

# **CAPITAL IMPROVEMENTS PLAN**

SEPTEMBER 2016

CITY OF HARLEM  
10 1<sup>ST</sup> AVENUE SW  
HARLEM, MT 59526

**CITY OF HARLEM**  
**2016**  
**CAPITAL IMPROVEMENTS PROGRAM**

**TABLE OF CONTENTS**

---

<b>I.</b>	<b>BACKGROUND</b>	<b>1</b>
	<b>A. Introduction</b>	<b>1</b>
	<b>B. Legal Authority</b>	<b>1</b>
	<b>C. Capital Improvements Plan</b>	<b>1</b>
	<b>D. Key Elements of a CIP</b>	<b>3</b>
	<b>E. Policy Development</b>	<b>5</b>
	<b>F. Public Outreach</b>	<b>6</b>
	<b>G. Funding</b>	<b>7</b>
	<b>H. Criteria for Setting Priorities</b>	<b>8</b>
<b>II.</b>	<b>PUBLIC FACILITIES AND NEEDS</b>	<b>11</b>
	<b>A. Explanation of Public Facilities</b>	<b>11</b>
	<b>B. Category “A” Facilities</b>	<b>12</b>
	<b>1. Water System</b>	<b>12</b>
	<b>2. Sewer System</b>	<b>13</b>
	<b>C. Category “B” Facilities</b>	<b>14</b>
	<b>1. Solid Waste</b>	<b>14</b>
	<b>2. City Streets, Sidewalks and Storm Sewer</b>	<b>15</b>
	<b>3. City Hall and City Shop</b>	<b>15</b>
	<b>4. Fire Department</b>	<b>15</b>
	<b>5. City Parks</b>	<b>16</b>
	<b>6. Equipment</b>	<b>17</b>
<b>III.</b>	<b>SUMMARY</b>	<b>18</b>
<b>IV.</b>	<b>APPENDIX</b>	
	<b>A. Community Needs Assessment meeting minutes</b>	<b>22</b>
	<b>B. Community Initiated Project</b>	<b>26</b>

**V. LIST OF TABLES**

---

<b>TABLE 1</b>	<b>Summary of Improvements</b>	<b>19</b>
<b>TABLE 2</b>	<b>Capital Improvements Ranked by Feasibility</b>	<b>20</b>
<b>TABLE 3</b>	<b>Completed Capital Improvement Projects</b>	<b>21</b>

## **I. BACKGROUND**

---

### **A. Introduction**

A Capital Improvements Plan (CIP) is a budgeting and financial tool used by a local governing body to establish public works rehabilitation and maintenance priorities and to establish funding for repairs and improvements. The CIP process includes planning, setting of priorities, effective public works management, financial management, and community decision-making. A community's CIP normally covers all public works: streets, water, sewer, solid waste, drainage, parks, public buildings, etc. This CIP addresses these facilities and sets forth a format that can be expanded as needed based on identification of current facility needs on an annual basis.

The purpose of this document is to outline the key elements of a CIP to fund repairs, replacements, upgrades and expansion of the City's public facility systems. This document qualifies the level of recommended repair measures as well as the associated budgetary costs. This document is intended to be a guide to the City of Harlem community leaders to effectively pursue much needed funding for their municipal infrastructure system.

### **B. Legal Authority**

Montana law authorizes local governments to adopt and implement capital improvements plan. Specifically:

1. "A county or municipal governing body may provide for a capital improvement program for the replacement, improvement, and acquisition of property, facilities, or equipment that costs in excess of \$5,000.00 and that has a life expectancy of 5 years or more. The capital improvement program may receive funds from up to 10% of one or more property tax levies and may receive funds from any source: (7-6-616, MCA).
2. In accordance with 76-1-101, MCA, a local governing body may create a planning board whose responsibility, in part, is to prepare and propose a growth policy (or comprehensive plan) for the community of county. "A growth policy must include ...a strategy for development, maintenance, and replacement of public infrastructure, including drinking water systems, wastewater treatment facilities, sewer systems, solid waste facilities, fire protection facilities, roads, and bridges" (7-1-601, MCA).

