

CITY OF THREE FORKS

Capital Improvements Plan

DRAFT

March 2024

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Adopted by Resolution: **????, 2023**



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Working Draft

EXECUTIVE SUMMARY

This section needs to be updated and completed. Please do not review.

The essential components of this Capital Improvements Plan (CIP or Plan) include the identification of public facility needs or projects; evaluation and prioritization of projects; and the development of cost estimates, funding approaches, and schedules. Ultimately, the plan is intended to ensure the City is positioned to:

- improve its infrastructure through construction, rehabilitation and maintenance;
- maximize the useful life of capital investments by scheduling major renovation, rehabilitation, or replacement at the appropriate time in the lifecycle of the facility or equipment;
- identify and examine current and future infrastructure needs and establish priorities among projects so that available resources are used to the community’s best advantage;
- improve financial planning by balancing needs and resources and identifying funding options; and;
- develop an implementation schedule for prioritized projects.

While much of the City budget and financial planning efforts are focused on one or at most two-year intervals, capital planning can help focus attention on the City’s long-term objectives and financial capacity. Like many communities in Montana, Three Forks is often faced with the option-necessity of reducing its capital plan objectives in order to balance the operating budget. Having a formal and adopted CIP can help to maintain a consistent level of spending for capital needs, barring any unforeseen events.

The City of Three Forks retained Great West Engineering to assist in preparing the CIP. The City staff, Mayor, and City Council worked with the staff from Great West Engineering to identify needed projects and estimate associated costs. The CIP was funded through planning grants received from the Montana Department of Commerce Community Development Block Grant Program (CDBG) and the Montana Coal Endowment Program (MCEP), in conjunction with local funds.

The individual projects identified in this plan were evaluated by the City with a view to long-term objectives and how they relate to each other. The evaluation resulted in a list of the highest capital improvement priorities as determined by the City Council in consultation with City staff and residents. The City reported that the main priority would be the sewer system improvements followed by items relating to public safety.

Table 1 – Highest Priorities for the City

Priority	Facility	Recommended Project	Estimated Cost
		City Council's List of Projects and Priorities	
Total Estimated Cost: \$			

INTRODUCTION

This Capital Improvements Plan (Plan or CIP) applies to all public facilities and infrastructure owned or maintained by the City of Three Forks including a drinking water system, wastewater collection and treatment system, stormwater system, transportation system, City park facilities, public buildings, maintenance facilities, and equipment. This CIP also addresses existing infrastructure and future projects related to flood hazard mitigation. The CIP describes the necessary projects required to maintain what currently exists, projects to upgrade or repair necessary assets, and projects needed to support growth that may be funded by impact fees. Additionally, the CIP presents budgetary costs and recommendations to help guide the City Council in identifying viable funding sources for its infrastructure needs.

What is a Capital Improvements Plan & Why Have One?

This Plan is a blueprint for identifying the City's capital needs, priorities, estimated costs, and viable funding options. The objective of the CIP is to create a logical, transparent, data-driven strategy for investing in the City's infrastructure needs. The Plan strives to reflect the priorities of City residents and to exemplify sound financial practices.

The CIP process consists of the following general steps:

- Inventory and evaluation of infrastructure, facilities, and equipment.
- Consideration of future growth and infrastructure required to support that growth.
- Advice and guidance from residents on priorities.
- Prioritization of needs.
- Identification of funding options to meet the needs.
- Matching funding sources with improvements; and
- Formal adoption and use by the City Council.

A significant goal and benefit of the CIP is to ultimately save the City's financial resources. Planning for long-term improvements with identified funding strategies helps a community stay on top of needed replacements or repairs before potentially catastrophic events occur within the City's infrastructure. Additionally, the City can implement guidance within the CIP to apply for grants and loans for improvements.

The CIP development process also makes capital expenditures more responsive to the needs of residents by informing and involving them in the process. Overall, the CIP promotes transparency in financial decision making by informing residents of the City's overall responsibilities, greatest current deficiencies or needs, costs associated with those needs, and plans for improvements. If used and updated regularly, the CIP ultimately becomes a beneficial planning and budgeting tool for a governing body to manage their assets more efficiently and effectively.

Finally, the CIP provides supporting information for the development of impact fees by including projects that support future growth. Local governments can collect impact fees from new developments in order to pay for the cost to expand public infrastructure. Fees are calculated according to formulas which include the planned construction costs of improvements.

Relationship to Other Planning Documents

When planning for capital improvements, it is important to consider and understand how capital expenditures relate to policies, regulations, and guidance provided in the City's other adopted

planning documents. Planning for capital improvements requires consideration of the other adopted plans to ensure compatibility and application of consistent design criteria and assumptions.

Envision Three Forks - The City of Three Forks has adopted a growth policy known as Envision Three Forks. A growth policy generally provides direction for how and where a community should develop and guides land use outcomes. The growth policy is a significant tool for communities to implement as a key first step in an effort to ensure growth occurs in an orderly, logical, and cost-effective manner. Envision Three Forks presents a future land use map that illustrates land use categories both within the City limits and adjoining area outside of City limits. In general, the land use plan can be summarized by continued residential and commercial infill of vacant land within the City, two substantial future residential areas to the northwest and southeast of the City, mixed use development between residential and commercial areas, industrial areas to the north and south of the City, public parks and open space throughout, and designated agricultural areas on the peripheries of the growth policy planning area. Through incorporation of projects needed to serve growth, the CIP provides the background for discussions with developers and helps establish the basis for impact fees.

Envision Three Forks also identified several strategic action plan items as part of implementing the growth policy of which Priority 3 is to develop a CIP that identifies needed infrastructure improvements and timelines for improvements. Furthermore, the CIP can help implement other strategic action plan items of the growth policy by providing a mechanism to appropriately budget for those items. Therefore, it's important for the CIP process to consider and be in line with a communities' growth policy.

Subdivision Regulations – The City of Three Forks also maintains subdivision regulations that control and guide how parcels of land are divided into developable lots and how those lots are designed and laid out. While the growth policy provides direction for where a community should grow, the subdivision and zoning regulations provide direction for how the community should grow. Subdivision and zoning regulations typically provide guidance for development and “build-out” densities. The build out density is the total number of buildings that can be built if all vacant land is developed at the maximum density allowed per the regulations. As such, the build-out density directly relates to capital improvements planning by determining how large future public facilities need to be based on the build-out.

Standards for Design and Construction – The City of Three Forks has established design criteria relating to public infrastructure improvements to ensure quality infrastructure is installed that meets the City's requirements. Adherence to the standards ensures appropriate assumptions are made in design and quality materials are used in construction. These criteria directly relate to capital improvements planning for growth and cost assumptions.

The CIP and other planning documents all work together to assure that growth occurs in a manner that is sustainable and consistent with the vision for the community. If the established plans are followed, the community is equipped with tools to guide growth rather than react to growth. While the growth policy, subdivision regulations, and design standards provide guidance for where and how the community should grow, the CIP is the tool for establishing what the City needs to do to maintain and grow its facilities, how much it will cost, when the improvements will occur, and ultimately establishes a budget and funding plan for the needed improvements.

Key Elements

The key elements of the CIP development process are summarized in the following table. Public outreach and involvement are elements that occur regularly, throughout the process, and are described in more detail within the next section.

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Table 2 – CIP Development Process

Element	Description	Methods/Steps
Background Information	Gather general information on the community in order to describe the existing geography, physical features, land use, government structure, demographics, socioeconomics, trends, and current issues the community is facing.	<ul style="list-style-type: none"> Review the City’s existing growth policy and other planning documents. Compile and evaluate Census data. Interview local officials and City staff.
Inventory	Gather information on the City’s infrastructure and assets. Describe each of the City’s major systems/facilities. Describe the existing condition of each system/facility.	<ul style="list-style-type: none"> Review previous studies, existing City data, inventories, and condition assessments. Conduct site visits and interview City staff. Conduct street pavement/surface analysis. Assess whether existing infrastructure can serve projected population.
Analysis	Identify needs for each City infrastructure component and develop potential projects or future studies needed to address the needs. Develop project descriptions and associated preliminary cost estimates ⁽¹⁾ .	<ul style="list-style-type: none"> Review previous preliminary engineering studies and include applicable projects. Develop street surfacing remedies. Conduct surveys to identify the public’s needs. Develop projects needed to serve growth.
Prioritization	Prioritize potential projects lists for each infrastructure category by identifying which projects should be completed first to address the most critical needs.	<ul style="list-style-type: none"> Start with prioritization by City staff/officials. Hold public meetings for project prioritization discussions. Consider a range of factors in prioritization. Refine prioritization as needed.
Funding	Identify and evaluate potential funding sources to finance proposed improvements.	<ul style="list-style-type: none"> Analyze the City’s existing funding sources and financial structure. Research and identify outside current funding sources to finance certain improvements. Match funding sources to improvement type.
Implementation	Develop a schedule for implementing improvements.	<ul style="list-style-type: none"> Consider factors such as availability of funding, grant funding cycles and review periods, preliminary engineering, and planning requirements. Tabulate improvements by year, cost, and funding source.
Adoption	Adoption of the CIP by the City Council.	<ul style="list-style-type: none"> Adopt through resolution or ordinance after a formal public hearing. Incorporate the first year of CIP into the current annual budget. Implement the identified projects in the CIP.
Update	Review and update the CIP on a regular basis as improvements are made and additional improvements are identified. The CIP should be a living document and used annually for budgeting for improvements.	<ul style="list-style-type: none"> Develop and describe mechanisms for regular updates. Update annually with budgeting process including cost accounting and reprioritization.

