	N/A
Medical Equipment	CPR Mannequin Set	1	Fair
Medical Equipment	Cots	2	Fair, Poor
Vehicles	Unit 1 Ambulance 2001 (100,000+ miles)	1	Fair
Vehicles	Unit 2 Ambulance 1999 (100,000+ miles)	1	Poor

6.4 CAPITAL IMPROVEMENTS PLANNING

The City does not currently have capital improvements funds dedicated specifically to the Ambulance Service. All the past capital improvements have been acquired through the Ambulance Service's operating budget, donations, and grants.

6.5 CAPITAL IMPROVEMENTS PROJECTS

The Ambulance Service has two critical near-term projects to pursue: replacing existing cots with power cots and replacing both ambulance units. Additionally, several medical equipment items and facility projects require capital improvements planning. The complete list of projects is presented in Table 6-2, below.

Ambulance volunteers have growing safety concerns regarding the manual cots due to the high risk of personal injury associated with moving large persons using manual cots. Power cots would absorb the strain on the volunteers from manual cots and protect volunteers from personal injury.



Ambulance Unit 1

The ambulance units are becoming costly for the Ambulance Service to maintain due to the high mileage and age of the units. The Ambulance Service does not want to continue to incur expenses on the existing units when they will eventually need to replace them with very costly replacement units. Historically, replacement units have been acquired used from other ambulance services in the region.



Ambulance Unit 1

Each ambulance has several critical pieces of medical equipment including Lucas, Zoll, and AED devices as well as CPR mannequins; some of which need to be replaced very soon and all of which need to be incorporated into a replacement schedule due to the high capital cost of the items.

Some work is needed on the existing facility to keep it operational. Water and sanitary sewer services should be made available in the facility for use by the volunteers. The overhead doors are becoming weathered and will require replacement. The heater will also need

replacement in the near future. As discussed in detail in Chapter 5, formal discussions about a new emergency services facility have not yet been pursued, but initial discussions with representatives from the Volunteer Fire Department and the Ambulance Service indicated that both departments are interested in pursuing a combined use facility to meet the needs of both

departments. The Ambulance Service has several big-ticket items on their list of proposed projects which were identified as higher priority items than the new emergency services facility in the near-term. Upgrades to the existing facility will likely be necessary before the City has the opportunity to pursue the new emergency services facility and should remain priorities until a new facility is available.

**Table 6-2
Ambulance Service Proposed Capital Improvements**

Category	Item	Quantity	Project Type*	Implementation Date	Replacement Cycle	Estimated Cost (Each)	Estimated Cost (All)	Priority
Medical Equipment	Lucas Mechanical Chest Compression Device	1	N	1-5 Years	N/A	\$16,000	\$16,000	Medium
Medical Equipment	Lucas Mechanical Chest Compression Device	2	RC	5 Years	10 Year	\$16,000	\$32,000	Medium
Medical Equipment	Zoll Vital Monitoring Device	2	N	1-2 Years	N/A	\$3,000	\$6,000	High
Medical Equipment	Zoll Vital Monitoring Device	3	RC	5 Years	10 Year	\$3,000	\$9,000	High
Medical Equipment	AED	2	RC	10 Years	10 Year	\$2,500	\$5,000	Low
Medical Equipment	CPR Mannequin Set	1	RC	1-2 Years	10 Year	\$7,500	\$7,500	Medium
Medical Equipment	Power Cots	2	N	1-2 Years	N/A	\$18,000	\$36,000	High
Medical Equipment	Power Cots	2	RC	5 Years	5 Year	\$18,000	\$36,000	High
Vehicles	Ambulance Unit	2	RC	2021, 2024	10+ Year	\$150,000	\$300,000	High
Facility	Water/Sanitary Service Connection	N/A	N	1-5 Years	N/A	\$10,000	\$10,000	Low
Facility	Overhead Door Replacement	2	N	1-5 Years	N/A	\$5,000	\$10,000	Medium
Facility	Heater Replacement	1	N	1-5 Years	N/A	\$5,000	\$5,000	Medium
Facility	New Emergency Facility ¹	1	N	5-10 Years	N/A	1,000,000	1,000,000	Medium

*N=New, RC = Replacement Cycle

¹Cost will be shared with the Boulder Volunteer Fire Department

CHAPTER 7 PUBLIC WORKS DEPARTMENT INVENTORY AND IMPROVEMENTS ANALYSIS

7.1 PUBLIC WORKS DEPARTMENT

The Public Works Department has one director and generally two full-time staff with seasonal staff in the summer months. The purpose of the Public Works Department is to operate and maintain various City infrastructure including City water, wastewater, storm water, roads and streets, structures, parks and trails, pool, and cemetery as well as other duties supporting City operations.

7.2 CAPITAL IMPROVEMENTS PLANNING

The City does not currently have capital improvements funds dedicated specifically to the Public Works Department. All the past capital improvements have been acquired through the Public Works Department’s operating budget and grants.

7.3 WATER SOURCE, TREATMENT, AND DISTRIBUTION SYSTEM

7.3.1 Facilities and Equipment

The City water source, treatment, and distribution system consists of four ground water wells, two storage tanks, and several miles of transmission and distribution piping. A map of the water system is included in Appendix C. The ground water wells located at four locations within the City boundary produce very good quality water. Wells 1 and 3 are used for primary operation and are treated with a corrosion inhibitor (orthophosphate). Well 2 is used for back up capacity during high flow and emergency flow events but is not treated. Well 4 was taken offline in 2010 because demand at the time did not require the additional capacity and due to the high capital cost associated with treating the well. Water from the four wells is pumped directly to the distribution system. Two storage tanks situated on a hill to the northeast side of town provide fire and peak flow storage.



Wellhouse #3

Table 7-1 Water Source and Distribution System Property Inventory			
Category	Item	Quantity	Condition
Water Source	Well Pump #1, 50 hp, Turbine, Treated	1	Good Operating, Old
Water Source	Well Pump #2, 50 hp, Turbine, Back up, Untreated	1	Good Operating, Old
Water Source	Well Pump #3, 50 hp, Turbine, Treated	1	Good Operating, Old

Table 7-1 Water Source and Distribution System Property Inventory			
Category	Item	Quantity	Condition
Water Source	Well Pump #4, 50 hp, Turbine, Offline	1	Dormant
Water Storage	50,000-gallon Concrete Reservoir, 1950s	1	Good
Water Storage	500,000-gallon Welded Steel Reservoir, 1980s	1	Good
Water Source	Pumphouse #1	1	Good
Water Source	Pumphouse #2	1	Good
Water Source	Pumphouse #3	1	Good
Water Source	Pumphouse #4	1	Good

7.3.2 Capital Improvements Projects

The City wants to address several maintenance items in the water source, treatment, and distribution system. The existing well pumps and associated electrical equipment are over 50 years old, well beyond the standard useful life of pumps. Although they have been well maintained and historically operate reliably, the pumps and electrical components will need to be replaced in the near future for the sake of continued operational reliability and improved efficiency.

As stated above, Well #2 is not currently treated and is used to provide additional capacity during high demand events and emergencies. The primary wells, Wells #1 and #3, are treated with corrosion inhibitor to prevent corrosion of lead and copper pipes within homes and businesses. The City would like to add corrosion treatment to Well #2 to continue to provide adequate corrosion inhibitor when Well #2 is running. Adding treatment to Well #2 would require chemical feed and storage equipment, in-line water holding for contact time, controls, monitoring instrumentation, and potentially an upgraded well building to house the additional equipment.



Storage Tank Facilities

Safety and security are rising concerns for public infrastructure across the country. Therefore, the City would like add security fence around each of the four well buildings and the storage tanks to prevent and discourage access by unauthorized persons.

Water systems are required to inspect their water storage facilities every two years for health and safety of the facility and structural integrity. The City has recently had annual tank inspections which have included patching of the interior tank surfaces to keep up on tank maintenance and postpone major

renovations. The overall quality of the storage tanks is good, but exterior tank coating will likely be necessary within the next 10 years.

Well #4 produces high quality water but is not currently being used by the City because demand does not require it and because of the high capital cost associated with adding treatment. The City would like to consider constructing a water bottling plant or similar enterprise at Well #4 or leasing it to a private entity for a water bottling plant to provide a source of income to the City.

One fire hydrant at the corner of East 4th Avenue and South Madison Street is available to serve Jefferson High School. The City would like to provide a second fire hydrant on the south side of the school for access and redundancy purposes in the event that the existing hydrant is inaccessible or inoperable. Because there is not a water main on the south side of the school, this project would include construction of an 8-inch water main from Main Street to the location of the new hydrant, street excavation and resurfacing, and hydrant installation. Three other locations for new hydrant installations are being considered including one at the corner of Cooks Street and Butte County Road.

The City would like to update the water distribution map to reflect current conditions. A large rehabilitation of the water distribution system was completed in 2000 which included a water system map. The record map needs to be updated to reflect changes that have been made over the last two decades. This project would include compiling records from the Public Works Department on work completed since 2000 and producing a new map to incorporate changes. Items identified on the map would include pipe, valve, service, and pipe locations, as well as pipe and service sizes.

The City would like to add a bulk water loading station at the same time as and at a location near a new RV septage receiving station (see discussion in Section 7.4). The bulk water station will meter the volume of water sold and charge accordingly. The project would consist of a concrete pad, piping and overhead support, a valve building, and an automated control system which may be coin, account number, charge card, or credit card operated. The credit card billing option is the highest capital cost option, but it would require less work from City administration.

A line item was also included for future modifications the existing water rights. Modifications to the water system and place of use on existing water rights would require submitting an “Application to Change an Existing Non-Irrigation Water Right” to the Montana Department of Natural Resources and Conservation (DNRC). The application would require preparation of a water facility plan to assess the current and projected future water usage of each of the water rights, a description of each parcel to be included in the place of use, a narrative of the reason for the request, and maps of the historic and proposed water system. The DNRC Place of Use map for water right 41E 53 00 is included in Appendix D.

Each of the capital improvements projects discussed above, along with completion dates, replacement cycles and cost estimates, are presented in Section 7.10 of this Chapter.

7.4 WASTEWATER COLLECTION AND TREATMENT SYSTEM

7.4.1 Facilities & Equipment

The Boulder wastewater system consists of several miles of collection and transmission pipe and a new activated sludge wastewater treatment plant (WWTP) with biological nitrogen removal capabilities constructed in 2016. A map of the main portion of the wastewater system is included in Appendix E. Wastewater from individual homes and businesses throughout the City flows into a series of collection pipes then to the transmission pipe which directs the entire City wastewater flow to the headworks of the plant. Flow from the headworks goes to a lift station located in the WWTP yard which pumps wastewater to an above grade aeration basin and digester basin. Wastewater is biologically treated and disinfected using ultraviolet light disinfection prior to discharge to the Boulder River. Solids collected in the plant are discharged to the sludge drying beds where they dry and are then disposed of offsite.