### **C. Capital Improvements Plan (CIP)**

The proposed CIP is a budgeting and financial tool that can be used by local governing bodies to establish public works rehabilitation and maintenance priorities and to establish

improvement funding. The CIP process involves planning/prioritization, effective public works management, financial management, and community decision making.

A CIP consists of five basic elements:

1. Inventory and evaluation of existing conditions for each facility,
2. Prioritization of needs for each segment of the improvements,
3. Identification of monetary options that can be used to meet the needs,
4. Establishment of a time schedule that matches available funds to the improvements required to meet the system need, and
5. A brief written document (this CIP) which is formally adopted by the governing body.

A CIP is a common sense, systematic approach for many municipalities to evaluate their needs and secure the necessary support of City officials and the general public. Some notable advantages of developing a CIP for the City of Harlem include:

- Cost effectiveness and improved efficiency of government expenditures,
- To understand and respond to citizen's needs,
- To obtain community support,
- To obtain a consensus of critical projects,
- To avoid crisis situations resulting from lack of maintenance,
- To set a stable financial plan and demonstrates sound planning to bond underwriters and funding programs,
- To dedicate a CIP Fund for the sole purpose of paying for capital improvements
- To help provide systematic direction to City staff and consultants.

A CIP is a cost saving tool that identifies where improvements will be needed rather than waiting for each crisis to occur before taking action. It is usually more expensive to make emergency repairs that it is to maintain a system in working order by foreseeing problems and making corrections before there is a total breakdown in the system. The CIP also reduces risk and avoids the inconvenience and public safety threat associated with emergency type facilities.

Since there is never enough money to meet all needs, the CIP assists the governing body in establishing priorities for funding projects from different types of facilities. A CIP provides the council with information on which project is most technically critical and which is most economical. Thus, money is allocated in the most effective way with an eye towards avoiding last minute crises.

An added benefit to implementing a CIP is to memorialize council planning and decisions. As city fathers and key staff members come and go the CIP document, particularly if it is routinely updated, will remain a constant.

#### **D. Key Elements of a CIP**

The development of a CIP requires that certain information for each community's water, wastewater and street systems and other public facilities be collected and assembled in a format that can be entered into the CIP process. The key elements fundamental to developing a CIP are:

##### Inventory/Analysis

In order to develop a CIP, the City needs to inventory and inspect their public facilities. To do this, a thorough field analysis must be performed and the systems carefully analyzed. Sound engineering recommendations as well as in house expertise should be utilized as a basis for developing A CIP document.

For this project, the City has conducted a review of past capital improvement projects, the Harlem City-County Growth Policy 2009, and the City of Fort Benton 2009 Capital Improvements Plan. Previous and subsequent reports prepared for the City for major public facilities were also referenced during the process of preparation of this document. These reports include the following:

- 1986 Wastewater upgrades included ponds being built and lift stations installed PER
- 1988 Water Treatment Plant Improvements PER
- 2006 Water System PER
- 2010 Community Needs Assessment
- 2010 Wastewater System Improvements PER
- 2011 DEQ Revitalization Grant
- 2015 Wastewater System Improvements PER Amendment

##### Population Projections

The 2010 Census indicates the population for Harlem is 808. This figure is down from the 2000 Census by 40 people. It is expected that at best the population may remain steady for the planning period.

##### Economy

Information of the income of the people who live in Harlem comes from the decennial census. It provides a snapshot of household income, source of income, and rates of employment for people who live in Harlem, including those who may work elsewhere. The information is based on the more detailed census survey that is sent to a sample of the population.