⁽¹⁾Preliminary cost estimates for proposed improvements assume estimated budgetary unit prices. Due to the general nature of the analysis, these cost estimates are not accurate enough to be used as a definitive basis for establishing a specific improvement project’s actual cost but are acceptable for budget-level estimates.

PUBLIC OUTREACH AND ENGAGEMENT

Outreach and engagement with City residents were an important part of the capital improvement planning process. The City actively provides opportunities for individuals within the community to engage in the decision-making processes that affect the public through regular City Council meetings (offered both virtually and in-person), Facebook, and website posts. The City maintained a project specific web page throughout the development of the CIP which included information such as a project timeline, project description and purpose, meeting dates, and other supporting information.

The City also undertook the development and marketing of an online and printed survey in March 2023 to ask residents for their input on capital improvement priorities. The survey was marketed on the City's Facebook Page, the City's website, and at the City Hall location. Eighty residents responded to the survey. Survey results identified emergency services and drinking water as the highest importance to residents followed by the wastewater system, streets, and stormwater. The results of the public survey can be found in Appendix A.

A working draft of the CIP was presented to the City Council on [date]. A final draft version of the plan, based on input from the Council, was made available to residents in [date]. The plan was available as a download via the City website and printed copies were available at City Hall. The Council held a hearing on the final draft on [date] and the Council formally adopted by the plan by resolution at a Council meeting on [date].

THREE FORKS AT A GLANCE

The City of Three Forks is located in southwest Montana in western Gallatin County, between the Madison and Jefferson Rivers. Three Forks was officially incorporated in 1911 and was an important hub for the railroad in its early years.

Perhaps one of the region’s most defining features—and where Three Forks gets its name—is the nearby Missouri Headwaters State Park and Historical Landmark, where the Jefferson, Madison, and Gallatin Rivers merge to form the 2,300-mile Missouri River. Today, the 532-acre park serves as a habitat for much of the region’s wildlife and offers an unparalleled natural landscape. Missouri Headwaters State Park provides 17 campsites, tipi rentals, paved trails to points of historical interest and scenic beauty, and interpretive displays of the areas rich cultural and natural history. Along the rivers, popular activities can include floating, kayaking, canoeing, fishing, photography, and wildlife viewing.

Three Forks is situated along Interstate 90 which runs east and west across southern Montana. The City of Bozeman, which has experienced rapid growth in recent years, is located approximately 30 miles east of Three Forks. State Highway 287 is west of Three Forks running south towards Harrison and north towards Townsend. Montana Highway 2 parallels Interstate 90 and connects Three Forks to Highway 287 to the west. Land use within the City of Three Forks includes residential homes and commercial businesses in a gridded street pattern, with the area surrounding the City dominated by agricultural uses and a few residential homes. The topography surrounding Three Forks is relatively flat and generally slopes to the northeast towards the Missouri River headwaters. The ground directly west of the Jefferson River and US Highway 287 rises more dramatically into rolling hills. A higher ridge also exists south of Three Forks in between the Jefferson and Madison Rivers.

Three Forks is a relatively small town, situated in a part of Montana that is experiencing rapid growth. Historic populations for Gallatin County and the City of Three Forks are shown in Table 3. The 2020 population of Three Forks is listed as 1,989 according to the U.S. Census.

Table 3 – Historic Population Data

Year	Gallatin County		Three Forks	
	Population	Total Period Growth	Population	Total Period Growth
1990	50,463		1,203	
2000	67,831	34%	1,728	44%
2010	89,513	32%	1,869	8%
2020	118,960	33%	1,989	6%

Source: U.S. Census Bureau

Gallatin County and Three Forks have increased in population over the past 30 years. Gallatin County growth rates are much higher than Three Forks due to the cities of Belgrade and Bozeman which have both been growing substantially in recent years. Three Forks has experienced moderate growth over the past 20 years. The higher growth rate experienced between 1990 and 2000 was likely due to a number of new lots being plotted within the City as the result of land the City was able to purchase from the railroad. Figure 1 depicts the general location of Three Forks.

Figure 1 – Location of Three Forks

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Three Forks has generally seen much slower growth as compared to Gallatin County. The reasons for this can likely be attributed to a variety of factors including a shortage of available building lots, a limited water supply, and the fact that much of the land adjacent to Three Forks falls within the regulatory floodplain. Three Forks is actively working to address the water supply shortage and is also pursuing grant funding for a flood mitigation project that will remove much of the City and adjoining land from the floodplain. With these natural constraints lifted, it is reasonable to assume Three Forks will grow at a faster pace than historically observed. Another factor that is expected to contribute to future growth in Three Forks is the relative affordability of housing that currently exists in Three Forks as compared to home prices in nearby communities such as Bozeman and Belgrade.

Another area that has grown substantially over the past two decades is Broadwater County, located just northwest of Three Forks. The area has developed into residential subdivisions that contain large lots with homes served by individual wells and septic systems. Although these properties are not connected to City water and wastewater, the area is putting pressure on City resources such as roads and facilities. The City does not receive any revenue from Broadwater County properties, but Broadwater County residents are using the City's facilities such as the library and parks, and streets are impacted by more traffic.

The population of Three Forks has a higher number of retirees as compared to Gallatin County as a whole. Age composition statistics also point to a high proportion of residents under the age of 19, which suggests Three Forks population is also highly comprised of young families. Most homes in Three Forks are single-family housing units built between 1980 and 2000, with a significant portion of homes also built prior to 1940. There are limited multi-family housing options.

The majority of residents work outside of the area with a large percentage commuting to Bozeman for work. Three Forks is not a major employment center. Most local jobs in Three Forks are located along Main Street in the form of local shops and restaurants. Significant employers include Three Forks Schools and the Sacajawea Hotel and Bar. Additionally, there are a few employers located just outside of the City including a concrete plant and talc plant. Three Forks is surrounded by a number of farms and the agricultural heritage and economy are important to residents who wish to maintain the rural character of the area. The median household income in 2020 was \$65,357. According to the Community Survey Data published by the Montana Department of Commerce, Three Forks has a low & moderate income of 45.3% and a 5.8% poverty rate.

The downtown area of Three Forks is vibrant, and the riparian habitat is a popular destination for fly-fishing and other water activities such as river tubing. Three Forks provides services for tourists and travelers as there are several recreational opportunities in the area, including two state parks. Three Forks is also the initial point of the Headwaters Trail System, a paved network of approximately 12 miles of trails extending from Three Forks, through Missouri Headwaters State Park, to the Droulliard Fishing Access Site.

The City operates under the Mayor-Council form of government, which is a City Council comprised of six representatives elected by ward and the Mayor elected at large. The City provides municipal services to residents including drinking water, wastewater collection, transportation systems, parks, and other facilities. Each system and major group of assets will be discussed and evaluated within the following chapters. The City does not own or provide any solid waste or recycling facilities. Residents have the option of contracting with licensed garbage service providers in the area or hauling garbage to the nearby landfill providing it is hauled

within the rules of the City’s ordinance. Recycling is offered at a location within the City which consists of large collection containers for cardboard, plastics, paper, and aluminum. Containers are provided and serviced by a local recycling company that is associated with the County landfill.

Growth Projections and Buildout Analysis

As briefly summarized above, Three Forks can be expected to grow in population. Capital improvements planning should give thought to the needed infrastructure improvements to serve that growth so that appropriate impact fees may be collected from new developments. In order to assess the impact of future growth on infrastructure, the first step is to determine how much growth to plan for.

Three Forks has recently completed its growth policy as briefly introduced within the introduction of this plan. Envision Three Forks presents a future land use map that identifies future growth within four main areas within and surrounding Three Forks. These are:

- Residential Infill – Development of existing vacant lots within the City into single-family and small multi-family housing units.
- Northwest Residential – A 92-acre parcel of land within City limits that will open up to growth with the anticipated construction of the Jefferson River flood mitigation project.
- Southeast Residential – A 400-acre parcel of land southeast of the City limits.
- Commercial Infill – Development of existing vacant or underutilized properties within downtown Three Forks and the adjoining highway corridor. This infill assumes residential dwelling units will be constructed above ground floor commercial units.

A buildout analysis of the above growth areas was conducted by a land use planning consulting firm, concurrent with the development of this CIP. The analysis resulted in three future population scenarios based on varying development densities. Total growth populations based on buildout densities of the growth areas results in future growth ranging between approximately 2,800 to 6,300 additional people. When the growth populations are added to the existing population of Three Forks, total population ranges from approximately 4,800 to 8,200 people. The full buildout analysis report can be found in Appendix B. The following chapters of the CIP will evaluate each infrastructure system in terms of adequacy to support the assumed buildout.

Table 4 – Buildout Analysis

Growth Area	Population		
	5 DU/Acre	7.5 DU/Acre	11.5 DU/Acre
Residential Infill	155	155	155
Northwest Residential	350	524	804
Southeast Residential	2,279	3,419	5,242
Commercial Infill	52	52	52
Total Growth	2,836	4,150	6,254
Existing Population	1,989	1,989	1,989
Total Population	4,825	6,139	8,243

Source: Lee Nellis, FAICP

WATER SYSTEM

The water system consists of multiple groundwater wells, two water storage tanks, an arsenic water treatment plant, and a distribution system made up of various types and sizes of pipe. An overall view of the system layout is shown in Figure 2.