Wastewater Treatment Facility

Table 7-2 Wastewater Collection and Treatment System Property Inventory			
Category	Item	Quantity	Condition
Wastewater Collection	Lift Station	1	Good
Wastewater Collection	Jetter Truck, 1970 (79,000 miles)	1	Poor
Wastewater Collection	Sewer Camera	1	Fair
Wastewater Collection	Enclosed Trailer (Sewer Camera)	1	Good
Wastewater Treatment	Wastewater Treatment Plant Structures	3	Good

7.4.2 Capital Improvements Projects

The City requires a jetter truck to routinely clean wastewater collection mains and to remove blockages during maintenance and emergencies. The jetter truck that the City currently uses is aging and unreliable. It needs to be replaced with a more dependable unit that requires less maintenance and operates reliably when operators require it.

Another tool used for wastewater collection maintenance is the sewer camera which was purchased as part of the wastewater system upgrades project in 2016. The existing camera requires some maintenance, but is in overall fair condition. The sewer camera will require replacement and should be included in capital improvements planning.



1970s Jetter Truck

The wastewater treatment facility was upgraded in 2016 along with portions of the transmission main and collection piping. However, a large portion of the City's collection system consists of aging clay tile pipe and manholes that have settled, both of which may contribute to hydraulic inefficiencies, seepage, infiltration, and inflow to the wastewater collection system. Such issues can contribute to frequent blockages, soil and ground water contamination, and variations in nutrient levels at the WWTP following high precipitation storm events. An assessment of the condition of the sewer collection system is necessary to

understand the extents of the collection system as well as which areas are contributing to the problems identified above and are in greatest need of rehabilitation. The City needs an updated wastewater collection system map to accurately reflect the current conditions of the system. Mapping would include developing a plan based on the most current version of the map and systematically recording the location and condition of the various collection pipes. The existing sewer camera is an integral tool for completing this project. Following this assessment and mapping project, a plan for collection system upgrades will need to be established to tackle upgrading manageable portions of the system over several years.

Dried sludge produced at the WWTP may be disposed of in one of two ways: landfill solid waste disposal or land application. The preferred method of disposal is land application, which involves hauling sludge to an approved site and mechanically spreading it over agricultural land as a crop fertilizer. The City has proper permits in place for land application, and agreements are finalized with local land owners for land application, but since the plant has been in operation, conditions have not yet been right for the land owners to receive the sludge. Additionally, the WWTP is performing well and consistently removing solids and producing sludge. Additional sludge drying beds would allow for more efficient handling and drying of the sludge, as well as increased storage capacity.

The RV septage receiving station is currently located between City Hall and the City Shops. The planned City Hall expansion and general accessibility concerns have prompted planning to move the receiving station to a new location. Considerations for this project include identifying a location with adequate accessibility near a sufficiently sized collection main and far enough from the WWTP to avoid over loading black water tank chemicals into the treatment process.

Many of the City's vehicles and implements are stored in the yard at the WWTP, exposed to the elements. The City would like to construct a cold storage shed to store vehicles and equipment to protect them from excessive weathering and prolong the life of those items.

Each of the capital improvements projects discussed above, along with completion dates, replacement cycles, and cost estimates, are presented in Section 7.10 of this Chapter.

7.5 STORM WATER

7.5.1 Facilities

The City has a very limited storm water collection system. Currently, storm water runoff from streets and roads collects in swale ditches beside the roadways. One large storm water collection pipe was installed as part of the Main Street improvements in the early 2000s. The water collected in the ditches is directed to the corner of Main Street and 1st Avenue. A main drainage ditch picks up the flow and carries it east, past the end of East 1st Avenue to a rock settling pond at the east end of 2nd Avenue. There are also French drains near the Jefferson County Courthouse, one at the corner of South Monroe Street and West Centennial Avenue and one at the corner of Washington Street and West Centennial Avenue.

7.5.2 Capital Improvements Projects

The lack of a storm water collection system accelerates weathering on City roads and streets and has potential to contribute to flooding of residences throughout Boulder. Perpetual maintenance and resurfacing of roads and streets is required largely because standing water and freeze/thaw events have the effect of breaking down the surface of the pavement, creating potholes, and washing away materials. A storm water collection system is needed throughout the City. The northwest area of Boulder is in greatest need of a storm drain system. Runoff from areas north of West Hauser Street tends to pool at the northwest corner of Centennial Park. Freezing and thawing in the early spring often causes ice dams in this location and eventually redirects water from West Hauser Street, across the park, to Leslie Street. The development of a storm water collection system to mitigate storm water issues would include an isolated drone survey to develop a topographic map of the area, an analysis of the flow characteristics of the soils and surfaces, hydraulic modeling, and an analysis of the capacity of the existing storm drain on Main Street. Once a planning study is performed, the design and implementation of a storm collection system may be staged to defer cost and divide the task into manageable sized projects.

7.6 ROADS AND STREETS

7.6.1 Facilities & Equipment

The City of Boulder maintains over 10 miles of roads and streets. Road and street resurfacing, maintenance, and snow removal are constant tasks for the Public Works Department. Equipment associated with road and street maintenance are included in Table 7-3, below.

Table 7-3 Roads & Streets Property Inventory			
Category	Item	Quantity	Condition
Roads & Streets	Topgun M-9B Sweeper, 1980s (8207 hours, 48,000 miles)	1	Poor
Roads & Streets	Boss Power-V 8' Snow Plow (1-ton Pickup)	1	Good
Roads & Streets	Boss Power-V 7' Snow Plow (Utility Truck)	1	Good
Roads & Streets	GMC Plow Truck, 1974 (93,000 miles, mileage rolled over), w/ Sander	1	Poor

7.6.2 Capital Improvements Projects

Vehicles and equipment used for road and street maintenance tend to incur significant mileage and require regular replacement. The street sweeper and plow/sander truck are both at the end of their usable lives and are not operationally reliable. They will need replacement soon. Other items such as pickup truck snow plows are in good condition, but may eventually need to be considered for replacement.



1974 Plow Truck with Sander

Currently, East 1st Avenue is interrupted between Main Street and North Madison Street by a storm drainage ditch and parking for City Hall. The drainage ditch poses a safety risk to area children and disrupts the flow of traffic through East 1st Avenue. The City would like to install a culvert in place of the ditch for a length of approximately 350-feet to reestablish East 1st Avenue. The City's RV septage receiving station behind City Hall has limited access and is in close proximity to City Hall and a park, and increased traffic through the area will require the receiving station to be relocated (see discussion in Section 7.4).

Some streets in Boulder are paved but many are surfaced with gravel and/or millings. As stated above, weathering has a detrimental effect year after year on the quality of road and street surfacing. Efficient storm drainage and snow removal practices are critical for surfacing maintenance and safety concerns. Ongoing maintenance all over the City is required to keep the roads and streets in good repair. Significant resources are needed to achieve the level of maintenance required, and many roads and streets have been repaired many times and need total reconstruction or resurfacing. A detailed survey and analysis of the existing roads and streets and their conditions will be required to develop a plan for systematic street rehabilitation



Street Sweeper

and establish the traffic capacity of current roads based on the conditions of the road. An assessment of different rehabilitation options should also be included to find a solution that will best serve the City from a quality and economic standpoint. Following the road survey and analysis, a plan can be developed for road rehabilitation throughout the City. This endeavor should be spread over several years to minimize traffic disruptions and to allow the City some flexibility in obtaining adequate funding for the project.

According to the Subdivision Regulations and Zoning Regulations recently developed by the Boulder Planning Board, traffic impact studies may also be required for new developments if they are expected to impose a traffic load greater than the defined trigger value. A trigger value should be set such that it is not so low as

to discourage development and not so high as to inadequately capture traffic analyses for developments that will significantly impact local traffic. Cities may choose to perform a traffic analysis for establishing the trigger point used in subdivision regulations or may base the trigger value on those set by cities with similar populations. For example, Table 7-4 presents trigger points set for several nearby areas in Montana.

Table 7-4 Montana Cities Trigger Values	
Location	Trigger Point
Gallatin County	500 Average Daily Traffic
City of Helena	200 Vehicle Trips per Day
City of Great Falls	300 Trip Ends
City of East Helena	200 Vehicle Trips per Day

Each of the locations identified based their measurement on a different unit of volume: average daily traffic, vehicle trips per day, and trip ends. The Boulder Planning Board currently proposes using a volume quantified in “trips per day”, making the City of Helena and City of East Helena the most direct comparisons. Based on the trigger points established for the City of East Helena and the similarities in populations between the City of Boulder and the City of East Helena, the City of Boulder may reasonably adopt a trigger point of 200 vehicle trips per day.

According to Chapter 41 – Traffic Impact Studies from the Montana Traffic Engineering Manual, a developer is required to produce a traffic impact study if the proposed development requires an approach to a State highway. A developer is defined as a “landowner or bona-fide applicant of an approach permit or development proposal”. In Boulder’s case, Main Street is a State highway (Highway 69), and therefore any development with a direct approach onto Main Street will require a traffic impact study even if the traffic volume does not exceed the trigger point established in the subdivision regulations.

Sidewalks in Boulder are mainly limited to those on Main street. The City would like to construct a new sidewalk between Boulder Elementary School and Jefferson High School to facilitate safe passage for students between schools. Boulder Elementary School occupies most of one city block east of South Monroe Street, between West 4th and West 3rd Avenues and approximately half of the adjacent city block east of South Washington Street. The path of the new sidewalk may run from the front of the Boulder Elementary School east on West 3rd Avenue to Main Street, where it would tie into the existing sidewalk on Main Street. The new sidewalk path may also border the Boulder Elementary School grounds and run along South Monroe Street for one block and east from South Monroe Street to Main Street along both West 3rd and West 4th Avenue. It may also tie into and expand the adjacent Jefferson County Courthouse Sidewalk system. The cost estimate presented in Section 8.10 includes cost for the second of these options only.



*Main Street, Boulder Montana
(Photo Courtesy of the Missoulian)*

The Main Street landscaping/medians are a topic of concern for the City and residents of Boulder. Although the medians provide aesthetic appeal to the Main Street area, they also pose safety risks. The raised landscaping on the Main Street medians limit sight distance for Highway 69/Main Street traffic and particularly for vehicles entering Highway 69/Main Street and pedestrian crossings. This issue escalates in the winter months when snow piled around the medians further obstructs sight distance. The City is pursuing discussions with Montana Department of Transportation to remove the medians and/or the median

landscaping to alleviate the safety concerns. The exact scope of the proposed median removal is still under consideration, but the City would like to, at the very least, remove the landscaping and raised garden beds and level off below the garden beds with fill material. Additionally, it is unclear now whether Montana Department of Transportation will cover any of the costs associated with the median removal. The cost estimate represented in Table 7-8 includes demolition and concrete fill of the garden beds.

7.7 STRUCTURES

7.7.1 Facilities and Equipment

The City of Boulder owns several structures including City Hall, the City shop, the wastewater treatment plant structures, and storage sheds. Several other structures are included in more appropriate sub-sections in this Chapter.