### Household Income

Median household income increased by approximately \$2,000 (adjusted for inflation) between 1989 and 1999, median household income (all ages) in Harlem was \$27,794, in Montana it was \$33,024, and in the U.S. it was \$41,994.

Compared to the state, median income in Harlem was lowest for householders in their 30s to 50s. This is generally the time when wage-earners earn their highest incomes.

More than 45% of all households in Harlem had income less than \$25,000 in 1999.  
Source: U.S. Census Bureau, 2000.

### Per capita Income

Per capita income in Harlem in 1999 was nearly 40% less than per capita income nationally. In addition, the rate of increase in per capita income between 1989 and 1999 in Harlem was essentially flat, when adjusted for inflation.

### Poverty

In Harlem, the number of persons living below poverty level decreased from 24.9% of the population in 1989 to 23% in 1999. Although the rate decreased, it is still high compared to Montana and the rest of the nation. In 1999, 14.6% of the Montana population and 12.4% of the total population were below poverty level.

Since 2000, poverty rates have been on the rise in Blaine County, Montana, and the nation. Annual poverty rates are not available for Harlem, but it is reasonable to assume that poverty rates have risen there as well.

### Labor Force

Proportionately, there were more persons in the labor force in Harlem than in Blaine County or the state. The percentage of unemployed persons in Harlem was double that of the state in 2000.

Nearly half of all employed persons living in Harlem worked in education, health or social services. The second highest employment sector was retail trade at approximately 9.5%. Nearly 43% of all workers living in Harlem were employed by government, approximately 15% were self-employed, and 42% were wage earners in the private sector. (U.S. Census 2000)

### Cost Estimates

Preliminary cost estimates for improvements identified during the inventory and analysis phase are made using estimated budgetary unit prices. All administrative, engineering, inspection and contingency costs are incorporated with historic construction costs to develop the budgetary unit prices. Due to the general nature of the analysis, these cost estimates are not accurate enough to be used as a definite basis for estimating the cost of a specific improvement project, but are acceptable for planning and budget level estimates.

The budgetary cost estimate task has been completed and is addressed herein. This task included extracting information from and supplementing the references listed previously.

#### Funding Analysis

The research and identification of funding sources to finance improvements is one of the most important and difficult tasks in the CIP process. Due to the fluctuation of available federal and state funding, it is only possible to forecast funding availability from these sources for short time periods when budgets are known, and difficult to forecast for the periods of time over which the CIP extends. Funding options for this CIP are discussed in more detail in Section G of this report.

#### Public Involvement/Outreach

Public outreach and support of the CIP is one of the most essential elements of the entire planning process. It is essential that input from the council, staff and community are solicited and considered during preparation, adoption and updating of the plan.

This topic is discussed in greater detail in Part F of this section.

#### Adoption of CIP

The governing body should formally adopt the CIP by resolution or ordinance. The final CIP document should be utilized during the annual budgeting process.

#### Secure Funding

Funding sources may require pursuing grants, passing revenue, or general obligation bonds, obtaining loans, creating Special Improvement Districts, creating Maintenance Districts, raising user fees or carrying out other local government fund raising methods.

#### Project Construction

When the money is received, scheduling and management of the construction projects may proceed.

#### Annual CIP Update

Cost accounting and reprioritization occurs at the annual update stage, typically during preparation of the City's budget. This annual process should also focus on periodic evaluation of the City's building and equipment needs as well as the water, wastewater and street systems.

### **E. Policy Development**

The City of Harlem should consider establishing policies that guide the CIP process. Policy guidelines are a reflection of overall community goals and objectives related to future growth and development and fiscal capacity. Policies are very useful because they provide long-term guidance on how day-to-day decisions should be made so that the daily decisions conform to long-term and overall community needs. What this means is that decision makers need to take time to ask themselves questions about where their community is going, how they are going to get there, and how funds will be allocated to

do this. The City of Harlem may consider utilizing the Harlem City – County Growth Policy 2009 and the CIP/Budget committee which would become part of this process to help coordinate CIP policies.