Source/Supply

The drinking water source for Three Forks is provided by groundwater wells located in and near the City. The wells have varying capacities and are used at different times depending on the quality and capacity of each. Some of the system’s wells are quite old and have required maintenance in recent years. All of the pumps are relatively new, and most of the wells have been cleaned and videoed within the last 15 to 20 years. The City’s drinking water system complies with water quality standards for safe drinking water although some wells produce water with aesthetic issues (taste, odor, etc.)

A water system preliminary engineering report (PER) was prepared in 2020 and identified the City needs additional supply capacity to meet existing and future demands. Three Forks is faced with the unique situation of being relatively surrounded by water due to its location at the headwaters of the Missouri River, but at the same time encountering difficulties in locating high-quality groundwater sources. Wells near the Madison River require treatment due to arsenic and wells located nearer to the Jefferson River are generally safe to drink but contain constituents that may cause the water to be unaesthetically pleasing.

The City is currently working to develop additional public water supply wells and intends to abandon the wells with aesthetic issues if new higher quality water wells are discovered. Table 5 summarizes the water supply condition as it currently stands with respect to additional supply needed to serve the proposed growth areas. As shown, the City’s existing supply cannot adequately serve the proposed buildout at any of the proposed buildout densities.

Table 5 – Water Supply Summary

Water Use Parameter	Buildout Scenario		
	5 DU/Acre	7.5 DU/Acre	11.5 DU/Acre
Existing Population	1,989	1,989	1,989
Existing Average Day Demand (gpm) ⁽¹⁾	102	102	102
Existing Peak Day Demand (gpm) ⁽²⁾	205	205	205
Growth Population	2,836	4,150	6,254
Growth Average Day Demand (gpm) ⁽³⁾	197	288	434
Growth Peak Day Demand (gpm) ⁽⁴⁾	591	865	1,303
Total Peak Day Demand (gpm)	796	1,070	1,508
Existing Firm Well Capacity (gpm) ⁽⁵⁾	390	390	390
Supply Deficit (gpm)	-406	-680	-1,118

⁽¹⁾Based on 74.2 gpcd

⁽²⁾Based on a peaking factor of 2

⁽³⁾Based on 100 gpcd.

⁽⁴⁾Based on a peaking factor of 3.

⁽⁵⁾Based on production of well #5, well #6A, well #2C, well near tank, with the largest well (well #2) out of service per DEQ.

Figure 2 – Three Forks Water System

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The City's current water supply project is expected to conclude by the end of 2024 with additional wells being drilled and analyzed. The current well drilling project was based on a future total population of approximately 3,200 by year 2040 so even with completion of the project at the end of the year, a supply deficit will likely still exist in order to serve the buildout population estimated using the lowest density buildout scenario.

If the City and/or developers would like to continue exploring development of water supplies for Three Forks, a larger water supply study is recommended to potentially explore other alternatives for supply development and consider a larger planning area. A water supply study is listed below as a recommended future project. For cost considerations and planning for the future, the City's current well drilling and development project cost is approximately \$1.4 million for the development of two wells estimated at 250 gpm each. This cost could be inflated and applied to future groundwater exploration and development projects for additional supply groundwater supply capacity. A larger water supply study could also look at a surface water source as a potential option.

Treatment

Three Forks disinfects its water supply with chlorine which is injected at the wellhead of each well. One well is treated for arsenic through an arsenic treatment plant located near the existing water storage tanks. The water treatment plant is well maintained and consistently produces water which meets the necessary standards.

Expansion or reconfiguration of the existing water treatment plant may be possible should the City require additional treatment capacity. Based on the existing use of the treatment facility for the one well alone (well #2), it is not necessary to expand or reconfigure the plant. However, should another well in the vicinity ever be constructed and brought on-line and require arsenic removal, it may be possible to expand the capacity of the existing plant.

Storage

Three Forks has two storage facilities used for potable water storage. The primary water tank is a 1-million-gallon welded steel tank. The tank was constructed in 1986 and is in good condition. If the City continues to recoat this tank as needed, the tank can be expected to last another 20 to 40 years. The secondary water tank is a buried concrete tank that has a capacity of 250,000 gallons and was constructed in 1916. The concrete tank was rehabilitated in 2016 with a reconstructed roof and interior coating. Buried concrete tanks can have a life of over 100 years. With the rehabilitation project, the concrete tank is in good condition.

Table 6 summarizes the water storage sizing evaluation with respect to serving the proposed growth areas. The current storage volume in Three Forks is likely adequate to serve the proposed growth at low, medium, and high-density buildouts.

Table 6 – Water Storage Summary

Storage Parameter (gallons)	Buildout Scenario		
	5 DU/Acre	7.5 DU/Acre	11.5 DU/Acre
Storage Needed for Existing Demand	150,000	150,000	150,000
Storage Needed for Future Demand	280,000	420,000	630,000
Storage Needed for Fire Flow ⁽¹⁾	300,000	300,000	300,000
Total Storage Required	730,000	870,000	1,080,000
Existing Storage Available	1,250,000	1,250,000	1,250,000
Storage Surplus	520,000	380,000	170,000

⁽¹⁾Based on 2,500 gpm for 2 hours.

Distribution

The distribution system for Three Forks is made up of a variety of pipe materials and sizes, including ductile iron, asbestos cement, and PVC pipe with sizes ranging from 4-inch to 10-inch. The distribution system is in good condition and does not experience catastrophic breaks or leaking lines. A program of line rehabilitation and hydrant replacement has been ongoing in the City for many years and has resulted in the replacement of old lines, upgrading all of the old fire hydrants, and looping many of the dead-end lines. Most of the water lines in the old part of the City are 6-inch cast iron which were installed in the 1910s and will eventually require total replacement.

Overall, the distribution system experiences moderate pressures due to the elevation of the storage tank relative to the mean elevation of the City. Pressures in the system generally range from about 80 psi to 90 psi throughout the City. The majority of the system has available fire flows in excess of 1,000 gpm. There are a few areas needing improved fire flows which are currently being addressed with a water main installation project that further loops the system to improve flows. This project is currently in the design phase and will be constructed in 2024.

The City currently has meters on all service connections (with the exception of a couple irrigation services). The meters have radio read capability and are read by operators as they drive on City streets. A radio signal conveys the reading to a data collector in the truck. The data collector is downloaded to a computer in the City Clerk’s office and invoices are generated.

The water distribution system is currently fed via one single 10-inch PVC transmission main originating at the storage tanks southeast of the City. As the buildout density is considered, the transmission system in Three Forks will need to be sized to carry approximately 800 to 1,500 gpm to account for peak day domestic demand plus another 2,500 gpm for fire flows. Therefore, the system will need to be able to deliver up to 4,000 gpm. A project will be needed to address the transmission capacity as the City grows. A likely project would be to construct an additional transmission main (12 to 16 inches) originating at the storage tanks, heading west through the southeast growth area, then north along Bench Road to connect into the existing system. The existing piping through the City along 2nd Avenue West and Dakota Streets for example, would also likely need to be upsized to deliver flow to the northwest growth area. There are no pressure concerns with serving the growth areas as the storage tanks are situated at an adequate elevation to serve the growth areas within adequate pressures.

Water System Needs and Future Projects

The following projects are identified as priorities over the next five years to improve, maintain, and plan for future needs of the drinking water system in Three Forks.

Leak Detection Program: Depending on results of a water balance calculation, the City could implement a leak detection program if the amount of water lost in the system is verified to be greater than 10%. There are newer leak detection technologies emerging within the water industry that could be implemented in Three Forks such as free-swimming inspection devices that travel throughout the water system and collect data to identify leak locations. The estimated cost to implement a leak detection program is \$XXXX. Working on obtaining costs.

Water Supply Study: The source water capacity of the system will continue to be a concern as the community grows even with the City's current on-going water supply investigations. Simply put, Three Forks needs to find a substantial amount of water in order to serve the expected buildout densities of the growth areas. Current efforts are promising with the quality of water generally good, but quantities are not to the level of serving a large growth population. A larger scale water supply study could further investigate options for water supply to Three Forks by considering a larger planning area and additional alternatives. Alternatives might include further groundwater investigations over a larger planning area, the feasibility of a surface water treatment plant, or implementation of water treatment technologies to treat the lower quality water found closer to Three Forks. The study should also consider water rights implications. The estimated cost to complete a larger scale water supply study is \$200,000.

Water System PER/Master Plan: The last water PER was completed in 2020. The PER focused heavily on supply and treatment alternatives and the recommended project that was presented and funded by state grants was the water supply investigations that are currently on-going. The 2020 PER did not focus closely on alternatives for the transmission or distribution elements of the system. It is recommended the City pursue a water system PER or water master plan in the next five years to focus more on the transmission components and the improvements that will be needed to deliver water to Three Forks with the anticipated buildout growth. The PER will update the City's water system hydraulic model and will also further study and determine what remaining cast iron pipe remains in the system that requires replacement. If a leak detection study were implemented prior to the water PER, the PER could incorporate the results of the study and inform which cast iron replacements are the most needed. The estimated cost to complete a water system PER is \$80,000.

Water Main Replacements: The City has been working on water line replacement for many years, however, there are still water lines in the old part of the City that are 6-inch cast iron which were installed in the 1910s and will eventually require total replacement. The current status of the system does not suggest the old pipes are failing imminently; however, it will be an issue to be addressed in the coming years or if breaks and leaks increase significantly. It appears the City will have approximately 15,000 lineal feet of cast iron remaining in the system after the 2024 water distribution project that is replacing some cast iron lines as well. The replacement of the 15,000 lineal feet will likely be constructed in phases spread out over two or three different projects. The estimated cost to replace approximately 5,000 lineal feet of cast-iron pipe in the system is \$1 million.