Category	Item	Quantity	Condition
Structures	Pre-fabricated Shed (behind City Shop)	1	Good
Structures	City Shop	1	Good
Structures	Storage Container	1	Good
Structures	City Hall	1	Fair

7.7.2 Capital Improvements Projects

The City is pursuing a City Hall expansion project which is currently in planning stages. This project is included in Chapter 8 of this Report.

7.8 PARKS & TRAILS, POOL, AND CEMETERY

7.8.1 Facilities and Equipment

The City of Boulder owns and maintains several parks and recreation facilities. They include a skate park, Centennial Park, Eastside Park, Veteran’s Memorial Park, Veteran’s Memorial Pool (located adjacent to Jefferson High School), and the City cemetery.

Table 7-6 Parks & Trails, Pool, and Cemetery Property Inventory			
Category	Item	Quantity	Condition
Pool	Pump	1	New
Pool	Boiler	1	New
Pool	Drain System	N/A	Good
Pool	Surfacing	N/A	Good
Parks	Play Structures	Lot	Fair
Parks	East Side Restroom	1	Poor
Parks	Centennial Restroom	1	Poor
Parks	Baseball Fields Restroom	1	Poor
Parks	Irrigation Pumphouse (baseball fields)	1	Poor
Parks/Cemetery	Toro Groundmaster 4000D	1	Fair
Parks/Cemetery	John Deere 720 Mower	1	Good
Parks/Cemetery	John Deere 445 Mower	1	Good

7.8.2 Capital Improvements Projects

The pool is generally kept in good repair and the pump, boiler, drain system, and surfacing have all been recently upgraded. Eventually the City would like to consider moving the pool and adding a splash park to attract tourism to Boulder.

The baseball and softball parks need refencing and potentially other work. While some of the existing fencing is in fair shape, much of it is weathered and needs replacement. The ball fields also need some general maintenance and cleanup to promote more use and hopefully increase traffic to local businesses.



Skate Park



Eastside Park Restroom

Eastside Park, Centennial Park, and the baseball fields each have public restrooms which remain closed and are in disrepair. The City struggles keeping the restrooms open because the facilities were not constructed for high traffic use and experience continual vandalism. In order to keep the restrooms open, the facilities need to be remodeled or replaced with industrial type fixtures that are made to withstand high traffic use. Additionally, door hardware that automatically locks after hours may be installed to reduce issues with vandalism.

The City currently has a \$50,000 matching Land & Water Trust Grant to replace play structures at City parks. The City needs to accumulate the required matching funds for the grant before the grant expires. The City has committed to include funding in the budget over the next three years (possibly four years if the grantors are agreeable to extending the term). The intent is to install the equipment over the next three to four years.

Additionally, the City would like to expand their parks to include a trail system along the Boulder River. The initial scope of this project includes a riverfront park with a pedestrian and bike trail system. To visually connect the river trail to downtown, signs and decorative sidewalk stamps are proposed to ensure that those visiting downtown are aware of the opportunity to visit the river while in Boulder. The proposed trail project is divided into five phases and the full buildout project includes 3.67 miles of new trails (see photo below). The City issued a request for proposals for the Boulder River Trail Master Plan and Feasibility Study in August 2019. The first phase of the project which includes 0.41 miles of trail north of the Boulder River and east of Highway 69 is slated for construction in July 2020.

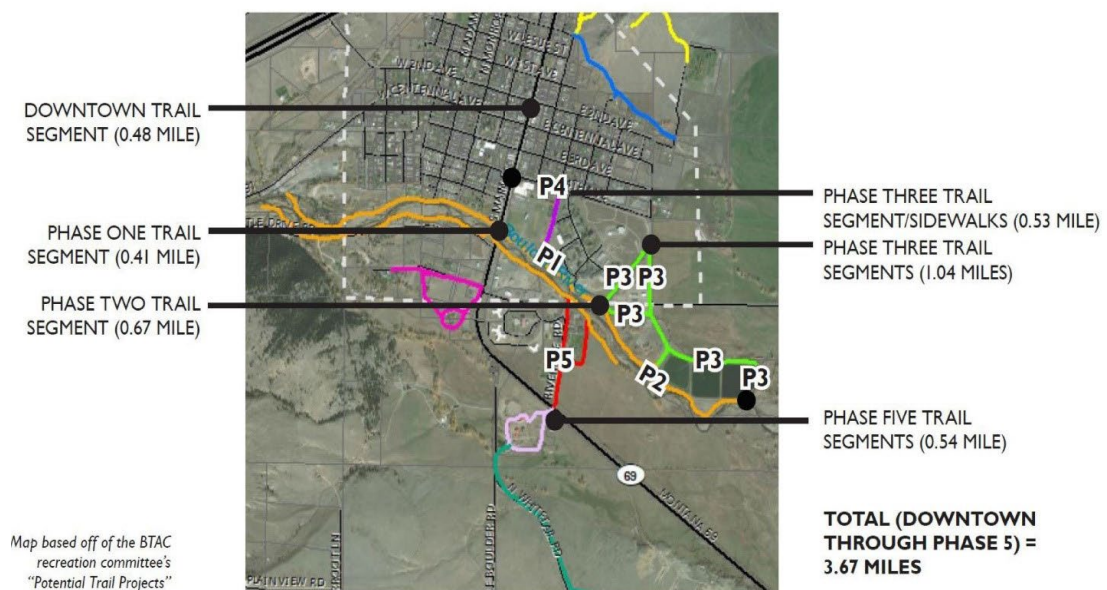


Image courtesy of Boulder Planning Board

Grounds keeping equipment such as lawnmowers are shared amongst the parks and cemetery and transported to the various locations as needed. With large areas to maintain, the mowers are subjected to heavy, consistent use, and therefore, require frequent replacement. The City currently operates one large front mower as well as two smaller riding mowers.

The City would like to enhance the cemetery with a parking area and a gazebo placed in the northeast corner of the cemetery to better accommodate large groups. The City would also like to construct a crematorium wall for interment of cremated remains. This monument would provide an aesthetic element to the cemetery as well as help the City manage the plots.

7.9 MISCELLANEOUS PUBLIC WORKS ITEMS

7.9.1 Facilities and Equipment

The City owns many miscellaneous pieces of equipment and vehicles which support the daily functions of the Public Works Department. These items include pickup trucks, various types of tractors, and trailers.

Category	Item	Quantity	Condition
Vehicles	Dodge 3/4-ton Pickup, 2000, Standard Transmission (56,000 miles)	1	Fair
Vehicles	Dodge 3/4-ton Pickup, 2000, Automatic Transmission (80,000 miles)	1	Fair
Vehicles	Chevy 1-ton Pickup, 1984 (54,000 miles)	1	Fair
Vehicles	Dodge Utility Truck, 1997 (113,000 miles)	1	Fair
Vehicles	International 5 Ton Dump Truck, 1985 (194,000 miles)	1	Fair
Equipment	Ford 8N Tractor, 1950 (2088 hours)	1	Poor
Equipment	Bobcat S300 Skidsteer, 2000 (3300 hours)	1	Fair
Equipment	Caterpillar 259D Skidsteer, 2018 (200 hours)	1	Good
Equipment	John Deere 580e Backhoe, 1980s	1	Poor
Equipment	Load Trail 26' Tilt Bed Trailer	1	Good
Equipment	Caterpillar 303.5 Mini-Excavator, 2000 (2875 hours)	1	Poor
Equipment	Caterpillar Sullair 375 Compressor (3810 hours)	1	Fair

7.9.2 Capital Improvements Projects

The Public Works Department depends heavily on dependable vehicles and machinery and performs regular maintenance on the items in the fleet. However, many of the vehicles and machines are purchased used and have been well used over their lifetimes. It is important that the City continues to update and replace vehicles and equipment as the budget allows to support the operations of the Public Works Department.

7.10 CAPITAL IMPROVEMENTS PROJECTS

Capital improvements projects discussed in Sections 7.3 through 7.9 of this Chapter are presented in Table 7-8, below. The column headings are explained in detail in Chapter 4.5 of this Report.

Table 7-8 Public Works Department Proposed Capital Improvements							
Category	Item	Quantity	Project Type*	Implementation Date	Replacement Cycle	Estimated Cost	Priority
Water Source	Well Pumps, 50 HP, Turbine and Electrical Boxes (four wells)	N/A	N	5 Year	N/A	\$120,000	High
Water Source	Add treatment to Well#2	N/A	N	1-5 Year	N/A	\$100,000	High
Water Source	Fence Water System Pumphouses	N/A	N	1-5 Year	N/A	\$20,000	Medium
Water Storage	Fence Water Storage Tanks	N/A	N	1-5 Year	N/A	\$20,250	Medium
Water Storage	Water Reservoir Exterior Coating	2	N	5-10 Years	N/A	\$100,000	High
Water Distribution	New Water Bottling Plant at Well #4	N/A	N	5-10 Year	N/A	\$500,000	Low
Water Distribution	New Fire Hydrants	4	N	1-5 Year	N/A	\$40,000	High
Water Distribution	Review and Define City Water Rights' Current and Potential Expanded Place of Use	N/A	N	1-10 Years	N/A	\$25,000	Low
Water Distribution	Map Existing Water Transmission and Distribution System	N/A	N	1-5 Year	N/A	\$7,500	Medium
Water Distribution	1 Ton Flat, Dump Bed Pickup Truck	1	N	1-5 Year	N/A	\$35,000	Medium
Water Distribution	New Bulk Water Loading Station	N/A	N	1-5 Year	N/A	\$25,000	Low
Wastewater Collection	Jetter Truck or Trailer	1	RC	1-5 Years	10 + Years	\$20,000	Medium
Wastewater Collection	Sewer Camera	1	RC	10 Year	10 Year	\$15,000	Low
Wastewater Collection	Map Existing Wastewater Collection System	N/A	N	1-5 Year	N/A	\$7,500	High
Wastewater Collection	Sewer Collection Upgrades (Seal/Rehab Existing Manholes, Replace Clay Tile Pipe, etc.)	N/A	N	5 Year	N/A	\$150,000	High
Wastewater Plant	Construct New Sludge Drying Bed	2	N	1-5 Year	N/A	\$30,000	High
Wastewater Collection	Relocate RV Septage Receiving Station	N/A	N	1-2 Year	N/A	\$10,000	High
Wastewater Plant	Construct Equipment Cold Storage Barn	1	N	1-5 Year	N/A	\$200,000	Medium
Wastewater Plant	Front End Loader	1	RC	1-2 Year	10+ Year	\$50,000	Medium
Storm Water Collection	New Storm Sewer System	N/A	N	5-10 Year	N/A	\$500,000	High
Roads and Streets	Street Sweeper	1	RC	1-5 Year	10+ Year	\$50,000	Medium