Public works policies can span the range from fiscal policies concerning indebtedness to management policies relating to proper maintenance and operation of a facility. Some categories of policies include fiscal policies, policies on allocation costs, policies on how to finance capital projects, and policies on planning construction and management.

Some suggested policies the City may consider are:

1. The CIP will be incorporated into an annual planning process.
2. Regular street inspection and systematic maintenance will be a primary goal of the Public Works Department.
3. State and Federal inspections should be incorporated in the CIP updating process.
4. Utilize the CIP in preparation of any comprehensive plans, growth policies, and zoning regulations. Likewise, use any comprehensive plan and zoning information when preparing and updating the CIP.

## **F. Public Outreach**

Public support for the CIP is an essential element of the planning process. Ultimately, the consumer will pay for the improvements and must be convinced that such improvements are necessary. The best, most logical program may be rejected by the rate paying community due to lack of public awareness of infrastructure problems.

Many citizens are often unaware of the most fundamental public works issues including: scope of the problems, consequences of not making repairs, short term costs versus long term savings, what are fair rates for services, how repairs can be made affordable, etc. Thus, local leaders will have to work extra hard to inform and educate citizens on these issues. This section outlines the recommended process for involving the public. The City should designate a “Spokesman” to convey the needs of the local infrastructure to the general public. In the case of Harlem, perhaps the spokesman may be the Mayor and or council members. Techniques by this person or group that are vital to gaining public support are:

- Begin as early as possible in the process to inform and educate the public. It is a grave mistake to “surprise” the public with final plans just before a governing body hearing on the issues. People generally support projects in which they have been involved, especially those who have witnessed step-by-step decision making by the governing body.



- Have inspection, analysis and background data compiled at the start of the public information phase of the CIP.
- Be able to justify the need for the program as well as explain the benefits. Outline the consequences of not improving the infrastructure.

Following are suggested outreach methods to gain support for the City's CIP. These suggestions are listed in accordance with their anticipated effectiveness. Note that the order of the outreach methods is very important and is discussed further in this section:

#### Establish Need

First and foremost, the governing body and local community leaders must be convinced of the need for a CIP. Thorough presentation and review by the Mayor and/or Consultants is vital to gaining a commitment from the body.

#### City Meetings

Conduct a City meeting to present the CIP to the public and solicit constructive interaction. This meeting is an important gauge of the political climate and helps determine if alternatives should be considered.

City of Harlem held a Community Needs Assessment on Thursday, February 11, 2010. During that meeting concerns were addressed regarding the cost of services for water, sewer, streets, etc. The city pointed out to the public that water and sewer expenses have to be paid out of the water and sewer funds. Fewer users of the system create higher costs to the remaining customers. The public indicated that they would like to have all streets chip sealed. The minutes for the Community Needs Assessment are included as Appendix A .

#### Service Organization Support

The Governing Body should solicit support from local service organizations.

#### Public Education

Information summary flyers are successful in public education. Though the content must be short and concise, these information flyers can provide the basic components of a CIP as well as alert residents of future city workshops and meetings. Public service announcements via press releases or paid ads are an effective outreach method. This procedure could be used in addition to utility bill stuffers or mailed flyers.

### **G. Funding**

The role of the CIP process is to identify the amount of money required and establish the best method(s) to obtain financing. Water and sewer infrastructure improvements can often be funded with grants and low interest loans from state and/or federal programs. Unlike water and sewer infrastructure improvements, state or federal grants and loans are practically nonexistent for street improvements and maintenance. Municipalities generally use gas tax monies or general funds to finance street upgrades and maintenance.

The process of financing improvements should begin with a Financial Forecast. It is important to develop a financial forecast of the public funds likely to be used in financing improvements of the coming five years. Note that 3-5 year programs are widely used across the nation. This tool is critical to estimate how many projects can be scheduled in accordance with a five-year plan. This forecast is necessary to identify lack of available funds in existing City accounts and establish need for outside fund sources.