Transmission Improvements: This project will construct approximately 12,000 lineal feet of transmission main (12 to 16 inches) originating at the storage tanks, heading west through the southeast growth area, north along Bench Road to connect into the existing system, and then

through existing City streets to terminate near the northwest growth area. The estimated cost for transmission main improvements is approximately \$5 million.

WTP Chemical Feed Pumps and Valves: This project will replace pumps and valves within the arsenic water treatment plant that need replacement due to age. Replacement of these parts is necessary as a routine operation and maintenance requirement to keep the system reliable and functioning. The estimated cost for the replacement parts is approximately \$40,000.

WTP Media: This project will replace the filter media within the arsenic water treatment plant. Replacement of the media is required every 15 years. The estimated cost for the media replacement is approximately \$25,000.

Well Pump and Motor Replacement: This project will purchase and replace one well pump and motor for one existing water supply well within the system. Pumps and motors should be replaced every 15 to 20 years. The estimated cost for the replacement of the well pump and motor is approximately \$15,000.

The following table summarizes the recommended water system projects over the next five years. The costs in the following table are based on estimated consultant fees to complete applicable studies or estimated equipment and installation costs for smaller projects. For larger construction projects, costs are based on similar constructed projects and include design engineering, construction engineering, and a 30% contingency.

Table 7 – Water System Project Summary

Project Name	Estimated Cost	Estimated Fiscal Year	Potential Funding Sources
Leak Detection Program			
Water Supply Study	\$200,000		
Water PER/Master Plan	\$80,000		
Water Main Replacements (5,000 LF)	\$1,000,000		
Transmission Improvements	\$5,000,000		
WTP Chemical Feed Pumps & Valves	\$40,000		
WTP Media	\$25,000		
Well Pump and Motor Replacement	\$15,000		
Total			

WASTEWATER SYSTEM

The City wastewater system consists of gravity collection system piping that generally flows from south to north and southeast to northwest. The collection system discharges to a lift station located at the northeast corner of the City. The lift station pumps wastewater to the treatment system located southeast of the City. The Ridgeview Subdivision is located south of the lagoon system and consists of gravity collection mains, a solids collection tank system, and two effluent gravity mains that discharge into the treatment system.

The wastewater treatment system is located at the east edge of the City of Three Forks and was upgraded in 2014-2015. The system is a complete mix/partial mix lagoon system and receives all flow from the City lift station and Ridgeview effluent gravity main. The major components of the treatment system are a headworks facility, complete mix treatment lagoon, two partial mix lagoons, polishing reactor for ammonia treatment, and UV disinfection. The system also includes surge basins for storage and drying of sludge. The system discharges to the Madison River approximately one-mile northeast of the lagoons via a gravity effluent main. The discharge is located downstream of the Interstate 90 bridge between the railroad bridge and the pedestrian trail bridge.

An overall view of the system layout is shown in Figure 3.

Gravity Collection Mains

The City's wastewater system was constructed in 1916 with clay tile pipe. The remainder of the pipe was added later and consists of asbestos cement and PVC pipe. The collection system is comprised mostly of gravity sewer mains ranging in size from 8-inch to 14-inch diameter. In 2006, approximately 21,000 lineal feet of pipe was rehabilitated with a lining project, and 507 sewer service connections were re-instated. During this project, 989 non-active service connections were eliminated from the City's system. The project likely cut peak summertime flows in half, according to the City's operator.

Although efforts have been made to reduce infiltration and inflow (I&I) through lining projects, many sewer services are still in need of replacement and the inflow and infiltration in the system is still high during high ground water. The City's collection system still has approximately 30,000 lineal feet of clay tile and asbestos cement pipe in the system. Identifying priority sewer services and collection mains to be replaced is essential for reducing I&I. The City's operator also believes there are several manholes that are not sealed that contribute to the I&I as well.

In terms of serving the projected buildout densities of the identified growth areas, an upsized sewer collection trunk main will be required. The existing 14-inch diameter trunk main within Railway Avenue and Oak Street will need to be upsized to 16-inch and extended to serve the northwest growth area. The southeast growth area is located upstream of the WWTP and will likely not require connecting to the existing City wastewater collection system. The developer will be required to pay for the construction of a trunk line through the southeast development which is estimated to be sized at 21-inches.

Figure 3 – Three Forks Wastewater System

Working Draft

Lift Stations and Forcemain

There are two existing lift stations in the City of Three Forks. The main lift station (Oak Street lift station) for the City is located at the northeast edge of City limits near the intersection of Oak Street and 7th Avenue and was constructed in 1982. The lift station is a wet well/dry well configuration with three centrifugal pumps. The lift station had controls upgraded in 2000, and the pumps were rebuilt in 2007. A single pump is designed to pump at a rate of 690 gpm. The City has indicated concerns over the age of the pumps. The actual lift station is over thirty years old.

An Oak Street lift station single pump has the capacity to serve the daily average flow from the projected buildout, however, a single pump cannot handle the peak flows which range from 836 gpm to 968 gpm. When running two pumps, the lift station has a capacity of 1,010 gpm. Therefore, the existing lift station has the pumping capacity to handle projected flows from all existing and future development in the northwest development area while still maintaining a redundant pump. **Need to evaluate wet well and force main capacity. Steve is looking for as-builts.**

The second existing lift station is a small lift station for the Ridgeview subdivision, located southeast of the main portion of the City. The station was built in 2015 as part of wastewater improvements. The system is a wet well configuration with two 1 horsepower pumps. Each pump can handle 150 gpm and conveys wastewater to the treatment facility via a 4-inch PVC forcemain. This system will not receive additional flow as the City develops to the southeast. The southeast development of the City will require a lift station to convey any new development's wastewater to the existing treatment facility.

Headworks Facility

The first unit process at the WWTP is the head works facility which is a 24' x 34' masonry building that includes a control room, a sampling room, and a screening room. The screen room houses the incoming wastewater channel, screen, screenings washer compactor unit, and the waste receptacle. The screen removes larger material and debris from the influent flow. There are no current issues with the headworks facility. The screen is adequate for future flows; however, the screen channel will likely require modifications to accommodate the additional flow from full buildout.

Treatment Lagoons

The City's treatment lagoons were originally constructed in 1960 as a single-cell facultative lagoon. It was updated in 1982 with the addition of two facultative lagoons and two infiltration/percolation cells. The 2014 construction project upgraded the treatment system to what it is today. The intent of the 2014 treatment project was to address the most immediate, known permit and growth issues first and then allow for future phased upgrades as permit limits and treatment technologies evolve. The 2014 plant upgrades were based on a design population of 2,400 which is far under the growth predicted from the buildout analysis.

The treatment lagoon system is comprised of an insulated covered three cell system with one complete mix cell and two partial mix cells. The first pond provides biological treatment while the second and third ponds are primarily for settling but do provide some additional treatment. The current treatment technology is effective, and the City is able to meet the requirements of their discharge permit.

In terms of upgrades to accommodate future growth, the size of any upgrades to the wastewater treatment facility assumes the discharge permit for Three Forks will remain unchanged. As a result, all processes will have to be scaled in order to meet the organic loading limit in the effluent. Expansion of the system assumes the same processes will be utilized. There is adequate land available at the treatment site for future system expansion to serve the buildout densities. The available area is comprised of two abandoned lagoons that were used prior to the 2014 wastewater system upgrades. There are approximately 19 acres available at the treatment site and full buildout at the highest density would require a total treatment area of approximately 16 acres.

Polishing Reactor

The settling ponds are followed by a polishing reactor to treat for ammonia. The existing reactor footprint consists of a 37' by 44' concrete tank with aeration, 24 submerged attached growth media modules and an insulated cover. In order to meet the future wastewater flows, a total of 65 modules would be needed. A new reactor would be needed to supplement the existing infrastructure by the end of the design period.

UV Disinfection

Treated effluent is disinfected using open channel ultraviolet light prior to discharge to the Madison River. The system consists of one unit with multiple lamp modules. This facility is unable to meet the projected flows by the end of the design period. In order to meet the projected flows, another facility of similar size is needed.

Wastewater System Needs and Future Projects

The following projects are planned over the next five years to improve, maintain, and plan for future needs of the wastewater system in Three Forks.

Wastewater System PER/Master Plan: The last wastewater PER was completed in 2012. Improvements from that project included upgrading the existing wastewater treatment facility to comply with DEQ and reduce environmental impacts. The wastewater treatment facility upgrades were constructed in 2014. A new wastewater PER will revisit the permit limits in conjunction with the anticipated growth of Three Forks. An updated PER is also needed to help the City further understand the inflow and infiltration (I&I) issues and exfiltration issues of the wastewater system. An action plan will help the City address I&I which can result in unnecessarily high flow to the treatment plant. The estimated cost to complete a wastewater system PER is \$80,000.

Collection System Improvements: This project would replace or line clay tile collection mains as determined from the PER. The project might also include sewer service line replacements and manhole rehabilitation. The estimated cost for collection system improvements is approximately \$XXXX. Project costs will be determined in the PER and based on how much remaining clay tile pipe is remaining.

Upsize Collection System Trunk Mains: This project would upsize the existing 14-inch diameter trunk main within Railway Avenue and Oak Street in order to serve anticipated growth. The preliminary estimate to upsize the exiting 14-inch trunk line to 16-inch is \$2.8 million.