**Table 7-8
Public Works Department Proposed Capital Improvements**

Category	Item	Quantity	Project Type*	Implementation Date	Replacement Cycle	Estimated Cost	Priority
Roads and Streets	Boss Power-V Snow Plow	1	RC	5 Year	10 Year	\$9,000	Low
Roads and Streets	Plow Truck with Sander	1	RC	1-5 Year	10 Year	\$80,000	High
Roads and Streets	Reconnect 1st Street from Main to Madison	N/A	N	10 Year	N/A	\$150,000	Low
Roads and Streets	Road Survey Inventory and Analysis	N/A	N	1-5 Year	N/A	\$10,000	High
Roads and Streets	Road and Street Rehab Cycle	N/A	RC	Annual	Annual	\$200,000	High
Roads and Streets	New Sidewalk from Grade School to Highschool	N/A	N	1-5 Year	N/A	\$100,000	Low
Roads and Streets	Remove Main Street Medians	N/A	N	1-5 Year	N/A	\$30,000	High
Pool	Relocate Pool and Add New Splash Park	N/A	N	10 Year	N/A	\$1,000,000	Low
Parks	Refence Baseball and Softball Parks	N/A	N	1-5 Years	N/A	\$38,000	Low
Parks	New Park Restrooms (East Side, Centennial, & Baseball Fields)	3	N	1-5 Year	N/A	\$36,000	Medium
Parks	New Play Structure Matching Grant	N/A	N	1-2 Year	N/A	\$50,000	High
Parks	New Parks/River Trail System	N/A	N	10 Year	N/A	\$680,000	High
Parks/Cemetery	Toro Groundmaster 3-deck Mower	1	RC	1-5 Years	10 Year	\$46,000	Medium
Parks/Cemetery	John Deere Riding Mower	1	RC	5 Year	5 Year	\$7,000	Medium
Cemetery	New Cemetery Gazebo (NE Corner)	1	N	5 Year	N/A	\$10,000	Low
Cemetery	New Cemetery Parking Area	1	N	5 Year	N/A	\$15,000	Low
Cemetery	New Cemetery Crematorium Wall	N/A	N	5 Year	N/A	\$10,000	Low
Equipment	Skidsteer	1	RC	10 Year	10+ Year	\$50,000	Low
Vehicles	Heavy Duty Pickup Truck, General Use	1	RC	5 Year	5 Year	\$40,000	Medium
Vehicles	5 Ton Dump Truck	1	RC	10 Year	10 + Years	\$60,000	Low

*N=New, RC = Replacement Cycle

CHAPTER 8 CITY ADMINISTRATION DEPARTMENT INVENTORY AND IMPROVEMENTS ANALYSIS

8.1 CITY ADMINISTRATION DEPARTMENT

The City Administration Department is responsible for clerical and record keeping tasks including recording City Council meeting minutes, filing municipal records, and bookkeeping for City accounts. The City of Boulder currently has one City Clerk and one Assistant Clerk. In addition to city clerk duties, the City Clerk performs clerical duties for City Court which is held in the City Hall conference room. Software and technology required for Court Clerk duties is provided by the State and is therefore not included in this Report.

8.2 FACILITIES

The City Clerk’s office is in City Hall at the corner of East 1st Avenue and Main Street. Plans to extend the City Hall building are underway and are discussed further below.

8.3 EQUIPMENT AND SERVICES

Equipment and services used by the City Administration Department include desktop computers, printers, a water billing software, and IT support services. Many of the other items required by City Administration Department such as filing cabinets, furniture, storage space, etc. is already in place or being addressed as part of the City Hall expansion project.

Table 8-1 City Administration Department Property Inventory			
Category	Item	Quantity	Condition
Technology	Printer	1	New
Technology	Desktop Computer	2	New

8.4 CAPITAL IMPROVEMENTS PLANNING

The City does not currently have capital improvements funds dedicated specifically to the City Administration Department. All the past capital improvements have been acquired through the City Administration Department’s operating budget.

8.5 CAPITAL IMPROVEMENTS PROJECTS

Capital improvements projects for the City Administration Department include chairs and a conference table to furnish the expanded City Hall, replacement schedules for essential items such as desktop computers and printers, and renewal of software and IT services.

The City needs to have sonar mapping done at the City cemetery. Recently, there have been instances of uncovering unmarked graves. The existing cemetery records are very old and may not accurately represent the locations of some old graves. Sonar mapping would provide an accurate representation of occupied plots. The City could then use this information to avoid disturbances of graves in the future and to aid in cemetery plot planning. The City did receive a quote of \$20,000 for sonar mapping service and has budgeted an initial \$8,200 for the project.

The City Hall expansion project planning is ongoing. The existing Boulder City/American Legion Hall was constructed in 1921. Currently, the structure is too small, outdated, and in need of repairs. The proposed renovations to the existing building will maintain the character of the existing building but apply changes to meet ADA compliance, extend the space, repair the exterior surface, and update lighting and electrical in the existing space. The extended space will include a larger conference room, which is intended to support larger groups and a greater variety of activities than the existing space supports, as well as additional restrooms. The City submitted a grant application in September 2019 to the Delivering Local Assistance (DLA) Program administered by the Montana Department of Commerce requesting \$419,685 for the project. Some additional project funds will be provided by the City along with DLA funds if they are granted, or the City will need to pursue alternate funding if the DLA funds are not granted.

Table 8-2 City Administration Department Proposed Capital Improvements							
Category	Item	Quantity	Project Type*	Implementation Date	Replacement Cycle	Estimated Cost	Priority
Furniture	Conference Room Chairs	Lot	N	1-2 Years	N/A	\$6,000	Medium
Facility	City Hall Building Expansion	N/A	N	5 Years	N/A	\$486,685	High
Records	Cemetery Sonar Mapping Service	N/A	N	1-5 Years	N/A	\$20,000	High
Technology	Printer	1	RC	5 Year	5 Year	\$5,500	Medium

*N=New, RC = Replacement Cycle

CHAPTER 9 COMMUNITY LED ECONOMIC DEVELOPMENT

The City of Boulder has recently pursued several avenues for enhancing economic development and community planning within the City. Community entities such as the Boulder Area Chamber of Commerce and Boulder Transition Advisory Committee (BTAC) have been integral in supporting this pursuit. This Chapter includes a description of each of these entities, their goals, and proposed projects in addition to the CIP public meetings held to collect public input for this Report.

9.1 BOUDLER AREA CHAMBER OF COMMERCE

The Boulder Area Chamber of Commerce’s mission is to encourage and promote “economic and social development that leads to the enhancement of the quality of life of the Boulder Area”. Activities include publishing information pertinent to residents of Boulder as well as for promoting travel to Boulder, holding regular public meetings, and contributing to the planning and implementation of Boulder Area events. Events sponsored or endorsed by the Boulder Area Chamber of Commerce include: Boulder Community Yard Sale, Boulder Farmer’s Market, Boulder Annual Classic Car Show, Boulder Annual Music and Art Festival, and Boulder Annual Holiday Christmas Bazaar.

9.2 BOULDER TRANSITION ADVISORY COMMITTEE

In 2015, the Montana State Legislature passed legislature which resulted in the closure of Montana Development Center (MDC), a state institution for people with intellectual disabilities and formerly the largest employer in the City of Boulder and in Jefferson County. Following the closure of MDC, the BTAC was formed to help the community respond to this change. This committee oversaw the production of the “Making Boulder’s Future Bright Master Plan” in 2017, which identified steps that the City could take to help its culture and economy thrive.

Two strategies identified by the BTAC were updating the 2009 Growth Policy and updating the City’s Zoning Ordinance. These steps were identified as being essential for promoting redevelopment and economic growth in Boulder. Land Solutions, LLC was selected to update the 2009 Growth Policy and produced the 2018 Growth Policy. The priority projects identified in the 2018 Growth Policy are:

- improving amenities, visibility, and advertisement to divert more traffic of the I-15 Interchange;
- establish a targeted economic development district (TEDD) to the north of Boulder (across I-15); and
- promote the redevelopment and reuse of the MDC campus.

Land Solutions, LLC was also selected to produce the Downtown Master Plan to Coordinate between the new 2018 Growth Policy and the new Zoning Ordinance. The primary focus of the Downtown Master Plan is to revitalize the downtown area of Boulder as the economic and social heart of the community. The objectives identified in the Downtown Master Plan may be organized into one of the five following categories: organization, economic development, appearance, transportation, and promotion. Some of the action items outlined for meeting the goal and objectives identified above include:

- create a committee of stakeholders and community members to steer the initiative

- develop financing options for downtown improvements projects
- encourage an anchor tenant to establish business in downtown Boulder
- develop an urban renewal district with a tax increment financing provision for downtown Boulder residents
- enhance the aesthetic appeal of downtown structures
- upgrade downtown pedestrian and parking facilities
- install promotional signs and advertisements for attractions in downtown Boulder

9.3 CIP PUBLIC MEETINGS

Two public meetings were facilitated by the Boulder Planning Board to discuss the CIP and gather input from City staff and Boulder residents. The first meeting was held on August 5th, 2019 at Boulder City Hall following gathering and processing the inventory and improvements analysis. The meeting presentation consisted of a summary of the capital improvements planning process as well as the proposed capital improvements as developed from discussions with City Department heads.

Voting posters were developed for the meeting as a means of gathering public input on the proposed projects. The dots placed on the posters represent a voter's response to the prompt: "As a resident of the City of Boulder, I think we should prioritize...". The posters remained posted in the City Clerk's office through October 7th, 2019 and residents were able to vote on the projects they felt were of highest priority. An article encouraging residents to participate in the prioritization process was printed on page 6 of the September 4th, 2019 edition of *The Boulder Monitor*.

Residents invited to help prioritize City of Boulder's capital spending

By JOHN BLODGETT
Editor

What should Boulder spend money on? Officials want help deciding.

Residents are asked to stop by City Hall and review two posters that list projects that might be included in a capital improvements plan being developed for the city by Morrison-Maierle of Helena.