A Financial Forecast is broken down into two main components: A Revenue Forecast, and an Expenditure Forecast. With these forecasts in hand, the City is able to accurately assess the amount of supplemental funding needed.

Research of available supplemental funding sources reveals several options:

- Fund and/or defray costs of improvements
  - Department of Natural Resources and Conservation (DNRC)- Grants and Loans
  - Community Development Block Grants (CDBG)-Grants
  - Treasure State Endowment Program (TSEP)-Grants
  - Rural Development (RD)-Grants and Loans
  - Economic Development Administration (EDA)-Grants
  - Community Transportation Enhancement Program (CTEP)-Grants
  - Federal Earmarks
- Fund improvement construction and remediation maintenance
  - General Obligation (GO) and/or Revenue Bonds
- Fund Water, Wastewater, Street Improvements
  - Special Improvement Districts (SID's)
  - Local Option Gas Tax
- Fund annual maintenance
  - Maintenance Districts

## **H. Criteria for Setting Priorities**

The following lists are suggested criteria for which each proposed infrastructure project could be judged. Each potential project should be accompanied by the types of information below.

### Capital Costs

The governing body should be provided with information concerning both the portion of the project costs for which the local government is responsible and the portion that will be paid by others (outside funding agencies, interested parties, private monies, etc.) If expenditures will be incurred over a period of more than one year, all long-term costs should be shown.

### Reducing Operating and Maintenance (O&M) Costs

A major incentive for capital projects is often to reduce O&M costs. It is important not to underestimate the degree to which O&M costs affect your operating budget. Any capital improvements that can reduce operating costs should be seriously considered. Likewise added long-term O&M costs arising from an expansion of facilities should be considered as they will result in future increase to the annual operating budget.

### Changes in Local Government Revenue

Proposed infrastructure projects will positively or negatively affect tax revenues or service charges. For example, a sanitary sewer upgrade project will generate additional monthly user charges. Revenue changes should all be calculated.

### Health and Safety Effects

Many public works projects will have an important impact on the crucial area of public safety. While it is difficult to assign a dollar value, they represent perhaps the most valuable public service that any government can provide. The value of the project in lives saved or injuries prevented should be stated. Projects, which protect public health and safety, should have a very high priority.

### Effects on Local Economic Development

Economic development equates to business expansion and creation of new jobs. Since economic development is the objective of many capital projects, it is important to set forth close correlation between capital improvements and economic development. The economic benefits of a project should be documented in the following areas:

- Local Property Tax Base
- Property Values
- Increased Employment
- Investment in Local Economy

### Planning

Projects should be consistent with all existing planning efforts, in particular the goals and objectives of the Harlem City – County Growth Policy.

### Civic Pride and Community Livability

Falling under this category are all capital improvements impacts, which would affect the environmental, aesthetic or social condition of your community.

### Public Support

It is usually desirable to place a higher priority on projects that have generated a good deal of public support. It should be remembered that without a sufficient degree of public support some projects may not get funded due to statutory requirements for public approval.

### Compliance with State or Federal Regulations

A high priority should be assigned to projects that are required by state or federal regulations. Failure to comply with regulations could result in threats to public health or safety, damage to environment, and fines levied against the local government.

### Availability of Funds

Setting priorities between types of facilities is another task for the governing body and staff. The typical situation is that there is not enough money to do everything. There are no easy answers, although the criteria previously mentioned can help clarify the priorities. Because the CIP looks forward to more than the current year, projects that cannot be financed this year could be scheduled for financing in following years.

If funding is available “right now” for one project, the City probably will want to assign this project a higher priority ranking. Projects for which funding is not available or difficult projects to finance are normally assigned lower priorities.

The following points are offered as an outline for a successful priority setting process.