Lift Station Upgrades: Lift station upgrades are needed to replace old pumps in the Oak Street lift station. The estimated cost to replace the lift station pumps is \$60,000.

Solar Panel System at WWTP: This project would install a solar panel system at the WWTP to improve energy efficiency at the plant for mechanical processes such as aeration equipment. Steve is getting a quote for this work.

WWTP Expansion: This project would expand the wastewater treatment facility to serve future growth. It appears there is adequate room to expand the lagoon system with additional ponds, new polishing reactor, and expanded UV disinfection. The plant expansion would be further studied in the wastewater PER. At this time, the estimated cost for a project to expand the WWTP is \$8.2 million.

City-Owned RV Dump Station: The City wishes to install a City-owned RV dump station. The benefits of an RV dump station are that it may bring people into the community who will stop and use facilities which may result in economic benefits to the City. An RV dump station may also eliminate illegal dumping. The estimated cost to install an RV dump station is approximately \$250,000.

WWTP Sludge Removal and Disposal: Sludge should be removed from the treatment lagoon system every five to seven years. Sludge is removed by pumping with a barge pump system. The sludge is then discharged via hose to a location for sludge drying. Once the sludge has dried it will be collected using a skid steer, loaded, and hauled to the Gallatin County landfill for disposal. The estimated cost for sludge removal and disposal is approximately \$350,000.

The following table summarizes priority projects relating to the wastewater system over the next five years. The costs in the following table are based on estimated consultant fees to complete applicable studies or estimated equipment and installation costs for smaller projects. For larger construction projects, costs are based on similar constructed projects and include design engineering, construction engineering, and a 30% contingency.

Table 8 – Wastewater System Project Summary

Project Name	Estimated Cost	Estimated Fiscal Year	Potential Funding Sources
Wastewater PER/Master Plan	\$80,000		
Collection System Improvements			
Upsize Collection System Trunk Main	\$2,800,000		
Lift Station Upgrades	\$60,000		
Solar Panel System at WWTP			
WWTP Plant Expansion	\$8,200,000		
City-Owned RV Dump Station	\$250,000		
WWTP Sludge Removal and Disposal	\$350,000		
Total			

STORMWATER

Stormwater runoff consists of water flowing over the surface of the ground because of rainfall or snow melt. The primary goal in the management of stormwater runoff is to minimize hazards to life and property. This is accomplished by using storm drains, ditches, and swales to collect and carry surface water to a natural water body course in such a way as to prevent flooding.

Three Forks lies within a valley setting, located between the Madison River to the east and the Jefferson River to the west. The topography surrounding Three Forks is relatively flat and generally slopes to the north and northeast with average slopes of approximately two to three percent. The ground directly west of the Jefferson River and US Highway 287 rises more dramatically into rolling hills. A higher ridge also exists south of Three Forks in between the Jefferson and Madison Rivers.

Stormwater in Three Forks generally flows to the north/northeast as overland flow. The majority of roads east of Main Street/MT Highway 2 are paved while roads west of Main Street are primarily gravel. Most streets do not currently have curb and gutter. The existing stormwater system in Three Forks consists of approximately 160 inlet drains located throughout the City at specific intersections, primarily within the roads east of Main Street. The inlets are equipped with perforated laterals that allow stormwater to infiltrate into the ground. The City maintains the inlet drain system through yearly inspection and cleaning. Rehabilitation is needed occasionally as the drains become plugged with tree roots. Ice, mud, and debris can also be problematic and requires the drains to be cleaned more frequently by the City. There is no stormwater pretreatment occurring prior to infiltration into the ground and there is the potential for the inlet drain system to introduce contaminants into the surrounding area.

The City has not identified any major problems areas with respect to ponding and flooding, however, the City would like to improve storm drain collection within the main arterial streets, within the western City streets, and eventually have a complete City-wide storm drain collection and treatment system.

The City's current lack of an existing stormwater collection system may limit future development in Three Forks. Maintaining all runoff on site may result in the requirement for large retention ponds that may be infeasible and unsafe to maintain and limit development within the growth areas. Planning for a future stormwater system that can accommodate future growth will give developer's more options for discharge and promote a future system that is in line with the City's design standards.

Stormwater System Needs and Future Projects

The following projects are planned over the next five years to improve, maintain, and plan for future needs of the stormwater system in Three Forks.

Stormwater PER/Master Plan: To better understand and address needs related to a future stormwater collection system in Three Forks, it is recommended the City pursue planning grants for completion or a stormwater PER/master plan. This PER will help the City identify the most effective and efficient ways to manage stormwater within the City as well as accommodate stormwater from future development. Investment in a stormwater PER allows the City to take an important first step to plan for a system that is safe, reliable, and sustainable. An updated stormwater infrastructure plan was also identified in Envision Three Forks as a priority. The estimated cost to complete a stormwater system PER/master plan is \$80,000.

Subdivision Regulations Update: As also identified in Envision Three Forks, the City wishes to incorporate and promote the use of low impact development (LID) techniques into the City’s subdivision regulations and design standards. LID technology can be incorporated through the use of green infrastructure for stormwater infiltration and the reduction of impermeable surfaces. The estimated cost for consultants and planners to incorporate this guidance into applicable planning documents and City standards is \$10,000.

The following table summarizes priority projects relating to the stormwater system over the next five years. The costs in the following table are based on estimated consultant fees to complete the applicable studies.

Table 9 – Stormwater System Project Summary

Project Name	Estimated Cost	Estimated Fiscal Year	Potential Funding Sources
Stormwater PER/Master Plan	\$80,000		
Subdivision Regulations Update	\$10,000		
Total			

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TRANSPORTATION SYSTEM

Streets

Figure 4 identifies the roadways within the City limits of Three Forks. Roadways are displayed according to functional classification which is a categorized system used to classify roads based on the type of service they provide. Arterials and collectors support mobility or “through” traffic whereas local roads focus on access and typically have lower travel speeds.

The transportation system within the City limits of Three Forks consists of Montana Highway 2 (MDT Primary Route), which bisects the City from northeast to southwest and connects Three Forks to state Highway 287 to the west. The Montana Functional Classifications Routes Web Map classifies this section of Highway 2 as a minor arterial. Near the center of the City, at the Highway 2/Date Street intersection, secondary Highway 287 originates and continues south through the City. The web map classifies this route as a major collector. All other roads within the City are defined as local.

As part of the CIP update, Great West Engineering completed a street assessment of roughly seven miles of gravel and 12 miles of paved streets throughout the City. This assessment involved evaluating the condition of each street based on the PASER Road Evaluation Criteria. The overall PASER Rating for each street was determined and used to rank each road based on condition. The roads were ranked from lowest to highest (1-10 for paved roads and 1-5 for gravel roads), with lower numbers indicating worse road condition(s).

The road evaluations assessed the condition of the pavement based on roughness, pavement strength, cracking, potholes, patching, and the general condition of the pavement. Gravel roads were evaluated in a similar manner using slightly different criteria. Gravel roads were rated based on crown, drainage, gravel layer, washboards, potholes, ruts, dust and loose aggregate, and ride quality. Appendix C contains all PASER field evaluation data sheets and map of PASER results. The PASER results indicate that 1st Avenue is in the poorest condition in terms of paved roads, however the majority of paved roads have ratings in the range of 5-8. Gravel streets generally fall within the 3-5 range.

Sidewalks & Trails

Sidewalks generally exist along Main Street, along streets one block east and west of Main Street, and at a few other intermittent locations throughout the City. A multi-use paved trail network also runs throughout the City, known as the Headwaters Trail System. The trail system is a paved network of approximately 12 miles of trails extending from Three Forks, through Missouri Headwaters State Park, to the Droulliard Fishing Access Site. There are plans to expand this trail network to Manhattan. Four trailheads are located within the City, and three others are located at Three Forks Junction, inside Headwaters State Park, and just east of the City along I-90. Within City boundaries, Three Forks has an opportunity to build upon this trail system, connecting parks and neighborhoods.

Figure 4 – Three Forks Roads by Functional Class

Working Draft

Transportation System Needs and Future Projects

The following projects are planned over the next five years to improve, maintain, and plan for future needs of the transportation system in Three Forks.

Street Maintenance Master Plan: This project was identified in Envision Three Forks. A street maintenance master plan would formalize the City's procedures and frequencies for maintenance activities such as chip sealing, crack sealing, gravel addition, and blading gravel streets. The estimated cost to complete a street maintenance master plan is \$20,000.

Long-Range Transportation Plan: To better understand and address transportation needs related to future growth in Three Forks, it is recommended the City complete a long-range transportation plan (LRTP). This plan will evaluate existing and future traffic patterns and determine future road classifications. Once future road classifications are known, future improvements will be determined to accommodate additional capacity. An LRTP could also evaluate improvements needed for safety. For example, there is an area in the City that has too many connecting streets within a roughly 100-foot area. Potential mitigations could include closing one entrance of two connections so that traffic can only meet at a "t" rather than the shape of a capital "A". This issue should be examined through a detailed traffic study or incorporated as part of the LRTP. The estimated cost to complete an LRTP is \$60,000.

Bicycle/Pedestrian Master Plan: This project was identified in Envision Three Forks. A bicycle and pedestrian master plan would identify improvements needed to incorporate active transportation routes throughout the City and improve connectivity to existing trails. An active transportation master plan could be completed on its own or incorporated as part of an LRTP. The estimated cost to complete a bicycle/pedestrian standalone master plan is \$30,000.