The firm's Elly Schmeltzer said that the draft list of projects "will likely be narrowed down following a review of the draft

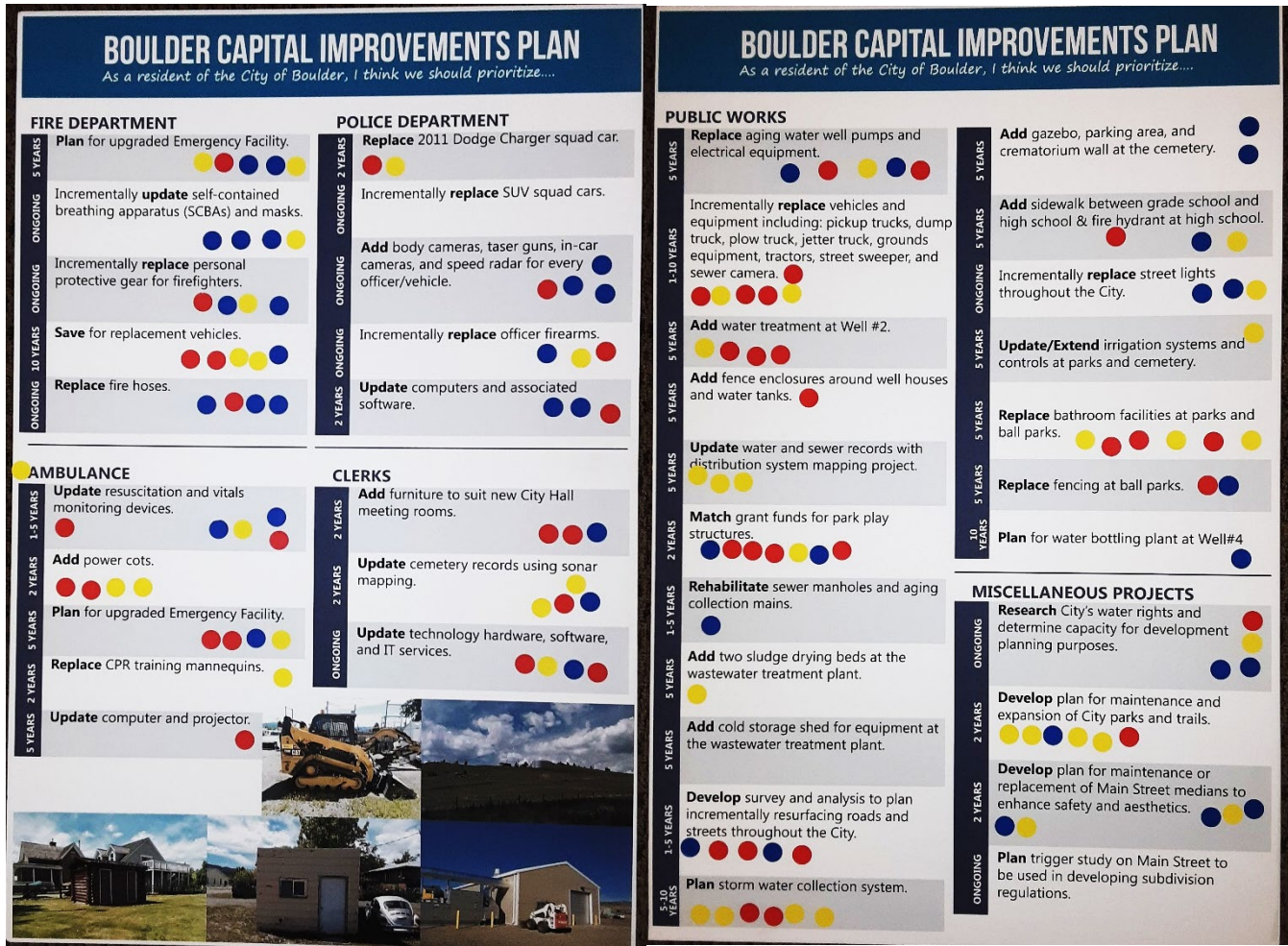
and cost estimate by the Planning Board and City staff."

Residents can comment on the projects they feel are most important, said Jefferson County Planner LaDana Hintz. Once finished the plan "will help the City prioritize future projects better and budget for them."

The posters are up for review until an Oct. 7 public meeting set to discuss the capital improvements plan, Schmeltzer said.

Hintz said the City Council will "hopefully" review the plan in November.

The votes on the poster were then used in conjunction with input from City staff and the Planning Board to prioritize the capital improvements projects. Photographs of the posters are included, below.



The second public meeting was held on October 7th, 2019 after the first CIP draft was submitted to the Boulder Planning Board for review. The Planning Board members, City staff, residents, and Morrison-Maierle representatives presented and discussed questions and comments on the information presented in the draft CIP. Those comments were summarized and incorporated in the final CIP.

CHAPTER 10 CAPITAL IMPROVEMENTS PROJECT PRIORITIZATION

The purpose of this Chapter is to summarize all the City's identified capital improvements projects and provide a preliminary cost estimate for the City. This will provide a basis for project prioritization, propose a schedule for implementation, and identify funding options for each project.

10.1 CAPITAL IMPROVEMENT PROJECT SUMMARY TABLES

10.1.1 Project Groupings and Cost Estimates

The capital improvement projects identified by the City have been grouped into annual, near-term, and long-term projects. Note that compiling a sum of all proposed projects for the 10-year planning period does not sufficiently capture economic changes and inflation which contribute to the cost over time. The cost of items in Chapters 4 – 8 were presented in 2019 dollars. Planning costs were developed as described below to incorporate inflation into the cost estimates. The "Estimated Project Cost (all)" is the estimated unit cost of the item multiplied by the quantity. As discussed in Chapter 2 of this Report, a \$5,000 threshold was used to qualify projects/items for inclusion in the CIP.

- Annual Improvements – These capital improvement projects occur each year throughout the 10-year planning period. Also included in the annual improvements category are items on replacement cycles that require annual budgeting to meet the financial goal at the end of the term.
 - The costs of annual projects were established in 2019 dollars and projected through the 10-year planning period with a 3.0% inflation rate to establish the total future worth of the items at the end of the 10-year planning period. The total future worth was then divided over 10 years to establish the annualized cost. Similarly, the total cost of items on replacement schedules was projected to the end of the 10-year planning period. For example, a vehicle which requires replacement every 5 years with a present worth of \$40,000 will be replaced 2 times in the 10-year planning period and therefore has a future worth of \$107,513 including 3.0% annual inflation. The total future worth is then divided over 10 years to determine the annual budget allocation required. Therefore, the annualized cost is \$10,751 for two vehicle replacements during the 10-year planning period.
- Near Term Improvements – These capital improvements projects have been identified for completion within 1-5 years.
 - Like the annual improvements, near-term improvement costs were established in 2019 dollars and need to be projected to future costs to account for inflation. Near-term projects were given a completion date used for determining annualized cost. For projects with a range of completion dates (i.e. 1-2 years or 1-5 years), the higher end of the range was used to determine a conservative annualized cost for the project. Project costs are presented in annualized costs as well as total future worth costs.

- Long Term Improvements – These capital improvement projects have been identified for completion within 5-10 years.
 - Long-term projects were given a completion date used for determining annualized cost. For projects with a range of completion dates (i.e. 5-10 years), the higher end of the range was used to determine a conservative annualized cost for the project. Project costs are presented in annualized costs as well as total future worth costs.

10.1.2 Listing of Capital Improvements Projects

Each project is identified with the one of the following department designations:

- BPD – Boulder Police Department
- BVFD – Boulder Volunteer Fire Department
- BAS – Boulder Ambulance Service
- PWD – Public Works Department
- BCA – Boulder City Administration

10.1.3 Implementation

Like the proposed capital improvements project tables presented in Chapters 4 – 8, the project implementation date is included in the summary tables. The replacement cycle is also indicated on Table 10-1 Annual Improvements Summary Table.

10.1.4 Budgeting Options

Below are abbreviations used to identify potential funding sources for the projects. These abbreviations are used in the summary tables to indicate which funding options are available for each of the proposed capital improvements projects.

- AB – Annual Budget
- CIF – Capital Improvement Fund
- TA – Transportation Alternatives
- EMS – Emergency Medical Service Grant Program
- RRGL – Renewable Resources Grants and Loans
- TSEP – Treasure State Endowment Fund
- CDBG – Community Development Block Grant
- SRF – State Revolving Loan Fund

- RD – US Rural Development
- EDA – Economic Development Administration
- NPSTA – National Parks Service Technical Assistance
- NEA – National Endowment of the Arts
- AFG – Assistance for Firefighters Grants
- MLWCF – Montana Land and Water Conservation Fund
- MRTP – Montana Recreation Trails Program Grant
- MTGP – Montana Tourism Grant Program
- SHSP – Montana State Homeland Security Grant
- FMA – Montana Flood Mitigation Assistance
- PDM – Montana Pre-Disaster Mitigation Grant
- HMGP – Montana Hazard Mitigation Grant Program
- JAG – Montana Justice Assistance Grant
- MHF – Montana History Foundation Grant
- P – Private organizations and local donations

10.2 ANNUAL NEEDS ASSESSMENT

The City of Boulder is encouraged to update the CIP as a living document to capture the highest needs for the City year after year. An assessment of the CIP should take place prior to preparing the annual budget for the following fiscal year. The annual needs assessment helps the community to focus resources on their highest priorities and adapt to changing concerns.

**Table 10-1
Annual Improvements Summary Table**

Dept.	Item	Quantity	Implementation Date	Replacement Cycle	Estimated Replacement Cost (ALL)	Estimated Future Worth (w/ 3.0% inflation)	Annualized Cost	Funding Options	Priority
BPD	SUVs	1	1-2 Years	5 Year	\$40,000	\$107,513	\$10,751	AB, CIF	Medium
BPD	Miscellaneous Equipment Replacement (In-car cameras, Body Cameras, In-car Computer, Zuercher E-Ticket Printer, Speed Radar, Taser Gun, Firearms)	Lot	1-10 Years	Annual	\$95,000	\$127,672	\$12,767	AB, CIF, JAG	High
BVFD	Honeywell Self-Contained Breathing Apparatus, Masks, and Bottles	5	5 Years	5 Year	\$15,000	\$20,159	\$2,016	AB, CIF, AFG	Medium
BVFD	Turnout Gear (boots, pants, coat, hat, etc.)	5	1 Years	1 Year	\$10,000	\$26,878	\$2,688	AB, CIF, AFG	High
BVFD	Hoses	Lot	1-2 Years	10 Year	\$13,200	\$177,397	\$17,740	AB, CIF, AFG	Medium
BVFD	Brush Firefighting Apparatus	1	10 Years	10+ Year	\$80,000	\$107,513	\$10,751	AB, CIF, AFG	Low
BVFD	Structure Firefighting Apparatus	1	10 Years	10+ Year	\$340,000	\$456,932	\$45,693	AB, CIF, AFG	Low
BAS	Lucas Mechanical Chest Compression Device	2	5 Years	10 Year	\$32,000	\$43,005	\$4,301	AB, CIF, EMS, AFG	Medium
BAS	Zoll Vital Monitoring Device	3	5 Years	10 Year	\$9,000	\$24,190	\$2,419	AB, CIF, EMS, AFG	High
BAS	AED	2	10 Years	10 Year	\$5,000	\$6,720	\$672	AB, CIF, EMS, AFG	Low
BAS	CPR Mannequin Set	1	1-2 Years	10 Year	\$7,500	\$10,079	\$1,008	AB, CIF, EMS, AFG	Medium
BAS	Power Cots	2	5 Years	5 Year	\$36,000	\$48,381	\$4,838	AB, CIF, EMS, AFG	High