- Consistently maintain financial viability through financial planning.
- Assure availability of qualified technical expertise.
- Promote technological innovation, “fresh ideas”; avoid quick “cookbook” approaches.
- Determine public needs for service as well as wishes in changing economic environment.
- Communicate these needs to the user, and the costs of facilities to meet those needs.
- Encourage public participation.
- Involve the regulatory or granting agency in the decision making process to assure full understanding of the project by all parties.
- Employ the planning process continuously (annually) for updates.
- Do not be afraid to plan for things you cannot currently afford; be realistic in your needs and work to obtain required funds.

## II. PUBLIC FACILITIES AND NEEDS

---

A. Ultimately all type of facilities will be included in this CIP, including all major public facilities owned and managed by the City of Harlem. The CIP will contain the following public facilities:

- City hall
- Water Treatment Plant
- Sewage Treatment Plant
- Solid Waste
- City Shop
- City Cold Storage Building
- Fire Department & Ambulance
- City Parks
  - City park complex with swimming pool
  - Smith Park
  - Centennial Park
- City Streets, Sidewalks, and Storm Sewer
- Equipment

The public facilities addressed in the CIP are grouped in the following two categories:

Category A: Those types of public facilities for which detailed information is available. Category A facilities are Water and Sewer.

Public facilities are presented in significant detail, including an inventory of existing facilities, their size and capacity, their level of service, a list of proposed capital improvements projects and their costs, and a financing plan to pay for the cost of the proposed projects.

Category B: All other public facilities: Solid Waste, City shop, City Cold Storage Building, Fire Department & Ambulance, City parks, City streets and Equipment.

This category of public facilities is presented in a more generalized fashion (although details are included where data is available).

## **B. Category “A” Facilities**

### **1. Water System**

#### **a. Water Supply and Treatment**

The Milk River is the water supply for the Harlem community System. The water treatment plant is located about 200 yards north of the Milk River, and approximately two miles south of Harlem. Water is pumped from the river to two settling ponds. The ponds provide 23 acre-feet of water storage, or approximately a 60-day supply. The ponds provide an essential pretreatment process by settling out solids from the turbid raw water from the Milk River.

The water treatment plant was constructed in the 1930s and has been updated at various times. An engineering study, completed in May of 2006, indicated several deficiencies with the existing system. Recommendations included two new pumps at the intake station, pump station to be raised above the floodplain, two new micro filtration units, and general improvements to the water treatment building.

The engineering study also indicated that the water quantity from the Milk River is anticipated to be adequate for future needs, as long as the St. Mary’s diversion system continues to divert water from the St. Mary River. This diversion system is aging and needs repair. The St. Mary’s diversion provides water to many communities along the Hi-Line, and these communities are working with state and federal resources to address the issue. (CEDS 2006)

#### **b. Water Distribution System**

In 1998, the city constructed a 400,000 gallon semi-buried concrete reservoir, approximately one-half mile north of town. The 70-year old elevated 50,000 gallon tank, still in place in the south part of town, was abandoned in place and remains a landmark for the community, but is no longer functional.

The 2006 engineering study found that Harlem’s distribution system has capacity to meet fire, operations, and emergency storage needs. The engineering study reported that the distribution system consists of over 29,000 lineal feet of piping up to 12 inches in size, with less than 3% consisting of the original cast iron pipe installed prior to 1922. The remainder of the system consists primarily of PVC and asbestos-cement pipe, with some copper tubing. The distribution system is generally in good condition with very few leaks and problems. According to public works director, valves in the system are the biggest problem, as not all work correctly.

Water lines are located in city streets and locating problem leaks can be difficult. The city public works director estimates as many as 13 water line breaks throughout the winter on average.

**c. Upgrades**

The city of Harlem has completed the repair and upgrades recommended in the engineering study at a cost of \$2.3 million dollars. \$36,000.00 remains in the SRF loan fund as contingency money. The city will also replace filters at the water plant in this fiscal year using money that has been saved in the water fund for such costs.