Asphalt Upgrades: Based on results of the PASER analysis and discussions with City staff, a list of priority paving projects was developed and accompanying estimation of project costs to assist with planning of street improvements. Unit price estimates for the described resurfacing and reconstruction improvements were prepared assuming work would contract out. It is important to recognize the recommended improvements are considered applicable in accordance with the context of this preliminary analysis. At the actual construction stage, each street should be thoroughly analyzed to verify the applicable repair measure needed.

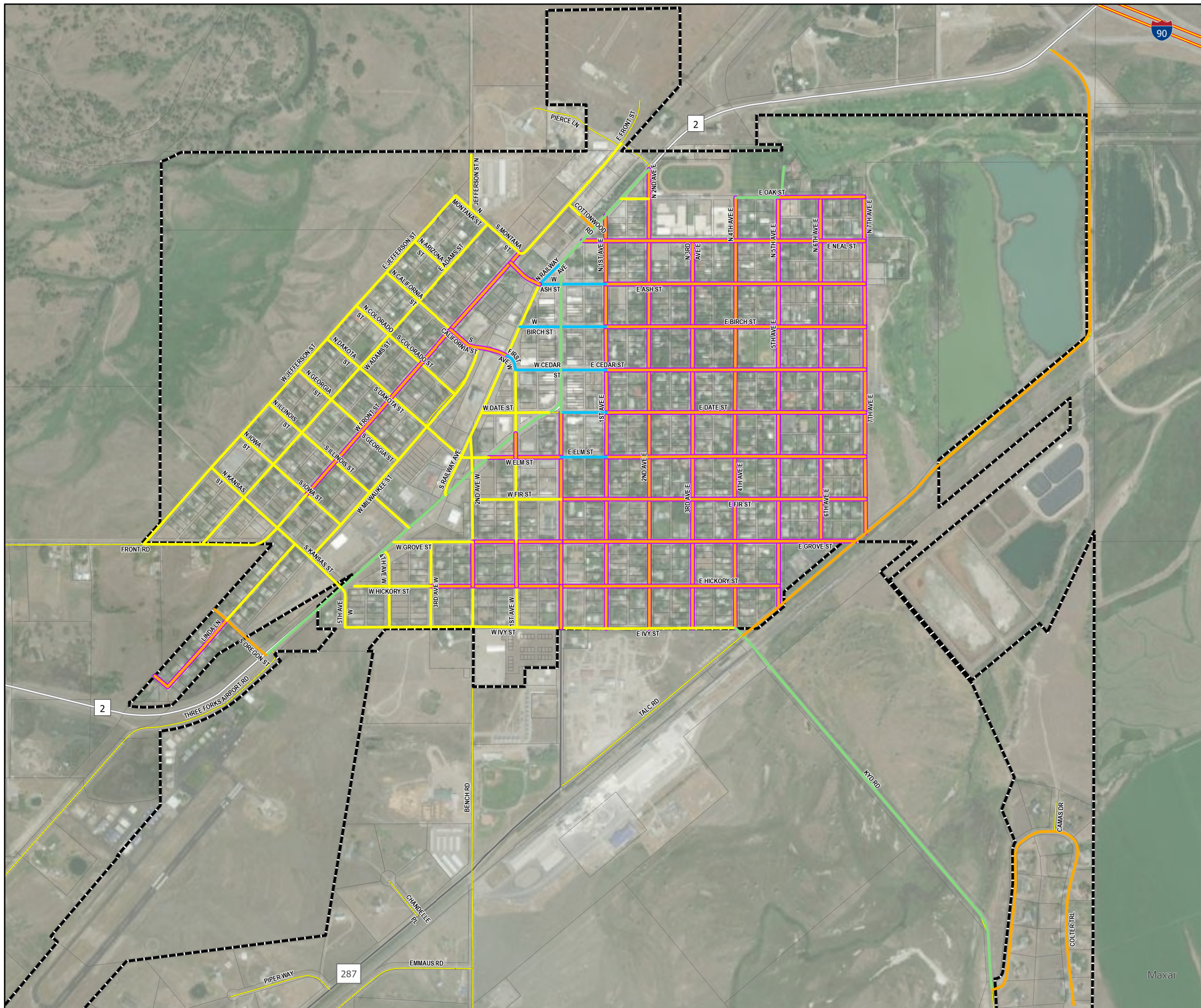
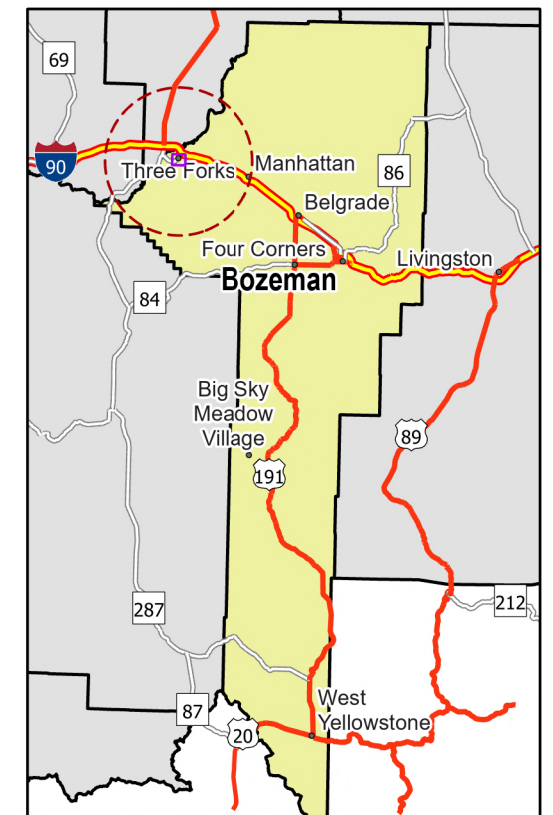
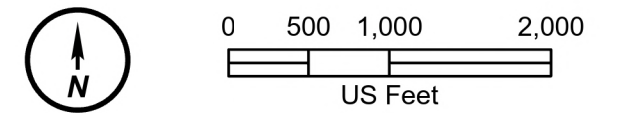
Figure 5 graphically depicts the recommended paving improvements within the City. No improvement is shown for Highway 2 as this is an MDT maintained route. No improvement is also shown for Kyd Road as this is currently a County road. Appendix D contains the road cost estimate spreadsheet and list of overall paving priorities.

Table 10 summarizes priority projects relating to the transportation system over the next five years. The costs are based on estimated consultant fees to complete applicable studies or estimated construction costs. The priority projects focus on asphalt upgrade capital projects and do not include typical street maintenance like chip seals, crack seals, and graveling. The City has a robust street maintenance program in place which currently addresses maintenance projects.

Figure X - Improvements
 City of Three Forks, Gallatin County, Montana

- Improvement Type
- Asphalt Reconstruction
 - Asphalt Overlay Type 1
 - Asphalt Overlay Type 1 with Asphalt Widening
 - Asphalt Overlay Type 2
 - No improvement

- City Limits
- City Limits
 - Parcels
- Roads
- NHS Interstate
 - Primary Road
 - Secondary Road
 - City-County Road



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Table 10 – Transportation System Project Summary

Project Name	Estimated Cost	Estimated Fiscal Year	Potential Funding Sources
Street Maintenance Master Plan	\$20,000		
Long Range Transportation Plan	\$60,000		
Bicycle/Pedestrian Master Plan	\$30,000		
Railway Ave Asphalt Upgrades	\$550,000		
W & E Ivy Street Asphalt Upgrades	\$650,000		
Front Steet Asphalt Upgrades/Widening	\$450,000		
Front Road Asphalt Upgrades	\$170,000		
1 st Ave W Asphalt Upgrades	\$360,000		
W. Date Street Asphalt Upgrades	\$130,000		
W. Elm Stret Asphalt Upgrades	\$55,000		
S. Kansas Steet Asphalt Upgrades	\$280,000		
W. Fir Street Asphalt Upgrades	\$170,000		
W. Grove Street Asphalt Upgrades	\$165,000		
W. Hickory Street Asphalt Upgrades	\$160,000		
2 nd Ave W Asphalt Upgrades	\$275,000		
2 nd – 5 th Steets Asphalt Upgrades	\$70,000		
State Steets Asphalt Upgrades	\$70,000		
Total			\$

Working Draft

MUNICIPAL BUILDINGS

The City is responsible for the maintenance of buildings owned by the City including City Hall, the fire station, the community library, the rodeo grounds, and two shop/maintenance facilities. Additionally, the City contracts with the Gallatin County Sheriff’s Department for law enforcement services and the City provides the County an office space free of charge. The office space currently used by the Sheriff’s Office is rented space with a remaining 10-year lease. Many of the municipal buildings were originally constructed in the 1920’s era and need remodeling and upgrades. Additionally, many facilities require expansion to serve a growing population.

Municipal Building Needs and Future Projects

The following projects are planned over the next five years to improve, maintain, and plan for future needs of the municipal buildings in Three Forks.

Architectural Evaluations: To better understand and address needs related to future building improvements in Three Forks, it is recommended the City contract with architectural consultants to evaluate the current condition and feasibility of upgrades to City Hall, facilities at the rodeo grounds, and the fire station. The report should evaluate City Hall in terms of potential remodeling to better support City services, public participation, and expansion to incorporate a community center. The architectural evaluation should also include the rodeo grounds facilities and fire station with recommendations to remodel or construct new facilities. The estimated cost to complete architectural evaluations for City Hall, the rodeo grounds, and the fire station is \$80,000.

Shop Facility at the WWTP: This project would result in construction of an additional shop facility at the WWTP for the purposes of equipment storage and maintenance operations. The estimated cost to construct a new shop facility is \$40,000.