**Table 10-1
Annual Improvements Summary Table**

Dept.	Item	Quantity	Implementation Date	Replacement Cycle	Estimated Replacement Cost (ALL)	Estimated Future Worth (w/ 3.0% inflation)	Annualized Cost	Funding Options	Priority
BAS	Ambulance Unit	2	2021, 2024	10+ Year	\$300,000	\$806,350	\$80,635	AB, CIF, EMS, AFG	High
PWD	Jetter Truck or Trailer	1	1-5 Years	10+ Year	\$20,000	\$26,878	\$2,688	AB, CIF, RD	Medium
PWD	Sewer Camera	1	10 Year	10 Year	\$15,000	\$20,159	\$2,016	AB, CIF, RD	Low
PWD	Front End Loader	1	1-2 Year	10+ Year	\$50,000	\$335,979	\$33,598	AB, CIF, RD	Medium
PWD	Street Sweeper	1	1-5 Year	10+ Year	\$50,000	\$67,196	\$6,720	AB, CIF, RD	Medium
PWD	Boss Power-V Snow Plow	1	5 Year	10 Year	\$9,000	\$12,095	\$1,210	AB, CIF, RD	Low
PWD	Plow Truck with Sander	1	1-5 Year	10 Year	\$80,000	\$107,513	\$10,751	AB, CIF, RD	High
PWD	Road and Street Rehab Cycle	N/A	Annual	Annual	\$2,000,000	\$2,687,833	\$268,783	AB, CIF, RD	High
PWD	Toro Groundmaster 3-deck Mower	1	1-5 Years	10 Year	\$46,000	\$61,820	\$6,182	AB, CIF	Medium
PWD	John Deere Riding Mower	1	5 Year	5 Year	\$7,000	\$9,407	\$941	AB, CIF	Medium
PWD	Skidsteer	1	10 Year	10+ Year	\$50,000	\$671,958	\$67,196	AB, CIF	Low
PWD	Heavy Duty Pickup Truck, General Use	1	5 Year	5 Year	\$40,000	\$537,567	\$53,757	AB, CIF	Medium
PWD	5 Ton Dump Truck	1	10 Year	10+ Year	\$60,000	\$80,635	\$8,063	AB, CIF	Low
BCA	Printer	1	5 Year	5 Year	\$5,500	\$14,783	\$1,478	AB, CIF	Medium

**Table 10-2
Near-Term Improvements Summary Table**

Dept.	Item	Quantity	Implementation Date	Estimated Replacement Cost (ALL)	Estimated Future Worth (w/ 3.0% inflation)	Annualized Cost	Funding Options	Priority
BPD	SUV (to replace 2011 Dodge Charger)	1	1-2 Years	40,000	\$42,436	4,244	AB, CIF	High
BAS	Lucas Mechanical Chest Compression Device	1	1-5 Years	\$16,000	\$18,548	\$3,710	AB, CIF, EMS, AFG	Medium
BAS	Zoll Vital Monitoring Device	2	1-2 Years	\$6,000	\$6,365	\$3,183	AB, CIF, EMS, AFG	High
BAS	Power Cots	2	1-2 Years	\$36,000	\$38,192	\$19,096	AB, CIF, EMS, AFG	High
BAS	Water/Sanitary Service Connection	N/A	1-5 Years	\$10,000	\$11,593	\$2,319	AB, CIF	Low
BAS	Overhead Door Replacement	2	1-5 Years	\$10,000	\$11,593	\$2,319	AB, CIF	Medium
BAS	Heater Replacement	1	1-5 Years	\$5,000	\$5,796	\$1,159	AB, CIF	Medium
PWD	Well Pumps, 50 HP, Turbine and Electrical Boxes (four wells)	N/A	5 Year	\$120,000	\$139,113	\$27,823	AB, CIF, SRF	High
PWD	Add treatment to Well#2	N/A	1-5 Year	\$100,000	\$115,927	\$23,185	AB, CIF, SRF	High
PWD	Fence Water System Pumphouses	N/A	1-5 Year	\$20,000	\$23,185	\$4,637	AB, CIF, SHSP	Medium
PWD	Fence Water Storage Tanks	N/A	1-5 Year	\$20,250	\$23,475	\$4,695	AB, CIF, SHSP	Medium
PWD	New Fire Hydrants	4	1-5 Year	\$40,000	\$46,371	\$9,274	AB, CIF	High
PWD	Map Existing Water Transmission and Distribution System	N/A	1-5 Year	\$7,500	\$8,695	\$1,739	AB, CIF	Medium
PWD	1 Ton Flat, Dump Bed Pickup Truck	1	1-5 Year	\$35,000	\$40,575	\$8,115	AB, CIF	Medium
PWD	New Bulk Water Loading Station	N/A	1-5 Year	\$25,000	\$28,982	\$5,796	AB, CIF	Low
PWD	Map Existing Wastewater Collection System	N/A	1-5 Year	\$7,500	\$8,695	\$1,739	AB, CIF	High
PWD	Sewer Collection Upgrades (Seal/Rehab Existing Manholes, Replace Clay Tile Pipe, etc.)	N/A	5 Year	\$150,000	\$173,891	\$34,778	AB, CIF, TSEP, CDBG, SRF, AB, CIF, RD	High
PWD	Construct New Sludge Drying Bed	2	1-5 Year	\$30,000	\$34,778	\$6,956	AB, CIF, SRF	High

**Table 10-2
Near-Term Improvements Summary Table**

Dept.	Item	Quantity	Implementation Date	Estimated Replacement Cost (ALL)	Estimated Future Worth (w/ 3.0% inflation)	Annualized Cost	Funding Options	Priority
PWD	Relocate RV Septage Receiving Station	N/A	1-2 Year	\$10,000	\$10,609	\$5,305	AB, CIF	High
PWD	Construct Equipment Cold Storage Barn	1	1-5 Year	\$200,000	\$231,855	\$46,371	AB, CIF	Medium
PWD	Road Survey Inventory and Analysis	N/A	1-5 Year	\$10,000	\$11,593	\$2,319	AB, CIF	High
PWD	New Sidewalk from Grade School to Highschool	N/A	1-5 Year	\$100,000	\$115,927	\$23,185	AB, CIF, TA	Low
PWD	Remove Main Street Medians	N/A	1-5 Year	\$30,000	\$34,778	\$6,956	AB, CIF	High
PWD	Refence Baseball and Softball Parks	N/A	1-5 Years	\$38,000	\$44,052	\$8,810	AB, CIF, MLWCF	Low
PWD	New Park Restrooms (East Side, Centennial, & Baseball Fields)	3	1-5 Year	\$36,000	\$41,734	\$8,347	AB, CIF, MLWCF	Medium
PWD	New Parks/River Trail System	N/A	1-5 Year	\$680,000	\$788,306	\$157,661	AB, CIF, TA, NPSTA, NEA, MLWCF, MRTP, MTGP	High
PWD	New Play Structure Matching Grant	N/A	1-2 Year	\$50,000	\$53,045	\$26,523	AB, CIF, MLWCF, MTGP	High
PWD	New Cemetery Gazebo (NE Corner)	1	5 Year	\$10,000	\$11,593	\$2,319	AB, CIF, MLWCF	Low
PWD	New Cemetery Parking Area	1	5 Year	\$15,000	\$17,389	\$3,478	AB, CIF	Low
PWD	New Cemetery Crematorium Wall	N/A	5 Year	\$10,000	\$11,593	\$2,319	AB, CIF	Low
BCA	Conference Room Chairs	Lot	1-2 Years	\$6,000	\$6,365	\$3,183	AB, CIF	Medium
BCA	City Hall Building Expansion	N/A	5 Years	\$486,685	\$564,201	\$112,840	AB, CIF	High
BCA	Cemetery Sonar Mapping Service	N/A	1-5 Years	\$20,000	\$23,185	\$4,637	AB, CIF, MHF	High

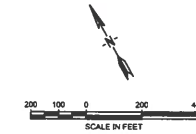
**Table 10-3
Long-Term Improvements Summary Table**

Dept.	Item	Implementation Date	Estimated Replacement Cost	Estimated Future Worth (w/ 3.0% inflation)	Annualized Cost	Funding Options	Priority
BVFD /BAS	New Emergency Facility ¹	5-10 Years	\$1,000,000	\$1,343,916	\$134,392	AFG	High
PWD	Water Reservoir Exterior Coating	5-10 Years	\$100,000	\$134,392	\$13,439	AB, CIF	High
PWD	New Water Bottling Plant at Well #4	5-10 Year	\$500,000	\$671,958	\$67,196	EDA	Low
PWD	Review and Define City Water Rights' Current and Potential Expanded Place of Use	1-10 Years	\$25,000	\$33,598	\$3,360	AB, CIF	Low
PWD	New Storm Sewer System	5-10 Year	\$500,000	\$671,958	\$67,196	TSEP, CDBG, SRF, FMA, PDM, HMGP	High
PWD	Reconnect 1st Street from Main to Madison	10 Year	\$150,000	\$201,587	\$20,159	AB, CIF	Low
PWD	Relocate Pool and Add New Splash Park	10 Year	\$1,000,000	\$1,343,916	\$134,392	AB, CIF	Low

Appendix A

NOTE:

1. THIS REFERENCE MAP WAS UPDATED JUNE, 2019 BY MORRISON-MAIERLE INC. HELENA, MONTANA USING INFORMATION PROVIDED BY THE CITY OF BOULDER, INCLUDING A BASE MAP PREPARED BY GASTON ENGINEERING AND SURVEYING. SAID BASE MAP WAS FILED BY THE CITY OF BOULDER WITH THE JEFFERSON COUNTY, MONTANA CLERK AND RECORDER FOR THE PURPOSE OF PRESERVING INFORMATION FOR PUBLIC RECORD.
2. THIS IS NOT A SURVEY PLAT. THIS MAP IS FOR REFERENCE ONLY.



Certificate of City of Boulder Governing Body:

This is to certify that this map contains the Official Boundary and Ward Designations for the City of Boulder, Montana as adopted, approved and recorded in the City Council minutes on June 17, 2019.