**d. Recommended Improvements & Costs**

Completion of installing self-read water meters with appropriate software that will total approximately \$100,000 once done.

Down the road 4<sup>th</sup> Ave. SW water main needs to be addressed.

Distribution lines need to be evaluated and possibly updated.

**2. Sewer System**

**a. Treatment**

The sewage lagoons and treatment plant are located approximately two miles southeast of Harlem. The ponds were built in 1986 and only one lagoon has been partially dredged.

**b. Collection System**

The collection system lines are located in alleys. Lift stations installed in 1986 are now beyond their estimated 20-year life span. One of the stations is on the north side-it is smaller and forces across the rail road tracks. The other station is in the main part of town. One pump is operating at 100% capacity, and the other at 60%. The lift stations need to be replaced.

**c. Usage**

Generally, the city water customers are also customers of the city's sanitary sewer system, with the exception of the "Farmers' Line" water supply customers south of town.

Sewer rates are based on meter water consumption and are also calculated on a sliding scale. Rates are based on use calculated during three winter months.

#### **d. Upgrades**

A major upgrade of the collection system took place in 1984. The improvements added approximately 8,400 lineal feet of 8- and 10-inch PVC sewer line. The project also included the addition of the north-side lift station, a new main pump station, and a three-cell aerated lagoon system with discharge to the Milk River. The aerated lagoon system includes two smaller solids settling cells and gas chlorination for disinfection.

A Preliminary Engineering Report (PER), May 2010, prepared by Stahly Engineering & Associates, Inc. identified the following problems in the system:

- The City is currently discharging untreated sewage to the river several months each year. As a result, the City is under DEQ enforcement action for multiple violations of all parameters. The lagoon cells are filled with solids and the aeration equipment is worn out.
- The pumping stations are unsafe, violating most electrical and OSHA codes, and are obsolete.

An amendment to this PER was completed by Great West Engineering in 2015.

The City is proposing the following work to address the deficiencies:

- Convert the existing system to a facultative (naturally aerated) lagoon with spray irrigation for treated effluent disposal, therefore eliminating the Milk River discharge.
- Repair and upgrade both pumping stations.

#### **e. Recommended Improvements & Costs**

A \$625,000 TSEP grant was awarded to the City. To complete the funding package, the City was awarded a \$2.9 million grant through Rural Development and a 40 year loan with Rural Development that will be just over \$1 million.

The total project will span over 2 years, but the end of the summer 2016 is when the first phase of the project is scheduled to begin.

### **C. Category “B” Facilities**

#### **1. Solid Waste**

The City currently collects resident’s garbage and hauls it to the landfill East of Havre.

#### **a. Recommended Improvements & Costs**



The City purchased a second truck that is now used as the primary collection truck. Keeping it and the original truck in good condition is the main concern now.

## **2. City Streets, Sidewalks and Storm Sewer**

There are seven miles of paved road, curbs, and gutter and three miles of graveled roads and streets in Harlem. Some, but not all, areas of the city have sidewalks. Streets were paved between 1968 and 1971 and there has been no major reconstruction since that time.

The streets are deteriorating. Every time a water line breaks, streets have to be opened and patched. The public works director estimates up to 13 locations per year on average have to have repairs as a result of water line breaks. Cost to the city is approximately \$25,000 - \$30,000 per year for street repairs.

There is no sub-surface storm sewer system in Harlem. Water flows to a storm drainage ditch along Ellis Avenue on the south side of town and then is channeled via ditches to the Milk River.

That ditch is in dire need of cleaning out to ensure that water draining from the City can make its way to the river. During the summer of 2016, a lot of cleaning of this ditch took place south of Highway 2. In addition, the City was able to get concurrence from the State to work on cleaning the portion of the ditch that runs along the truck route towards highway 2. The portion of the ditch that runs west to east through town has been cleaned in spots as well, as the city employees have time to get it done.