Sheriff’s Office Space: This project would analyze the cost effectiveness and feasibility of construction of a dedicated space for the Sherriff’s office space versus the existing rented space arrangement. The estimated cost to complete the analysis is \$XXXX.

The following table summarizes projects relating to municipal buildings over the next five years. The costs in the following table are based on estimated consultant fees to complete applicable studies or estimated construction costs.

Table 11 – Municipal Buildings Project Summary

Project Name	Estimated Cost	Estimated Fiscal Year	Potential Funding Sources
Architectural Evaluations	\$80,000		
WWTP Shop Facility	\$40,000		
Sherriff's Office Space			
Total			

EQUIPMENT

The City maintains a variety of large equipment and vehicles related to operations and maintenance. Some examples include sewer jetting equipment, compressor, backhoe, trailers, cement mixer, mowing equipment, snowplow and sanding equipment, and a fleet of vehicles including trucks and a fire pumper. All of this equipment must be routinely maintained and occasionally replaced.

Equipment Needs

The following equipment needs are anticipated over the next five years.

Table 12 – Equipment Needs Summary

Project Name	Estimated Cost	Estimated Fiscal Year	Potential Funding Sources
City Work Truck Replacement	\$50,000		
Small Truck Purchase for Garbage Hauling, Week Spraying, etc.	\$10,000		
Backhoe Replacement	\$150,000		
Total			

Working Draft

PARKS AND RECREATION

This section has not been refined and needs project narratives. The list of potential projects is complete, but costs are still being obtained. This section will be formatted to match the previous sections.

The City of Three Forks maintains seven parks, which cover just over a combined 9-acres. The parks offer a wide variety of recreational and outdoor opportunities. All of them are easily accessible via foot traffic along city sidewalks, or via the Headwaters Trail System.

For the purposes of this plan “parks” are defined as: a park, playground, recreational facility, pond areas, or any other area in the city, developed or undeveloped, owned or used by City residents, and devoted to active or passive recreation.

The City’s park maintenance responsibilities include irrigating, mowing, trimming trees and bushes, spraying weeds and insects, and replacing trees and playground equipment as needed. On average this work costs an average of \$40,000 each year. To assist with these maintenance costs the City has established a fee schedule in order to use some park facilities.

Sacajawea Park

This park was the oldest and first park dedicated by the City. It was started by the Daughters of the American Revolution who placed a rock in the park center honoring Sacajawea. A significant fundraising effort helped to pay for the building of a new wall surrounding the park and to purchase the statue of Sacajawea that resides in the park.

Helton-Peterson Park

Located on West Adams Street, between Colorado and Dakota Streets, this half-block of land was purchased in 1970. In 1971, the park was dedicated as a city park. This park includes a full-size basketball court, playground equipment (complete with a merry-go-round), and numerous picnic tables. The rest of the park has a large grass area to play soccer or football as a family, or even an organized group’s practice.

Bertagnolli Park

This 1-acre city park, which is the only one to have a baseball diamond, had only ever been referred to as the “baseball park.” The park was dedicated to Tom Bertagnolli in his memory to honor his dedication for coaching so many Little Leagues over the years. The park also has various playground equipment including slides, swings, and a seesaw, as well as a basketball court.

Stevenson Park

This park offers a covered gazebo, complete with electrical hookups and enough picnic tables to seat fifty comfortably. The park also offers playground equipment with swing sets and a new curly slide. This park also has a basketball court, a sand volleyball court and lots of grass to practice organized sports or just play a friendly football game. A wading pool is located within the park and is open in the summer months. The park also has a tennis court available and was recently updated to a professional-grade court with fencing, a new rubberized court, nets, and benches. An ice skating rink was also recently added.

John Q. Adams Milwaukee Railroad Park

This park offers a large grassy area, shaded with spruce trees, picnic benches, and is home to the Three Forks Chamber of Commerce’s Visitors’ Center caboose. This park is the location of the summer

Farmer’s Market. The Park also includes an old steam engine in honor of Three Forks’ history as a railroad town.

Veteran’s Park

This park memorializes the veterans lost in more recent wars, as well as to honor those who have been able to return home. In 2016, the Veteran of Foreign Wars Post #7621 installed six flagpoles to fly the flags of all branches of the military, as well as the USA flag with POW-MIA flag flying below it. These are kept lit at night and serve to honor all those servicemen and women who sacrifice their time and lives for the community.

Bellach Park & Three Forks Ponds

In 1999, the Bellach family gifted a fire truck playground to be placed at the Three Forks Ponds park area in memory of Ed Bellach.

Headwaters Trail System

The Headwaters Trail System is a paved network of trails that runs along the former Milwaukee Railroad bed through the City. The system includes almost 12 miles of paved trails in and around Three Forks, running to both the Headwaters State Park and the Jefferson River Droulliard Fishing Access. The system also includes walking and biking options to the Pogreba Field Airport. Plans to expand the trail system include extending the trail to Manhattan, and other parts of the Gallatin Valley.

The City’s current priorities for park and recreation facilities are listed in the following table.

Table 13 – Parks and Recreational Project Summary

Project Name	Estimated Cost	Estimated Fiscal Year	Potential Funding Sources
New Signage for Each Park that is Consistent with Museums, etc.	\$10,000		
Informational and Directional Signage on Major City Streets	\$5,000		
Stevenson Park Sidewalls	\$20,000		
Bellach Park Volleyball Courts Maintenance	\$2,000		
Bertagnoli Park Baseball Field Maintenance	\$2,000		
Bellach Park Address Pond #1 Water Quality			
Additional Beach at Bellach Park			
Parks Master Plan	\$30,000		
Feasibility Study for Future Rec Center, Swimming Pool, Tennis Courts	\$20,000		
Future Splash Park			
Future Skate Rink			
Future Ice Rink			
Total			\$

HAZARD MITIGATION

This section needs further description of the flood projects and funding.

The City of Three Forks submitted funding applications to FEMA in January 2022 for the purposes of funding a flood mitigation project to reduce flooding risk from the Jefferson River. The proposed mitigation is a grass-lined channel and culvert crossing improvement project that will intercept flood waters west of Three Forks and divert them back to the Jefferson River before reaching the City. The construction cost is estimated at \$5.5 million; the project would reduce flood risk and remove a large portion of the City from the floodplain.

The City intends to fund its 25% cost share of the project through obtainment of a 20-year State Revolving Fund (SRF) loan and formation of a Special Improvement District (SID). The City initiated the SID process in the fall of 2022 and the SID was finalized on October 25, 2022, through passage of a resolution to create Special Improvement and Maintenance District No. 34.

The Madison River floodplain dikes are not currently certified by the Army Corp of Engineers or FEMA. Certification of these dikes would reduce the floodplain on the east side of City and positively impact future development and the need for flood insurance. Such a project would require working with the existing Three Forks Dike District, which is a board appointed by the County Commission.

Table 14 – Hazard Mitigation Project Summary

Project Name	Estimated Cost	Estimated Fiscal Year	Potential Funding Sources
Jefferson River Flood Mitigation	\$5.5 Million		FEMA, SID
Madison River Flood Mitigation	\$2 Million		
Total			\$

IMPLEMENTATION

This section will be updated with a later version. Please do not review.

Priority Recommendations

The City of Three Forks has created this Capital Improvements Plan (CIP) to ensure that its project priorities accurately reflect the City's needs. While all projects listed in the Plan are needed, the Council ultimately had to decide what the final list of priorities should be based on criteria ranging from public health and safety to fiscal capacity. The Council will use this document as the primary financial tool for setting the City's annual overall budget. The document will be updated on a 5-year schedule or as projects are completed and priorities change.

Timeline

In general, the City of Three Forks will initiate the completion of its highest-priority projects within two years of the adoption of the CIP. The Council may commence with the development of lower priority projects sooner if funding becomes available.

Financing Improvements

Determining how to finance a project is one of the most difficult and important parts of completing a capital improvement project. The City's analysis to fund projects is meant to keep user/tax rates stable and maximize state and/or federal loan and grant funds for capital expenditures. Incurring some debt is expected with large capital projects and annual evaluations will be needed to balance debt service and operating expenditures. The City also needs to determine its debt capacity and acceptable debt service levels. The goal of this CIP is to plan for improvements that will reduce the overall financial burden of capital improvements on City residents.

The following is a brief description of the most common funding sources used by Montana communities to fund capital improvement projects. Funding options include bonding, special improvement districts, capital improvement funds, service charges, as well as federal, state, and private grant and loan funding. This is *not* an all-inclusive list of funding opportunities. The financing the City uses will depend on the scope and budget of the selected project(s). Each option should be carefully evaluated based on the project, needs and financial capacity of the community.

Bonding

The different types of bonds authorized under State Law have applications and requirements.

A. General Obligation Bonds

General obligation (G.O) bonds are guaranteed by the full faith and credit of the local government issuing the bonds. By pledging the jurisdiction's full faith and credit, the local government undertakes a legally binding pledge to repay the principal and interest by relying upon its taxing authority (7-7-4204, MCA). 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 G.O. bonds 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.

B. Revenue Bonds

Revenue bonds are not guaranteed by the taxing authority of the local government entity issuing the bonds. Therefore, they are somewhat less secure than G.O. bonds. Even though the bondholder's

interest earnings on revenue bonds may also be tax exempt, 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 system, wastewater system or a Special Improvement District (SID) for City improvements such as streets and bridges. 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 (7-7-4104 and 7-7-4426, MCA).

Capital Improvement Fund

Montana Budget Law provides that municipal governments may appropriate money to a capital improvement fund from any of the several government funds in an amount up to 10% of the money derived from that fund's property mill tax levy (7-6-616, MCA). The CIP must be formally adopted by resolution of the governing body and should include a prioritized schedule for replacement of capital equipment or facilities with a minimum \$5,000 value and a five-year life span, as well as the estimated cost of each item.

Service Charges

The most common source of revenue to meet the operating and debt service costs of utility systems are by monthly service charges to all users. The service rates should be established to reflect charges to various customer classes or users according to the benefits received.

Annual Needs Assessment

Local governments are encouraged to annually assess their needs. A needs assessment may focus only on public infrastructure or it may include every service provided by the local government. This assessment should occur before elected officials and department heads begin to prepare their budgets for the next fiscal year. The needs assessment is the foundation of every CIP and because every community changes so do their needs.

There are several methods for assessing a community's needs. Public hearings, online surveys, questionnaires in local newspapers, advisory committees and preliminary engineering or architectural reports are just a few of the ways Montana communities have assessed their needs. However, as needs are measured, it is very important the information be thoroughly documented, and the information be presented to the public. See the Public Outreach and Engagement section of this Plan for a description of how the City of Three Forks attempted to measure the City's needs.

Grant and Loan Funding

Planning Grants: An important part and the initial step to addressing capital improvement projects is adequate planning. Like this CIP, the City must plan for specific projects to be successful in making improvements.

Department of Commerce Montana Coal Endowment Program (MCEP) Grants can provide up to \$15,000 for preparing Preliminary Engineering Reports (PER) and Capital Improvements Plans (CIP). These grants require a dollar-for-dollar match. The City is eligible to apply for this funding.

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 PER (\$15,000 max), Technical Narrative (\$8,000 maximum), and updates to Technical Narratives and PER's, as well as CIP's (\$8,000 max). The planning must address natural resource concerns. The City is eligible to apply for this funding.

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 (PER)/Preliminary Architectural Reports (PAR). CDBG applications for a PER or CIP for water, wastewater or storm water systems that are not directly tied to economic development through job creation and job retention are accepted however, they may be considered secondary to other planning priorities for funding due to other state and federal program funds available. CDBG planning grants require a 1:3 local to grant funding match. The City is eligible to apply for this funding.

Montana Office of Tourism and Business Development Tourism Grants are available to Certified Regional Development Corporations (CRDC's), tribal governments, or other economic development organizations, not part of a CRDC region, to supporting economic development planning activities. Projects include central business district redevelopment, industrial development, feasibility studies, creation and maintenance of baseline community profiles, matching funds for federal funding; preproduction costs for film or media; and administrative expenses. In general, the Department will award up to \$1 for every \$1 in documented matching funds up to a total of \$25,000 in BSTF funding.

USDA Rural Development (RD) Special Evaluation Assistance for Rural Communities and Households (SEARCH) grants are available for rural areas with populations of 2,500 or less that have a median household income below the poverty line or less than 80 percent of the statewide non-metropolitan median household income. Funds may be used to pay for predevelopment planning activity costs, including feasibility studies to support applications for funding water, wastewater or solid waste disposal projects, preliminary design and engineering analyses, and technical assistance for the development of an application for financial assistance. The City is eligible to apply for this funding.

Construction Grants and Loans: Once a project is determined and appropriate planning has been completed, there are a variety of grant and loan sources to fund construction of the capital project.

Montana Coal Endowment Program (MCEP) is a state funded grant program administered by the Montana Department of Commerce (MDOC). MCEP provides financial assistance to local governments for water, wastewater, storm water, solid waste and bridge infrastructure improvements. Grants can be obtained from MCEP for up to \$500,000 if the projected user rates are between 100% and 125% of the target rate, \$625,000 if projected user rates are between 125% and 150% of the target rate, and up to \$750,000 if the projected user rates are over 150% of the target rate. MCEP grant recipients are required to match the grant dollar for dollar, however, the match may come from a variety of sources including other grants, loans, or cash contributions.

Renewable Resource Grant and Loan Program (RRGL) is funded through interest accrued on the Resource Indemnity Trust Fund and the sale of Coal Severance Tax Bonds, RRGL is a state program 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 and does not require matching funds.

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. To be eligible for CDBG funding an applicant must have an LMI of 51% or greater. CDBG grant funds may be applied for in an amount of up to \$750,000 with a limit of \$20,000 per LMI household, therefore, a community needs 22.5 LMI households to apply for the maximum grant funds. The use of CDBG funds requires a 25% local match that can be provided through cash funds, loans, or a combination thereof. The City has a published LMI of \$45.3 and is, therefore, ineligible for this funding.

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. If the area to be served has an MHI of \$38,205 or lower and the project is necessary to alleviate a public health and/or sanitation concern, up to 75% of the RD funded project costs are grant eligible. RD generally advises communities not to expect grant awards greater than 25% of the RD funded project costs. The City's current published MHI in the 2015-2019 American Community Surveys Data is \$65,357 and is, therefore, ineligible for grant funding, and is eligible for loan funding.

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 (City halls, courthouses, airport hangars, streets), community support services (childcare centers, community centers, fairgrounds), public safety, educational services, local food systems and food banks. Grant funding is based on population and median household income. The City is eligible to apply for this funding.

Drinking Water and Water Pollution Control State Revolving Fund (SRF) provides low-interest loan funds for water, wastewater, stormwater and solid waste projects. The SRF Program is administered by the Montana Department of Environmental Quality. The City is eligible to apply for this funding.

Economic Development Administration (EDA) provides grant funding for infrastructure projects that demonstrate a need for the placement of a new business. The amount of grant is dependent on the number of jobs created. If the City has the potential for a project funded through EDA, it will explore the program details with **XXXXX**.

Montana Department of Transportation, Transportation Alternatives (TAP) Program is a federally funded program that provides funding for programs and projects defined as transportation alternatives. Transportation alternatives include on and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility. They also include community improvement activities, 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 13.42% match is required for all off-system projects. The City is eligible to apply for this funding.

Montana Main Street (MMS) Program is a state funded program and is administered through the Montana Department of Commerce. This Program promotes grassroots efforts to Member Communities through coordination and technical assistance, focused on a comprehensive approach to restoring healthy

community's and preserving historic structures. Eligible projects include planning documents such as Downtown Master Plans and Revitalization Studies, Historic Preservation Plans, Preliminary Architectural Reports and Streetscape Design Plans, in addition to brick and mortar projects.

National Park Service Rivers, Trails and Conservation Assistance provides Technical Assistance to 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.

National Endowment for the Arts (NEA) has several assistance programs to fund Creative place-making and including art into revitalization work, including parks, downtown City pathways, plazas, green spaces, wayfinding, cultural tourism. All programs require a 1 for 1 match.

Department of Health and Human Services- Community Economic Development (CED) Program works to address the economic needs of individuals and families with low income through the creation of sustainable business development and employment opportunities. CED's projects must create employment opportunities.

Montana Gas Tax Revenue - On July 1, 2017, Montana's gas tax increased from 27 cents per gallon to 31.5 cents. In fiscal year 2020, the tax will go to 32.5 cents per gallon until fiscal year 2023 when it will climb to 33 cents per gallon. The increase will generate an additional \$6.3 million for Montana's 56 counties in fiscal year 2019. **The increase to the City of Three Forks annual gas tax share of this income is not yet known; however, it is expected to give the City's road and bridge fund a needed boost.** Gas tax revenue can only be used for construction, reconstruction, maintenance, and repair of City streets and alleys.

Federal Emergency Management Agency (FEMA) Assistance to Firefighters (AFG) the goal of the Assistance to Firefighters Grants (AFG) is 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 provides funding to assist with fire prevention and safety programs, fire station construction, and staffing for adequate fire and emergency response. The match for jurisdictions that serve 20,000 residents or fewer is 5 percent of the grant award.

FEMA Hazard Mitigation Program funding is available to help communities prepare for and recover from natural disasters, including drought, flooding and wildfires. FEMA administers three programs that provide funding for eligible mitigation planning and projects that reduce disaster losses and protect life and property from future disaster damages. The three programs are the Hazard Mitigation Grant Program (HMGP), the Flood Mitigation Assistance (FMA) Program, and the Pre-Disaster Mitigation (PDM) Program.

USDA Emergency Community Water Assistance Grants help eligible communities prepare, or recover from, an emergency that threatens the availability of safe, reliable drinking water. Emergencies include drought, flood, earthquake, tornado, hurricane, disease outbreak, chemical spill, or other disasters. A Federal Disaster Declaration is not required, and grant awards range from \$150,000 for construction of transmission lines to \$1 million to construct a water source or treatment facility. The City will be eligible for this funding if it experiences a significant infrastructure loss related to a disaster or emergency.

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

Working Draft

SUMMARY

This section will be updated with a later version. Please do not review.

Summary of Recommendations

Although this CIP is a valuable tool for the City of Three Forks, it must be continually updated in order to represent current and changing conditions. Growth of the community through infill and annexation will affect the need for public services. The schedule of improvements must be reviewed and adjusted on an annual basis to account for changing public service demands and maintenance needs.

Overall Priorities

The overall priorities for needed improvements have been established as shown in the following table based on input from the City staff, City Council and Mayor, and residents.

Table 15 – Overall Improvement Priorities

Overall Priority Ranking	Estimated Fiscal Year	Project Name	Estimated Project Cost	Potential Funding Sources