Signed: _____ Date: _____
 Mayor, City of Boulder, Montana

Attest: _____ Date: _____
 Clerk, City of Boulder, Montana

<p>Morrison Maierle engineers • surveyors • planners • scientists</p>	<p>1 Engessing Place Helena, MT 59602 406.442.3050 www.m-m.com</p>	DRAWN BY: JAC/JJR DESGN. BY: JLR APPR. BY: AE DATE: 5/20/19
		PROJECT NO. BOULDER CITY OF BOULDER MONTANA 8196.033

PROJECT NO. BOULDER CITY OF BOULDER MONTANA 8196.033	FIGURE NUMBER 1
--	--------------------

Appendix B

**CITY OF BOULDER
ANNUAL BUDGETS (FY 2015 - 2020)**

FUND/ ACCOUNT NUMBER	ACCOUNT	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020
1000	GENERAL FUND TOTAL =	\$ 318,088	\$ 321,961	\$ 368,118	\$ 401,276	\$ 410,742
410100	Legislative Services	\$ 4,403	\$ 4,057	\$ 4,107	\$ 4,204	\$ 5,295
410200	Executive Services	\$ 3,110	\$ 3,321	\$ 3,115	\$ 3,118	\$ 3,820
410360	City/Municipal Court	\$ 23,400	\$ 24,275	\$ 31,300	\$ 34,680	\$ 47,114
410370	Victim Advocacy Surcharge	\$ 2,900	\$ 3,000	\$ 3,500	\$ 3,000	\$ 1,500
410400	Administrative Services	\$ 39,824	\$ 19,445	\$ 19,847	\$ 31,181	\$ 12,727
410500	Financial Services	\$ 25,800	\$ 29,518	\$ 32,370	\$ 40,520	\$ 31,172
410530	Auditing	\$ 4,700	\$ 5,000	\$ 5,000	\$ 10,000	\$ 8,000
410600	Elections	\$ 2,700	\$ 1,200	\$ 2,900	\$ 1,300	\$ 1,300
411100	Legal Services - Civil	\$ 15,000	\$ 15,000	\$ 18,600	\$ 5,000	\$ 15,000
411101	Legal Services - Criminal	\$ 26,000	\$ 26,000	\$ 28,000	\$ 23,000	\$ 22,000
411200	Facilities Administration	\$ 3,920	\$ 13,264	\$ 2,429	\$ 6,565	\$ 6,500
430200	Roads and Streets Services	\$ 39,907	\$ 42,675	\$ 46,308	\$ 44,777	\$ 58,527
430263	Street Lighting	\$ 23,500	\$ 23,500	\$ 23,500	\$ 23,500	\$ 23,500
430900	Cemetery Services	\$ 11,254	\$ 13,710	\$ 16,568	\$ 22,705	\$ 25,851
440600	Animal Control Services	\$ 1,615	\$ 1,530	\$ 15,525	\$ 15,525	\$ 140
460430	Parks	\$ 30,237	\$ 30,575	\$ 23,552	\$ 22,892	\$ 49,398
460445	Swimming Pool	\$ 33,033	\$ 46,151	\$ 37,378	\$ 55,242	\$ 44,963
470400	TSEP CIP	\$ -	\$ -	\$ 13,000	\$ 13,000	\$ 10,676
470401	CBDG CIP	\$ -	\$ -	\$ 13,000	\$ 13,000	\$ 13,000
490500	Other Debt Service Payments	\$ 13,448	\$ -	\$ -	\$ -	\$ -
490510	Intercept (Pay Water)	\$ 5,337	\$ 5,439	\$ 5,625	\$ 5,674	\$ 5,625
490520	Repayment of Loan Pool	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,001
490530	Intercept (Police Vehicle)	\$ -	\$ 6,301	\$ 6,494	\$ 6,528	\$ 6,436
490540	Intercept (Police Veh/Roof)	\$ -	\$ -	\$ 8,000	\$ 7,865	\$ 8,362
521000	Interfund Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 1,835
	AMBULANCE TOTAL =	\$ 97,323	\$ 62,260	\$ 83,363	\$ 59,826	\$ 62,043
420730	Emergency Services Ambulance	\$ 41,342	\$ 28,376	\$ 29,764	\$ 31,317	\$ 62,043
420731	Ambulance Operations	\$ 51,410	\$ 33,884	\$ 53,599	\$ 28,459	\$ -
420732	Training	\$ 2,350	\$ -	\$ -	\$ 50	\$ -
490500	Other Debt Service Payments	\$ 2,221	\$ -	\$ -	\$ -	\$ -
	LAW ENFORCEMENT TOTAL =	\$ 237,449	\$ 224,039	\$ 305,775	\$ 208,135	\$ 209,718
420100	Law Enforcement Services	\$ 230,449	\$ 217,039	\$ 298,775	\$ 201,135	\$ 201,718
426180	Interlocal Dispatch Agreement/Jefferson County	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 8,000
420400	FIRE PROTECTION & CONTROL TOTAL =	\$ 29,230	\$ 44,350	\$ 47,926	\$ 38,950	\$ 37,400
	PUBLIC WORKS TOTAL =	\$ 7,192,046	\$ 956,092	\$ 860,508	\$ 935,314	\$ 838,260
430520	Water Facilities	\$ 240,074	\$ 242,386	\$ 265,401	\$ 291,202	\$ 274,289
430570	Water Customer Accounting and Collection	\$ 14,842	\$ 7,125	\$ 14,325	\$ 24,075	\$ 19,450
430590	Water Other Activites	\$ 990	\$ -	\$ -	\$ 3,000	\$ -
490100	General Obligation Bonds	\$ 88,780	\$ 88,180	\$ 88,552	\$ 88,882	\$ -
430620	Sewer Facilities	\$ 243,879	\$ 275,941	\$ 312,781	\$ 342,981	\$ 279,176
430632	WW Project Design	\$ 14,510	\$ 75,113	\$ 6,000	\$ -	\$ -
430662	RD-Grant Series A	\$ 630,602	\$ -	\$ -	\$ -	\$ -
430663	RD-Grant Series A	\$ 1,691,503	\$ -	\$ -	\$ -	\$ -
430664	RD-Grant Series B	\$ 250,000	\$ -	\$ -	\$ -	\$ -
430665	RD-Grant Series B	\$ 290,500	\$ 102,438	\$ -	\$ -	\$ -
430670	Sewer Customer Accounting and Collection	\$ 15,442	\$ 7,025	\$ 14,225	\$ 23,950	\$ 19,950
430690	Sewer Other Activites	\$ 993	\$ -	\$ -	\$ 3,000	\$ -
470440	TSEP - Construction	\$ 12,500	\$ -	\$ -	\$ -	\$ -
490100	General Obligation Bonds	\$ 3,565,861	\$ -	\$ -	\$ -	\$ 88,171
490101	General Obligation Bonds #1	\$ 122,120	\$ 146,544	\$ 147,544	\$ 146,544	\$ 146,544
490102	General Obligation Bonds #2	\$ 9,450	\$ 11,340	\$ 11,680	\$ 11,680	\$ 10,680
	MISCELLANEOUS FUNDS TOTAL =	\$ 220,595	\$ 194,003	\$ 224,946	\$ 725,878	\$ 556,597
2190	Comprehensive Liability	\$ 11,293	\$ 13,343	\$ 13,443	\$ 13,443	\$ 11,942
2220	Library	\$ 5,525	\$ 5,525	\$ 5,725	\$ 5,525	\$ 6,000
2370	P.E.R.S. - Employer Contribution	\$ 16,696	\$ 16,619	\$ 17,648	\$ 16,797	\$ 18,500
2371	Health Insurance - Employer Contribution	\$ 33,451	\$ 35,792	\$ 27,988	\$ 27,920	\$ 31,400
2372	Health Insurance - Permissive Levy				\$ 3,401	
2386	MT DOC Grants	\$ -	\$ -	\$ 28,720	\$ 532,318	\$ 391,422
2752	Perpetual Care Expendable	\$ 1,000	\$ 1,500	\$ 800	\$ 800	\$ 800
2760	Swimming Pool	\$ 8,050	\$ 5,750	\$ 9,250	\$ 6,454	\$ 5,535
2810	Police Pension and Training	\$ 3,259	\$ 2,200	\$ 1,908	\$ 3,512	\$ 1,654
2820	Old Gas Tax Apportionment	\$ 119,848	\$ 91,774	\$ 80,205	\$ 51,754	\$ 31,421
2821	BARSA Gas Tax HB 473 FY18	\$ -	\$ -	\$ 12,655	\$ 12,282	\$ 26,269
2822	BARSA Gas Tax HB 473 FY19				\$ 25,018	
4000	C.I.F./Fire Department Capital Improvements Fund	\$ 20,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 30,000
7120	Fire Relief Agency Fund	\$ 1,473	\$ 1,500	\$ 1,604	\$ 1,654	\$ 1,654
	TOTAL ANNUAL BUDGET =	\$ 8,094,731	\$ 1,802,705	\$ 1,890,636	\$ 2,369,379	\$ 2,114,760

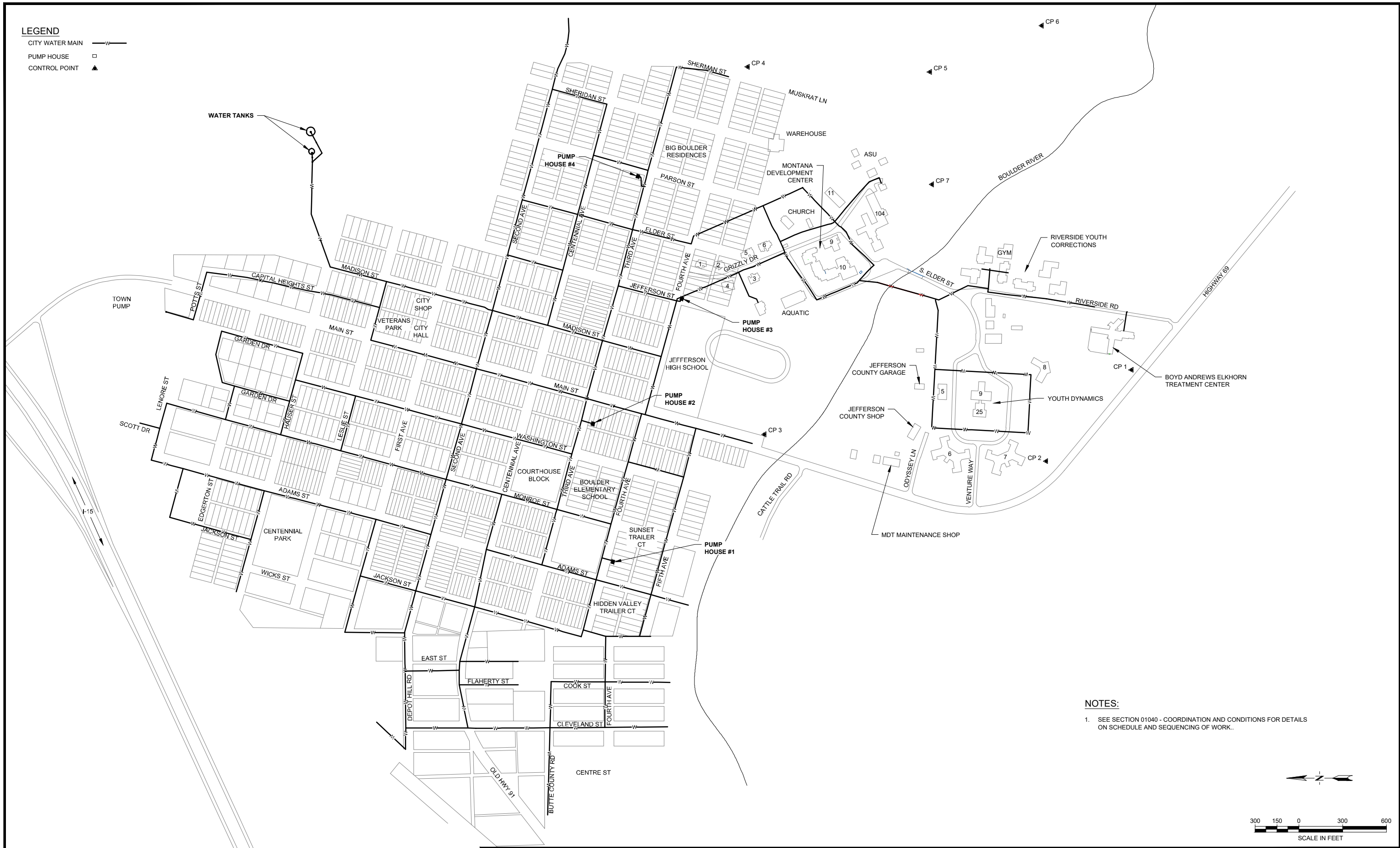
Appendix C

LEGEND

CITY WATER MAIN ———

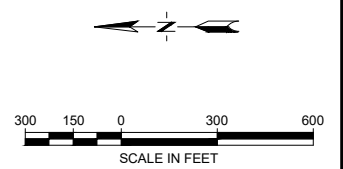
PUMP HOUSE □


CONTROL POINT ▲



NOTES:

1. SEE SECTION 01040 - COORDINATION AND CONDITIONS FOR DETAILS ON SCHEDULE AND SEQUENCING OF WORK.



 <p>Morrison Maierle engineers • surveyors • planners • scientists</p>	<p>1 Engineering Place Helena, MT 59602 406.442.3050 www.m-m.net COPYRIGHT © MORRISON-MAIERLE, INC. 2019</p>	<p>DRAWN BY: JAC DSGN. BY: ES APPR. BY: AKE DATE: 10/2019</p>	CITY OF BOULDER CAPITAL IMPROVEMENTS PLAN		PROJECT NO. 0156.023
			BOULDER	MONTANA	FIGURE NUMBER FIG-1
R:\0156\023\Task 6 - Capital Improvement Plan\EXHIBITS\FIG-1.dwg Plotted by jerry a. chambers on Oct/25/2019			WATER SYSTEM MAP		

Appendix D



**Water Right Number:
41E 53 00NULL**

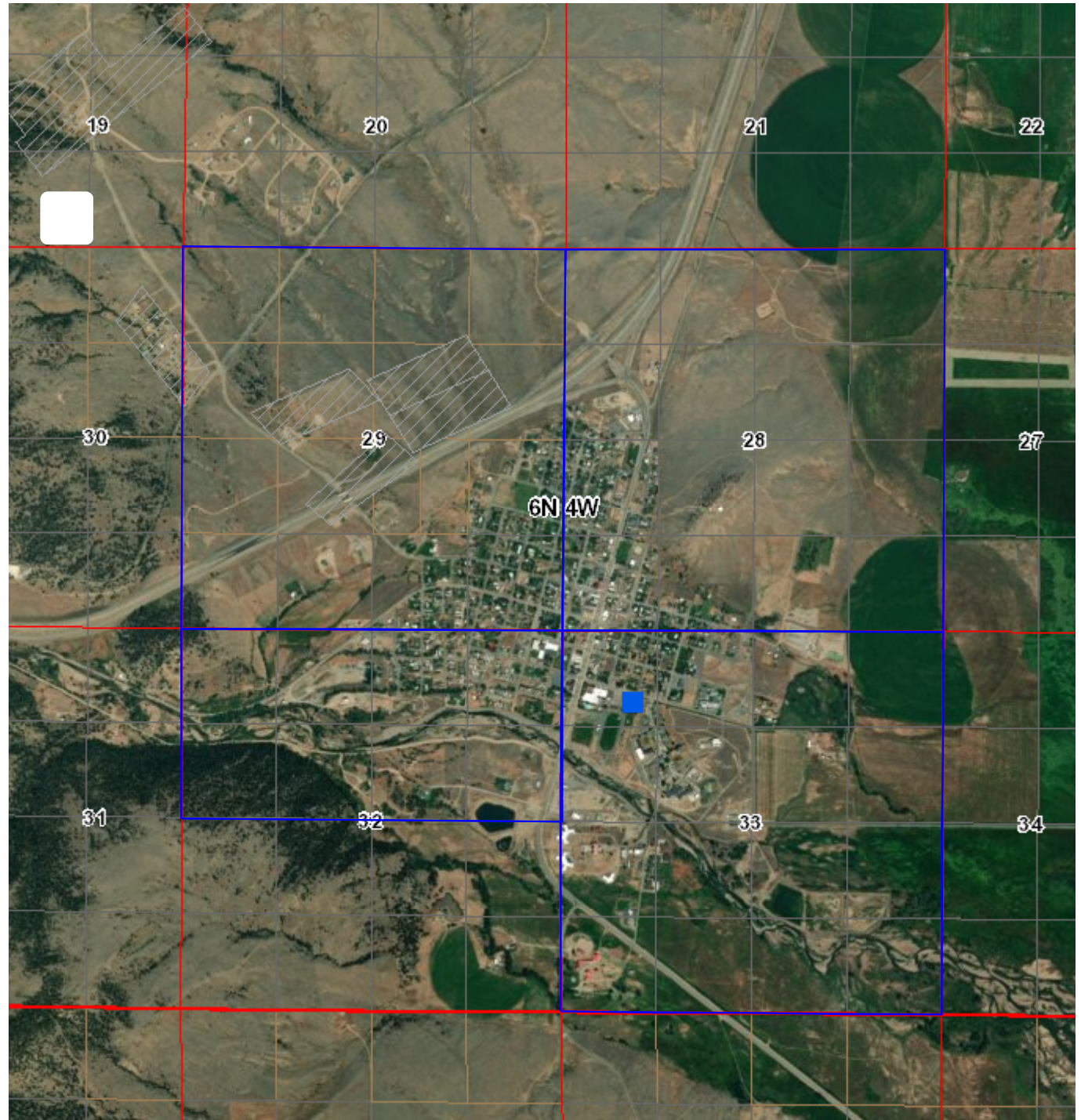
Print Map

Legend

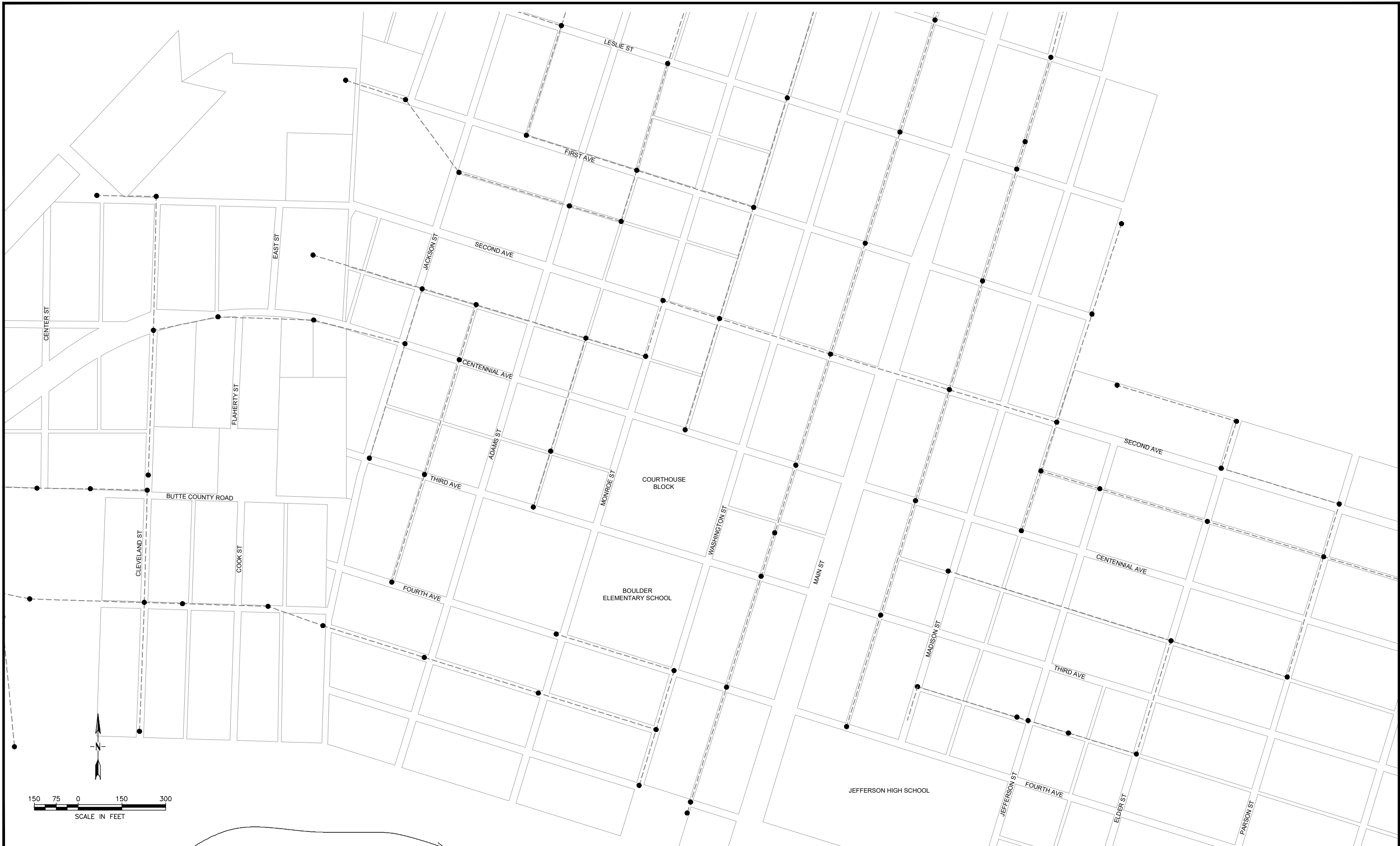
- Diversion Count:
 - Surface water diversion.
 - Ground water diversion.
- Adjacent Diversions
 - Surface water diversion.
 - Ground water diversion.
- Place of Use Legal Land Descriptions
 - Adjacent POUs
 - Cadastral ?
- PLSS Detail ?


Note:
Contact DNRC if you have any questions or if the mapped information appears incorrect.

The points of diversion (PODs) and places of use (POUs) are derived from water right legal land descriptions. PODs are placed at the center of their legal land description, not at their true geographic location. POUs are drawn as polygons of the entire legal land description.



Appendix E



 <p>1 Engineering Place Helena, MT 59602 406.442.3050 www.m-m.net</p> <p><small>COPYRIGHT © MORRISON-MAIERLE, INC. 2019</small></p>	<p>DRAWN BY: JAC DSGN. BY: ES APPR. BY: AKE DATE: 10/2019</p>	<p>CITY OF BOULDER</p>		<p>PROJECT NO. 0156.023</p>
		<p>BOULDER</p>		<p>MONTANA</p>
<p>R:10156/023/Task 6 - Capital Improvement Plan/EXHIBITS/FIG-2.dwg Plotted by jerry a. chambers on Oct/30/2019</p>			<p>EXISTING COLLECTION SYSTEM</p>	