### **a. Recommended Improvements & Costs**

## **3. City Hall and City Shop**

Harlem city hall was built in 1968 and is located at 10 1<sup>st</sup> Avenue SW. It currently serves as the primary office space for clerical staff and city justice court. City officials hold their meetings at city hall.

### **a. Upgrades**

The bathrooms in the lobby of City Hall need to be updated and also need to be brought up to code for handicap accessibility. The linoleum in the lobby is also showing signs of wear and tear and could stand to be replaced.

## **4. Fire Department & Ambulance**

The Harlem Fire Department has a crew of 12 active volunteer members. There is no separate fire district for taxation purposes for the Harlem Fire Department.

The Fire Department is funded with city and county support. According to the Community Wildlife Preparedness Plan (CWPP), wild land fires have the greatest impact of the Harlem Fire Department, followed by hazardous materials events, search & rescue efforts, structural fires and vehicle fires. Written mutual aid agreements exist with neighboring fire departments and the Harlem Fire Department is a member of the Blaine County Fire Council.

In 2016, the City was able to purchase a used pumper to update the department's fleet of trucks. The previous pumper was severely outdated and difficult to operate.

The city of Harlem has a fire hydrant system, which is tested regularly and is in good working order.

The Blaine County Ambulance Department #3, located in Harlem, is staffed with 12 volunteers including three nurses, eight licensed EMTs, and one First Responder Ambulance. Blaine County Ambulance #3 and the Fort Belknap Ambulance Service provide back-up responses for each other as needed.

### **Recommended improvements & Costs**

The City will continue to set aside \$5-10,000 each year to go towards the purchase of an updated fire truck.

## **5. City Parks**

The City has three parks. Smith Park is an undeveloped park south of Thirty mile Creek and north of the railroad tracks. City Park is adjacent to city hall and includes a swimming pool and playground area. The swimming pool was constructed in 1968. Centennial Park is at the intersection of Main Street and Highway 2 and includes a memorial for 13 airmen who lost their lives nine miles north of Harlem in an air collision during a refueling exercise from McChord Air Force Base.

### **A. City Park Complex with Swimming Pool**

The City Park Complex with Swimming Pool is used primarily during the summer months for recreation.

### **Recommended Improvements & Costs**

The Swimming Pool in the City Park Complex has an aging boiler. Replace the boiler in the near future. The Swimming pool filtering system could also use replacement. The cover for the Swimming pool should be replaced within the next 6 years.

**B. Centennial Park**

Centennial Park is a no facilities park with picnic tables that has a monument dedicated to the service men that lost their lives as a result of a refueling accident. It is used by people as a convenient rest stop.

**Recommended Improvements & Costs**

Install bathrooms.

**C. Smith Park**

An undeveloped park south of Thirty Mile Creek and north of the railroad tracks.

**Recommended Improvements & Costs**

Install bathrooms.

**6. Equipment**

The Public Works director would like to replace the tractor in the near future. The street sweeper is well worn and should be replaced. Tools are needed for the skid steer. For recycling, a bailer and storage unit is needed for cardboard at our container site

**Recommended Improvements & Costs**

None.

---

### **III. SUMMARY**

---

#### **A. Summary of Recommendations**

Although this CIP is a valuable tool for the City of Harlem, it must be continually updated in order to represent current and changing conditions. The schedule of improvements must be reviewed and adjusted on an annual basis to account for changing public service demand and maintenance needs.

#### **B. Conclusions**

Harlem has taken a pro-active and fiscally cautious approach to the proposed CIP projects by identifying the most pressing needs and tackling projects one at a time in order to keep property taxes and user fees as affordable as possible. Harlem utilizes technical assistance from Bear Paw Development Corporation for grant applications and project oversight.

#### **C. Completed Capital Improvement Projects**

The city of Harlem has completed the following Capital Improvement Projects: