



BOZEMAN MT

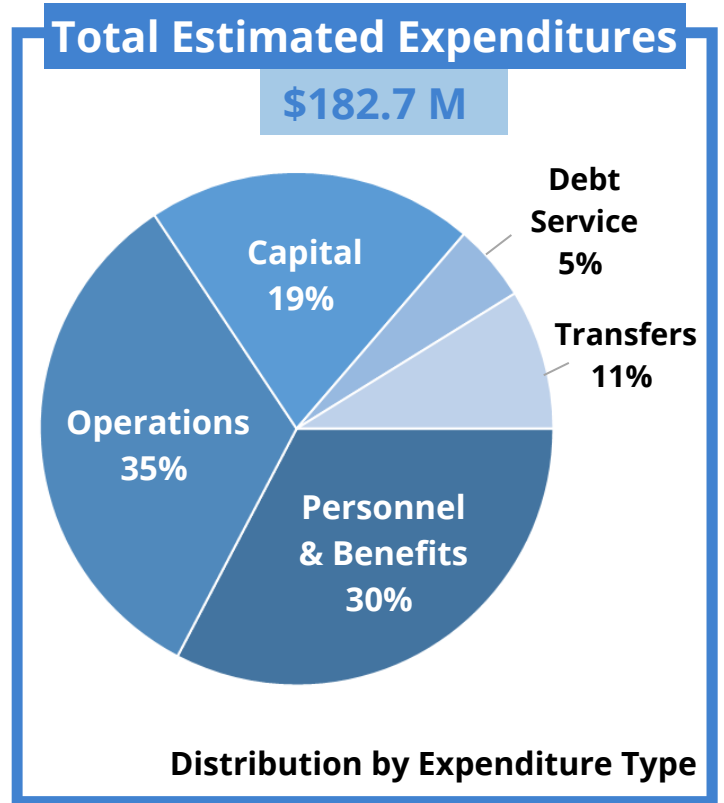
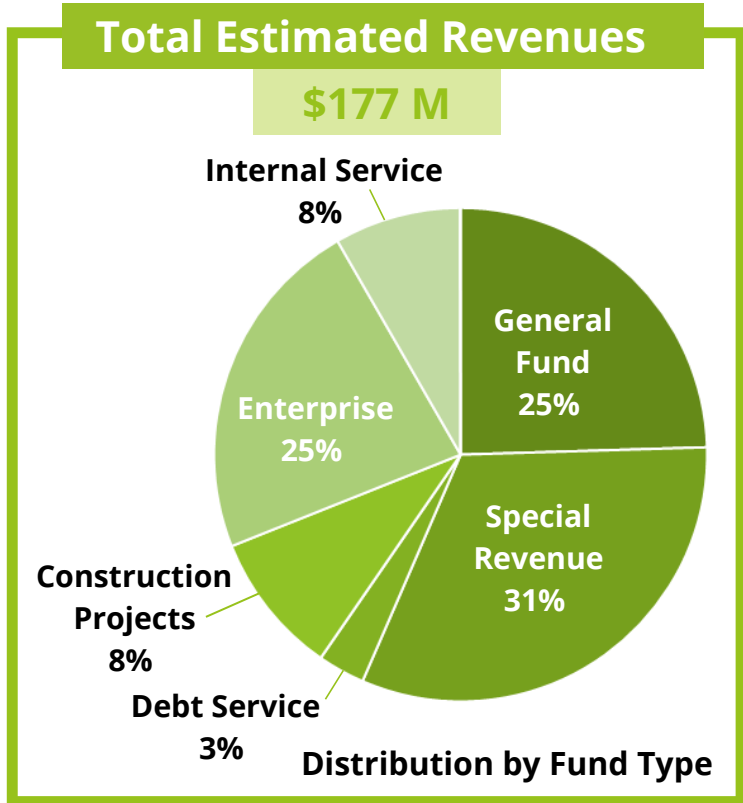
APPROVED BUDGET

Fiscal Year 2023

July 1, 2022 to June 30, 2023

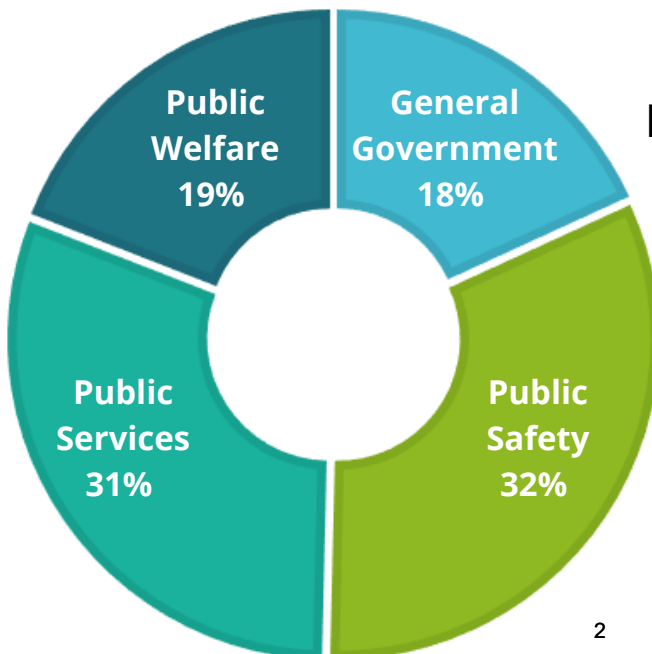
FY23 BUDGET IN BRIEF

This page provides a brief overview of the City of Bozeman's annual budget for fiscal year 2023. Key points include a summary of budgeted revenues and expenditures as well as highlights on personnel, operating, and capital supported by the budget.



*Estimated expenditures greater than estimated revenues related to planned ARPA spending

Personnel Summary



FY23 budget supports 512.86 FTE, about 7.84 employees per 1,000 residents

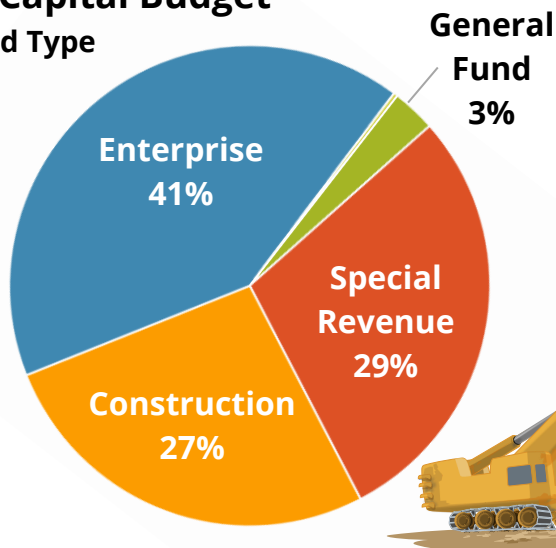


Impact Summary

Annual Service Cost for a Household Based on Home "Phase -in" Value of \$364,000 (Taxable Value of \$200,000) on a 7,500 SQFT lot with water use of 10-HCF				
	FY22 Est Cost/Year	Increase (Decrease	FY23 Est Cost/Year	% Change FY22 to FY23
Street Assessment	\$ 257.06	\$ 15.42	\$ 272.48	6.00%
Arterial Street Assessment	\$ 56.53	\$ 3.39	\$ 59.92	6.00%
Tree (Forestry) Assessment	\$ 25.05	\$ 1.50	\$ 26.55	6.00%
Parks & Trails Assessment	\$ 169.58	\$ 25.44	\$ 195.02	15.00%
Property Taxes	\$ 818.36	\$ 203.79	\$ 1,022.15	24.90%
Storm Water Services	\$ 84.42	\$ 7.60	\$ 92.02	9.00%
Water Service	\$ 555.81	\$ -	\$ 555.81	0.00%
Sewer Services	\$ 630.99	\$ -	\$ 630.99	0.00%
Total Annually	\$ 2,597.80	\$ 257.14	\$ 2,854.94	9.90%
Per Month	\$ 216.48	\$ 21.43	\$ 237.91	

Capital Plan Summary

FY23 Capital Budget By Fund Type



\$35 Million in Planned Capital Expenditures

Projects by Type

45% - Infrastructure
31% - Buildings
17% - Machinery & Equipment
5% - Land & Land Acquisition
2% - Vehicles

**100
Projects**

Projects of Significant Nature Include:

- Fire Station 2 Relocation
- Swim Center & Lindley Renovations
- Sourdough Transmission Main Phase 2**
- Annual Water and Wastewater Pipe Replacement
- Annual Street Improvements

** The Sourdough Transmission Main Phase 2 project will be funded primarily by **American Rescue Plan Act (ARPA)** dollars.

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EXECUTIVE SUMMARY

June 28, 2022

Bozeman City Commission:

We are pleased to present to you the Budget for Fiscal Year 2022-2023 (FY23). This budget represents the thoughtful work of all departments to ensure an informed projection of FY23. Bozeman is a vital, growing, and changing city. The City's total budget this year is just over \$182.7 million. This will support 512.86 full-time equivalent employees and \$35 million in capital spending. The FY23 budget estimates an annual increase in assessments and taxes for the typical residential property of \$257.14 per year or \$21.43 per month. This includes mill levies, rates, assessments and other changes based on recent rate studies, growth, inflation, and Strategic Plan objectives. In this year's legislative session, we plan to continue to request the opportunity to vote locally on our ability to charge sales tax. Having the ability to vote on this kind of measure should be an option for a state with focus on local control. In all, this budget represents Bozeman's response to the current economic conditions taking into consideration all methods possible to reduce cost to residents and maintain quality services.

COVID Recovery and Federal Funds

Montana continues to lag behind many states with impacts from COVID-19 beginning to show in our economy. Recent impacts of this include the largest rate of inflation since 1981 – 8.1% (**Statistics, 2022**). This inflation increases the price on every service and commodity we use with the “rippling” impact of these commodities across all sectors. Fortunately, this lag in impact to our economy has given us an opportunity to leverage funds toward our greatest losses and plan for future infrastructure needs to keep Bozeman strong. Having received all American Rescue Plan Act (ARPA) allocations, totaling over \$12M, by year-end FY22, this budget focuses on utilizing those funds to:

- Address revenue losses in operations
- Reimburse City impact fees for Childcare Centers
- Provide household assistance
- Provide vaccination incentives
- Address major infrastructure projects for water and wastewater

Strategic Plan

The Strategic Plan significantly informs the items included in the FY23 budget. Below are some of the efforts towards the Strategic Plan with the **Top 13 Commission Priorities** highlighted (greater detail regarding strategic plan efforts by division can be found in the Activity Detail section of this document):



1) An Engaged Community. Fostering successful collaboration with other public agencies and building on our successes, which is being achieved through City-County Regional Planning and other areas such as the CATS (EPIC-N) program with MSU. We are continuing our work to foster a

culture of civic engagement by using our adopted communication plan for the organization to expand *Community Outreach* and community engagement.



2) An Innovative Economy. This plan supports retention and growth of both the traded and local business sectors in coordination with the Economic Development Plan that is budgeted to be updated.

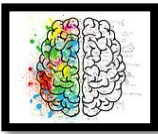
Working with our urban renewal districts, we are strategically investing in infrastructure as a mechanism to encourage economic development. We are reviewing policies, *Pursuing State and Federal Grants and Philanthropic Funding* and will aid the Commission in developing steps towards its priority of *Property Tax Relief*.



3) A Safe, Welcoming Community. This budget includes steps toward an *Inclusive City* with training and the implementation of our Belonging in Bozeman Team. The Bozeman Public Safety Center opens in FY23, consolidating court operations and police and fire administration in one location. Body worn cameras, as planned in the recent capital plan, will be integrated with the new technology being implemented at the Bozeman Public Safety Center. *Identifying Options to Ban Flavored Tobacco* is being explored.



4) A Well-Planned City. The *Parks, Recreation, Open Space, and Trails (PROST) Master Plan* implementation began in FY22 and will continue in FY23. Community Housing will continue the implementation of its action plan, which will provide more *Affordable Housing* including a commitment of 8.0 mills in this budget. We have *Planning & Land Use Initiatives* with the City County Regional Planning, and Code Updates. The FY23 Budget also includes the implementation of our *Annexation Analysis & Study*.



5) A Creative, Learning Culture. The Percent for Art program has been incorporated into our Capital Improvement Plan and some projects are already underway. This program provides a guaranteed funding mechanism for the acquisition of artwork for new public facilities and civic spaces.



6) A Sustainable Environment. This Budget looks at *Climate Action Plan Implementation* and continues to increase the Sustainability Division's budget from \$255,909 in FY20 to over \$680,000 in FY23.



7) A High Performance Organization. We have completed the *Advisory Board Consolidation*. Throughout the organization, departments are working on collaborating and functioning as a high-performing and innovative team. Staff continues to look at rates and fees to ensure we are using equitable and sustainable sources of funding for appropriate City services with an emphasis on delivering them in a lean and efficient manner.

FY23 Budget

America is experiencing its greatest rate of inflation since 1981. According to the U.S.A. Bureau of Labor and Statistics, from March 2021 to March 2022 consumer prices increased in the following areas:

Energy increased by 32%
Fuel Oil 70.1%

Gasoline 48.0%
Electricity 11.1%

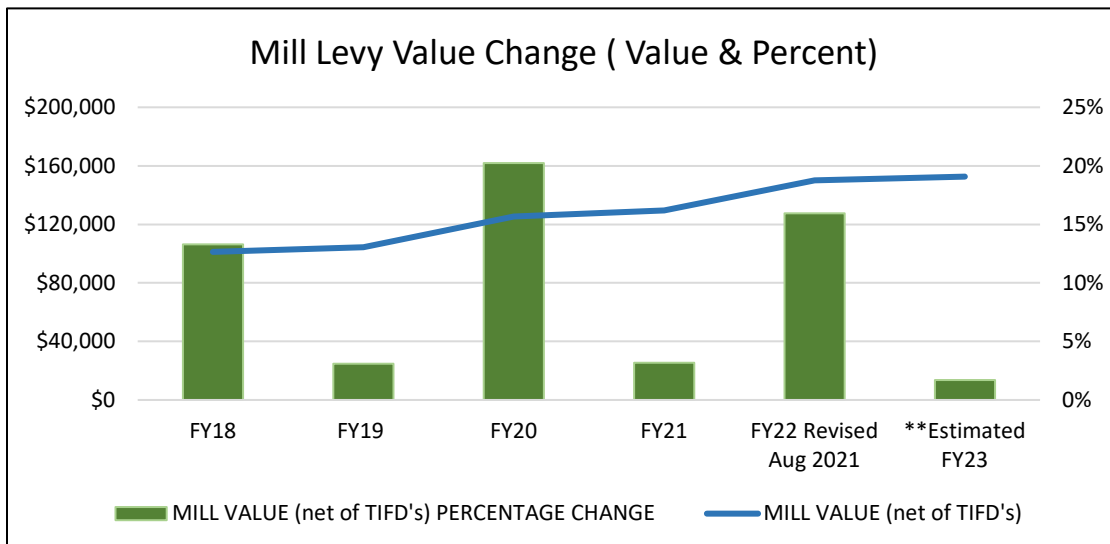
Natural Gas 21.6%

These price changes impact the cost for primary service delivery thereby affecting the cost of construction projects and wages. As you will find, the City's FY23 budget allocations for spending are estimated at an increase of 15.42% over last fiscal year.

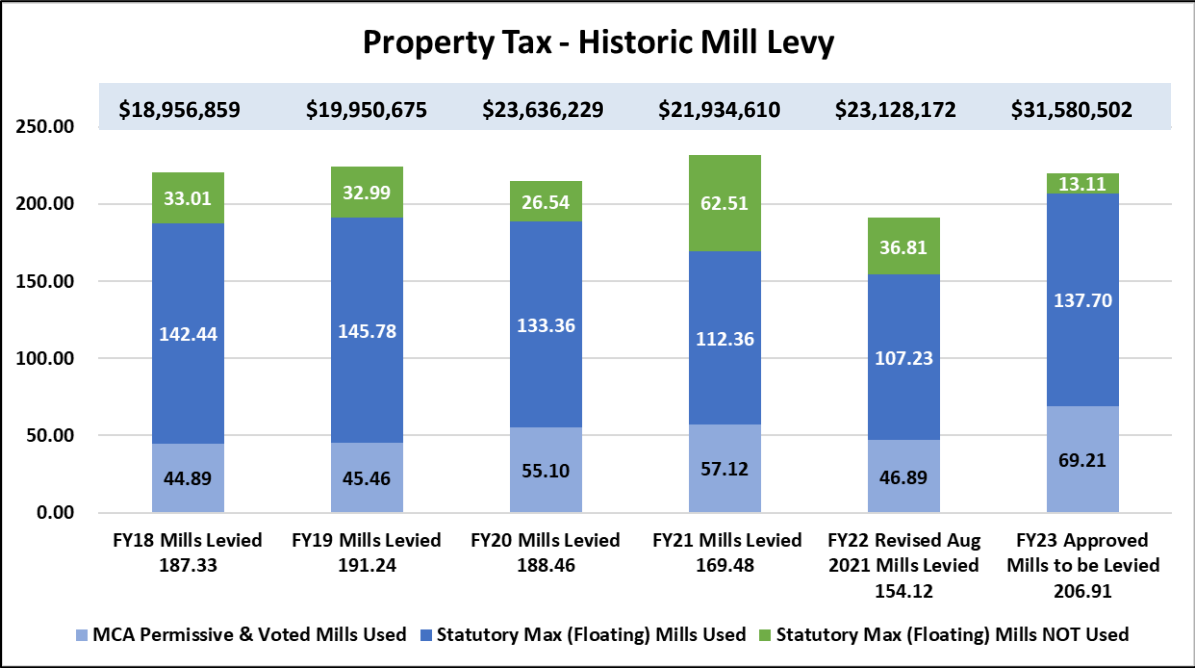
Financial Summary - Budget Fiscal Year 2022 - 2023								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
Projected Beginning Fund Balance/Working Capital	\$ 8,827,694	\$30,751,517	\$ 3,757,166	\$ (1,490,228)	\$41,465,202	\$ 1,287,906	\$ 1,689,479	\$86,288,735
Revenues	43,891,745	55,278,325	4,851,208	13,976,101	44,660,655	14,254,603	60,000	176,972,637
Expenditures	44,851,603	64,303,151	4,657,548	9,323,520	45,441,405	14,161,276	-	182,738,503
Less Reserves	7,316,754	284,558	-	-	747,509	-	-	8,348,821
Increase/(Decrease) in Fund Balance/Working Capital	(8,276,612)	(9,309,384)	193,660	4,652,581	(1,528,259)	93,327	60,000	(14,114,687)
Projected Ending Fund Balance/Working Capital	\$ 551,082	\$21,442,133	\$ 3,950,826	\$ 3,162,353	\$39,936,943	\$ 1,381,233	\$ 1,749,479	\$72,174,049

Revenues

Property Taxes- To calculate property tax revenues, capital improvement projects and costs for salary and wages were evaluated against total mill levies available to the City. It is important to note that the property tax values set contains lagging data meaning that every other year, the price changes. When viewed over time, the two year re-appraisal period is reflected in the percent change that is flattened out year over year. Note also, that there are two mitigating factors that slow the value change in mills: inflation and reductions in newly taxable property, both of which will lower the amount of mills and dollars available to the City per year.



The total property tax for the estimated median home of \$364,000 (taxable value) is estimated to increase by \$16.8 per month for a total cost of \$85.18 monthly, and the City will be utilizing 206.91 mills of the 220.02 maximum available. The number of mills could shift when we receive property valuations from the County in August. At that time, we will evaluate spending to ensure we estimate inflation correctly over the fiscal year. This means the mills may need to be adjusted in August and could change charges to property owners.



Special Assessments- City property owners pay annual Street Maintenance, Arterial Street, Tree Maintenance, and Parks & Trails assessments based on the square footage of the lot they own. With the growth of the street network and other rising costs, the Street Maintenance FY23 budget is larger than FY22; therefore, 6% is the approved increase in the assessment. With the gas tax funding decreasing and inflation costs, there is also a 6% increase approved for the Arterial & Collector Fund. For Tree Maintenance, we needed an inflationary increase of 6% to support level of service. Based on the five-year ramp-up of the Parks & Trails District, the FY23 Budget includes a 15% increase in assessments.

Increases:
Streets - 6%
A&C- 6%
Tree – 6%
Parks – 15%

Increases:
Water – 8% Commercial
Sewer – 4% Commercial
Stormwater – 9%

Utility Rates- The City completed a water and sewer system rate study in FY19 and updated the model in FY22. Approved rates are based on the adopted model. Water and sewer rates for all user classes based on costs of services adjust annually to reflect usage and capital costs. The residential customer is not seeing any change for water and sewer rates while commercial customers will see an 8% and 4% increase, respectively. For Stormwater, the FY23 Budget includes a 9% increase in line with growth and construction costs.

Expenditures

Staffing- Budgets for personnel expenditures include both increases in wages and benefit costs and the addition of positions to some teams. Like every employer across the United States, competition for qualified employees is high. This budget implements a proactive response that is reasonable given economic conditions. In order to take a

strategic approach to staffing, we developed a three-year plan to address staffing levels across all departments in the organization. For FY23, 577 positions are anticipated and budgeted at 512.86 full-time equivalent positions with increases built-in to address service demands across the City.

Operating- Many factors have caused changes in operational budgets. Most importantly, the national increase in inflation. For FY23, operational costs total \$63.5 million, which is a 19% increase from FY22. This increase is in many areas and throughout most departments. The opening of the Bozeman Public Safety Center adds to the City's operational costs as most of the operations are within the General Fund.

Thanks to ARPA, many, larger infrastructure projects are being funded that might not be otherwise, including drinking water system improvements.

Capital- FY23 has roughly \$35 million in new capital projects, a 7% increase over FY22. There are annual, major maintenance activities like median and boulevard improvements, vehicles and equipment, and one-time projects all within the capital spending plan for FY23. Water and Sewer capital spending is nearly \$13 million with many important, larger projects being funded with matching funds available through the State of Montana's share of the American Rescue Plan Act.

Reserves

The General Fund reserve policy requires a minimum of 16.67% of annual revenues. The General Fund is not the only fund with a reserve policy. Staff has reviewed all reserve policies and ensured compliance. Reserves are intended for "unexpected" events, and while they are not set-aside in restricted accounts, spending of reserves is only allowed within the City Commission's adopted policies. This year, these dollars are being accounted for outside of the rest of the budget to ensure alignment with approval requirements should spending be necessary. To date, expenditures have not required use of reserve funds and this budget has been balanced to ensure the same this fiscal year.

Estimated FY23 Citizen Impact

It is estimated that a typical residential property owner will see an increase of \$21.43 per month for taxes and assessments. The typical resident is calculated using an average sized lot (7,500 sqft), median home of \$364,000 (this is the estimated median home taxable value) and water use of 10-HCF (would be charged tier 2):

Annual Service Cost for a Household Based on Home "Phase -in" Value of \$364,000 (Taxable Value of \$200,000) on a 7,500 SQFT lot with water use of 10-HCF				
	FY22 Est Cost/Year	Increase (Decrease	FY23 Est Cost/Year	% Change FY22 to FY23
Street Assessment	\$ 257.06	\$ 15.42	\$ 272.48	6.00%
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Total Annually	\$ 2,597.80	\$ 257.14	\$ 2,854.94	9.90%
Per Month	\$ 216.48	\$ 21.43	\$ 237.91	

Looking Forward

It is anticipated that the organization will stabilize this year from what has been ongoing turnover in staffing. This turnover makes it difficult for us to move forward on key initiatives including biannual budgeting and the use of outcome measures for budgeting.

Conclusion

Thank you, City Commission, community members, and staff who participated in the many processes that resulted in this budget. Working together, we continue to find creative and innovative ways to deliver services and invest responsibly in our community.

We are a resilient, enterprising, and creative community. The FY23 Budget is an attainable plan to provide efficient and effective services and to achieve the Commission's vision and priorities set out in the Strategic Plan for the City of Bozeman.

Respectfully,

Jeff Mihelich

City Manager

Rachel Harlow-Schalk

Interim Finance Director

Kaitlin Johnson

Budget Analyst



READER'S GUIDE

BUDGET SUMMARY

The Budget Summary includes a high-level overview about the City, its structure, and budget process. The summary also presents a visual representation of the Fiscal Year 2023 Budget.

FUND SUMMARY

This section explains the fund structure of the City and purpose of the funds. The budget for each fund is presented along with analysis of past financials and current projections.

DEPARTMENT DETAIL

This section gives the organizational structure of the City. Each division is summarized with a background and a description of programs. This summary includes Strategic Plan activities and performance measures.

CAPITAL SUMMARY

This section presents the capital project planning for the City including project detail, funding sources, and any future costs or benefits.

APPENDICES

(A) Statistical Information (B) Budget and Financial Policies
(C) Long-Range Financial Planning (D) Glossary of Terms

BUDGET SUMMARY

Budget Summary

Municipal budgets serve a number of important functions. In addition to laying out a spending plan for the City and allocating resources to meet the diverse needs of the community, Bozeman's budget:

- Is a principal policy and management tool for the City's administration, reflecting and defining the annual work program;
- Provides a framework for the City to accomplish its vision and strategic plan; and
- Reflects core City values of integrity, leadership, service, and teamwork.

This Budget Summary provides information about the City, along with information about the budget process, revenues, expenditures, and City programs and services. It is intended to provide an accessible, transparent way of learning about the City budget, while accurately showing how the City invests its resources.

City Structure

The Bozeman City Commission is composed of four members and a Mayor which are elected by the voters of the city at large in accordance with the City Charter. At every regular city election, the voters of the city shall elect a Mayor at large for a term of four years. The person so elected shall serve as Deputy Mayor and a Commissioner for the first two years of their term and Mayor for the balance of their term of office. The City Manager is selected by and reports to the City Commission. The City Manager's Office is responsible for overseeing City staff and completing tasks as directed by the City Commission.

City Vision and Strategic Goals

The Strategic Plan was adopted in spring 2018. Below are the vision and accompanying statements adopted by the Commission as part of the Strategic Plan:

Vision

Bozeman remains a safe, inclusive community, fostering civic engagement and creativity, with a thriving diversified economy, a strong environmental ethic, and a high quality of life as our community grows and changes.

Strategic Vision Statements:



1) An Engaged Community. We foster a culture of engagement and civic leadership based on innovation and best practices involving community members of all backgrounds and perspectives.



2) An Innovative Economy. We grow a diversified and innovative economy leveraging our natural amenities, skilled and creative people, and educational resources to generate economic opportunities.



3) A Safe, Welcoming Community. We embrace a safe, healthy, welcoming and inclusive community.



4) A Well-Planned City. We maintain our community's quality of life as it grows and changes, honoring our sense of place and the 'Bozeman feel' as we plan for a livable, affordable, more connected city.



5) A Creative, Learning Culture. We expand learning, education, arts, expression and creativity for all ages.



6) A Sustainable Environment. We cultivate a strong environmental ethic, protecting our clean air, water, open spaces and climate, and promote environmentally sustainable businesses and lifestyles.



7) A High Performance Organization. We operate as an ethical, high performance organization anticipating future needs, utilizing best practices, and striving for continuous improvement.

FY23 Goals

In addition to the adopted Strategic Plan, Climate Action Plan, Community Affordable Housing Plan, and the Growth Policy, the City Commission of Bozeman has identified the following priorities which guide the FY23 Budget:

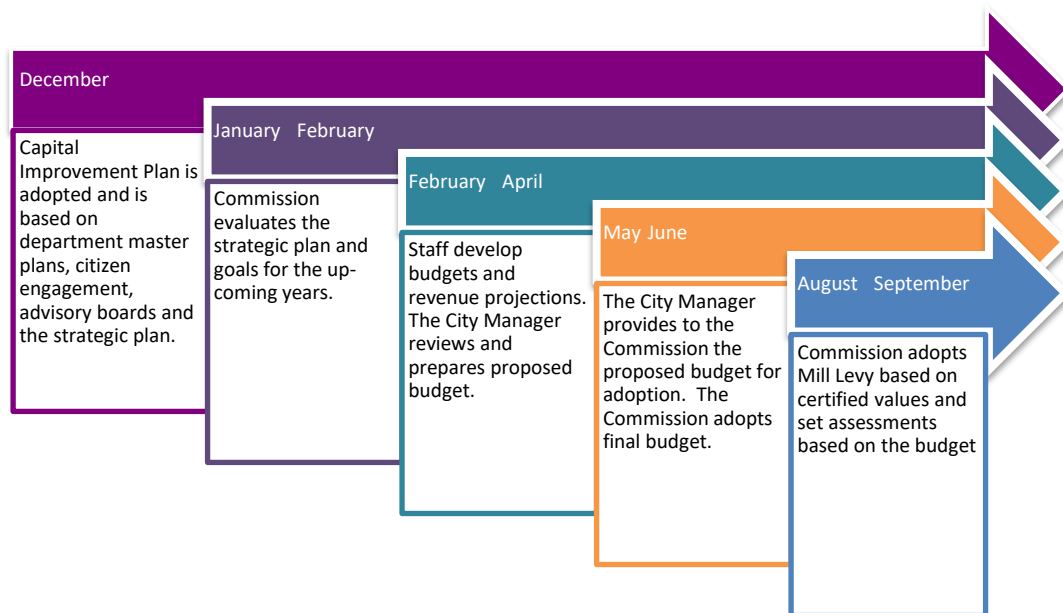
- Become a City for CEDAW (Convention to Eliminate All Forms of Discrimination Against Women)
- Increase Budget for Community & Support Services
- UDC (Unified Development Code) Overhaul
- Establish Mobile Crisis Response
- Establish Model HOA Covenants
- Develop Gallatin Valley Sensitive Lands Protection Plan
- Update Codes to Encourage Wetland Preservation & Facilitate Creation of Wetland Bank
- Short Term Rental Revisions
- Promote Water Conservation

Performance Measures

Specific Performance Measures are updated annually to complement the Budget and citywide goals. These measures help communicate trends and justify additional resources needed to maintain an acceptable level of service. Most charts include a “target” or “standard”, describing the overall goal or industry norm, respectively. At least three years of data is used to demonstrate trends in order to provide valuable context as it relates to an overall increase or decrease over time. Current fiscal year “Approved” figures represent previously adopted estimates, while future fiscal year “Recommended” figures represent estimates based on projected changes for the upcoming budget cycle.

Budget Process

The City plans for the long-term needs of our community through a number of efforts and studies. Consultants and staff hold numerous public hearings and advisory board meetings prior to the formal adoption by the Commission. Once adopted, we work diligently to implement the approved plan. The starting point is the Strategic Plan, followed by the other master plans that have been developed for each area of concern or study. Along with these documents, the capital improvement plan is used to budget for capital projects. The following chart outlines our process and timing for the budget:



Funding Structure

To better understand this budget document, a basic understanding of the structure, frequently-used terms, and fund types is helpful. The City's operating expenditures are organized into the following hierarchical categories: Activities, Departments, Divisions, and Budget Units.

Activity: Activity represents the highest level of summarization used in the City's financial structure. This level is primarily used for entity-wide financial reporting and for summarization in this budget document.

Department: Department is the second level of summarization used in the City's financial structure. This function classification represents a grouping of related operations and programs aimed at accomplishing a broad goal or providing a major service.

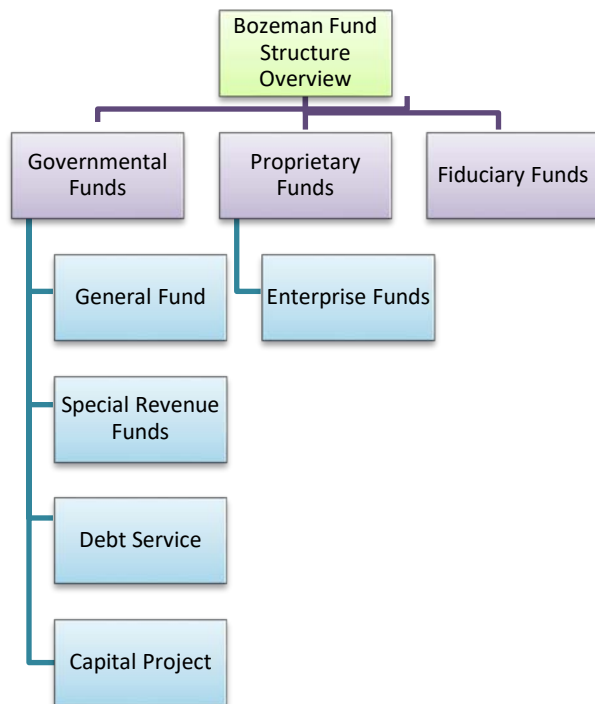
Division: Department can be further split into divisions, which are usually associated with functioning work groups that have more limited sets of work responsibilities. Their primary purpose is organizational and budgetary accountability.

Budget Unit: Divisions may be further subdivided into budget units. A budget unit is used to account for a specific service performed within a division in the pursuit of individual goals and objectives. A budget unit is aimed at accomplishing a specific service or regulatory program for which a government is responsible.

Funds:

The activities are funded through various means that are accounted for within specific funds. The City has a comprehensive fund plan for financial accounting in accordance with the provisions of the recommendations of the National Council on Governmental Accounting as outlined in their publication Governmental Accounting, Auditing, and Financial Reporting (GAAFR), which is the standard accounting guide for local governments.

Governmental funds are a group of funds that account for activities associated with the City's basic operations. This group of funds uses a modified accrual basis of accounting and focuses on operating revenues and expenditures.



General Fund: The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund. The General Fund supports such basic services as the Legislative Branch, Judicial Branch, General Administration, Police, Fire, Finance, Engineering, Recreation, and Library services. The City's General Fund is financed heavily by property taxes, which provide nearly half of the General Fund revenue.

Special Revenue Funds: Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than expendable trusts, or for major capital projects) that are legally restricted to expenditure for specific purposes.

Debt Service Funds: Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Capital Project Funds: Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Proprietary Fund Types

Proprietary funds are a group of funds that account for activities that are often seen in the private sector and are operated in a similar manner as in the private sector. This group of funds uses a full accrual basis of accounting and focuses on net income and capital maintenance.

Internal Service Funds: Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis.

Enterprise Funds: Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises--where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

Fiduciary Fund Types

Fiduciary Funds are trust and agency funds that account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds.

Trust Funds: Trust Funds are used to account for assets held by a governmental unit in a trustee capacity. These include (a) expendable trust funds, (b) permanent trust funds, and (c) pension trust funds. Trust Funds are supported by donations and interest income.

Budget Policies

State statute provides the “Local Government Budget Act” in MCA 7-6-4001. This section of the law was adopted by the 2001 Legislature to replace the “Municipal Budget Law” and other various sections of code that related to City finances. See detailed Budget and Fiscal Policies in Appendix B. The law limits the amount of expenditures to recommended appropriations, requires reporting to the State after final budgets and tax levies are adopted, and provides for a detailed preliminary and final budget adoption within the confines of the State determined property tax assessment time-table. By state law, the Budget must be “balanced,” and this can be accomplished by use of fund balance. In Bozeman, the City has adopted as policy the requirement for structural balance which requires that year-over-year expenditures are covered by current revenues. The FY23 Budget is not only balanced in alignment with state law but is also structurally balanced in compliance with City budget policy. Fund balance should not be used as a long-term approach to balancing the budget.

It is also appropriate to use fund balance when fund balances have increased beyond the reserve requirements due to higher than anticipated revenues. In this circumstance, the use of fund balances will be used for one-time expenditures, not ongoing operating costs. In all circumstances, it is important to retain sufficient undesignated fund balance for unforeseen circumstances. The City's budget encompasses both the operating budget and the capital improvement budget. Each budget unit includes amounts appropriated for both operating expenses and capital items

Basis of Budgeting

The basis of budgeting and accounting refers to when a transaction or related event is recognized in an agency's budget, or in the operating statement, both of which follow GAAP principles. All governmental funds (including the general, special revenue, debt service and capital projects funds) use modified accrual as both the basis of budgeting and for accounting/financial reporting. Under the modified accrual system, revenues are recognized in the accounting period in which they become “measurable and available.” “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Property tax is reported as a receivable and deferred revenue when the levy is certified and as a revenue when due for collection in the subsequent year. An allowance for estimated uncollectible taxes is included in the estimated tax needed to balance the budget.

The basis of accounting for proprietary funds is full accrual, where revenues are recognized when earned and expenditures when they are incurred. The basis of budgeting for proprietary funds is full accrual with the exceptions of depreciation and amortization. For capital assets and capital purchases, funds are budgeted from a perspective of the actual cash outlay required (cash basis).

Financial and Reserve Policies

The following financial policies are established to provide direction in the fulfilling of duties and responsibilities for the City of Bozeman. The following is a summary of the policies that have a direct impact on the budget process; a complete listing of Fiscal Policies to be adopted with the budget are in Appendix B.

Long-range Planning

The City needs to have the ability to anticipate future challenges in revenue and expense imbalances so that corrective action can be taken before a crisis develops. To provide City officials with pertinent data to make decisions for multi-year policy direction, the Finance Director prepares revenue and expenditure forecasts. These

forecasts will identify changes in revenue and expenditures due to projected new development in the City, program changes, collective bargaining agreements, asset replacement schedules and capital projects coming online.

Capital Planning, Asset Inventory and Condition Assessment

The City annually prepares its Capital Improvement Plan for capital projects and equipment needs over a five-year period. The plan is created on the fund basis and reviews all capital needs greater than \$25,000. The plan can be found on the city website.

Revenue Policies

The City values a diversified mix of revenue sources to mitigate the risk of volatility. The major source of revenue for the General Fund is property tax, which comprises 53% percent of total General Fund revenue in FY23. Since property values are impacted by the economy and housing market, it is important to make every effort to improve the diversity of the City's revenue sources. Between FY19 and this budget, the City has diversified its revenue by an additional 3%. Tax dollars should support essential city services that benefit and are available to everyone in the community (such as parks, police and fire protection). For services that largely or solely benefit individuals, the City should recover full or partial costs of service delivery through user fees.

Use of One-time and Unpredictable Revenues - One-time revenues should be used for one-time expenditures and not for ongoing expenditures. By definition, one-time revenues cannot be relied on in future budget years. Appropriate uses of one-time revenues include early debt retirement, capital expenditures that will reduce operating costs or address deferred capital needs, and special projects that will not incur ongoing operating costs.

Expenditure Policies

Expenses should always be for City operations and strategic goals. Department heads and the Finance Department monitor expenditures. All expenditures must comply with City laws, rules and regulations and have proper support and authorization.

Debt Capacity, Issuance and Management

The City shall evaluate and consider the following factors in analyzing, reviewing and recommending the issuance of obligations before presenting a proposal to the Commission and voters as needed:

1. Purpose, feasibility and public benefit of the project
2. Impact on debt ratios generally applied by rating agencies
3. Availability of appropriate revenue stream(s)
4. Aggregate debt burden upon the City's tax base, including other entities' tax supported debt
5. Analysis of financing and funding alternatives, including available reserves from other City funds

Awards and Accomplishments

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Bozeman for its annual budget for the fiscal year beginning July 1, 2021. The City has received this award for each budget it has prepared in the past 30 years.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bozeman
Montana**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

FY23 Budget Summary

The City of Bozeman's Fiscal year 2023 is estimated to receive nearly \$177 million in revenue. FY23 Budget appropriations are roughly \$182.7 million. This will support 512.86 full-time equivalent employees and \$35 million in capital spending.

FY23 Financial Summary

Financial Summary - Budget Fiscal Year 2022 - 2023								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
Projected Beginning Fund Balance/Working Capital	\$ 8,827,694	\$30,751,517	\$ 3,757,166	\$ (1,490,228)	\$41,465,202	\$ 1,287,906	\$ 1,689,479	\$86,288,735
Revenues	43,891,745	55,278,325	4,851,208	13,976,101	44,660,655	14,254,603	60,000	176,972,637
Expenditures	44,851,603	64,303,151	4,657,548	9,323,520	45,441,405	14,161,276	-	182,738,503
Less Reserves	7,316,754	284,558	-	-	747,509	-	-	8,348,821
Increase/(Decrease) in Fund Balance/Working Capital	(8,276,612)	(9,309,384)	193,660	4,652,581	(1,528,259)	93,327	60,000	(14,114,687)
Projected Ending Fund Balance/Working Capital	\$ 551,082	\$21,442,133	\$ 3,950,826	\$ 3,162,353	\$39,936,943	\$ 1,381,233	\$ 1,749,479	\$72,174,049

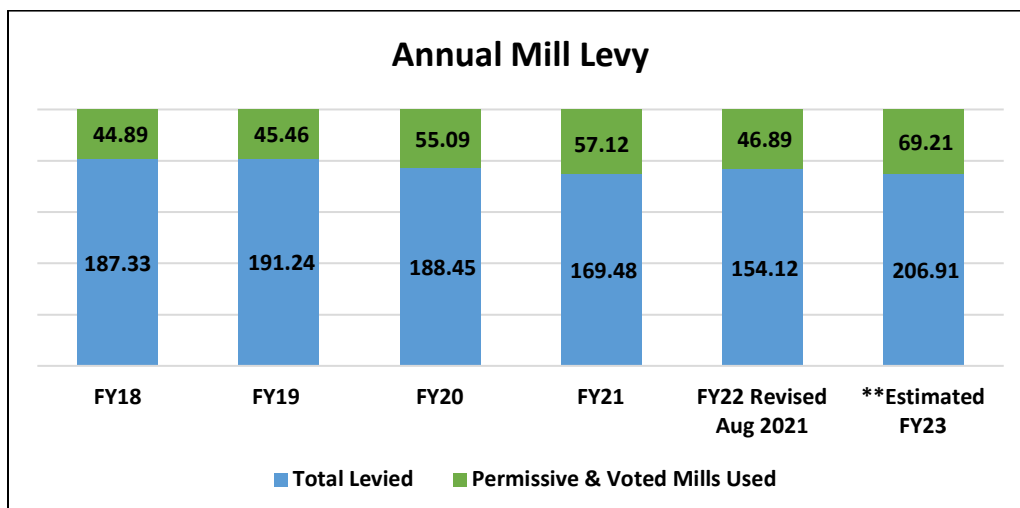
Summary of Changes from City Manager Recommended Budget to Final Budget

- Updated allocation of American Rescue Plan Act (ARPA)
- Additional two mills allocated to the Community Housing Fund
- Adopted work plans for TIF Districts
- Updated debt service for new FY23 debt
- Updated Non-Profit Outside Entity Request Awards

Fund Type	Revenues				Expenditures			
	City Manager Recommended Budget	Commission Approved Budget	Increase / (Decrease)	Percent Change	City Manager Recommended Budget	Commission Approved Budget	Increase / (Decrease)	Percent Change
General Fund	42,171,156	43,891,745	1,720,589	4.1%	42,361,977	44,851,603	2,489,626	5.9%
Special Revenue	55,011,585	55,278,325	266,740	0.5%	54,498,523	64,303,151	9,804,628	18.0%
Debt Service	5,321,141	4,851,208	(469,933)	-8.8%	4,853,845	4,657,548	(196,297)	-4.0%
Construction	16,088,825	13,976,101	(2,112,724)	-13.1%	9,323,520	9,323,520	-	0.0%
Enterprise	39,049,987	44,660,655	5,610,668	14.4%	44,562,211	45,441,405	879,194	2.0%
Internal Service	14,262,728	14,254,603	(8,125)	-0.1%	14,161,276	14,161,276	-	0.0%
Permanent	60,000	60,000	-	0.0%	-	-	-	0.0%
All Funds	171,965,422	176,972,637	5,007,215	2.9%	169,761,352	182,738,503	12,977,151	7.6%

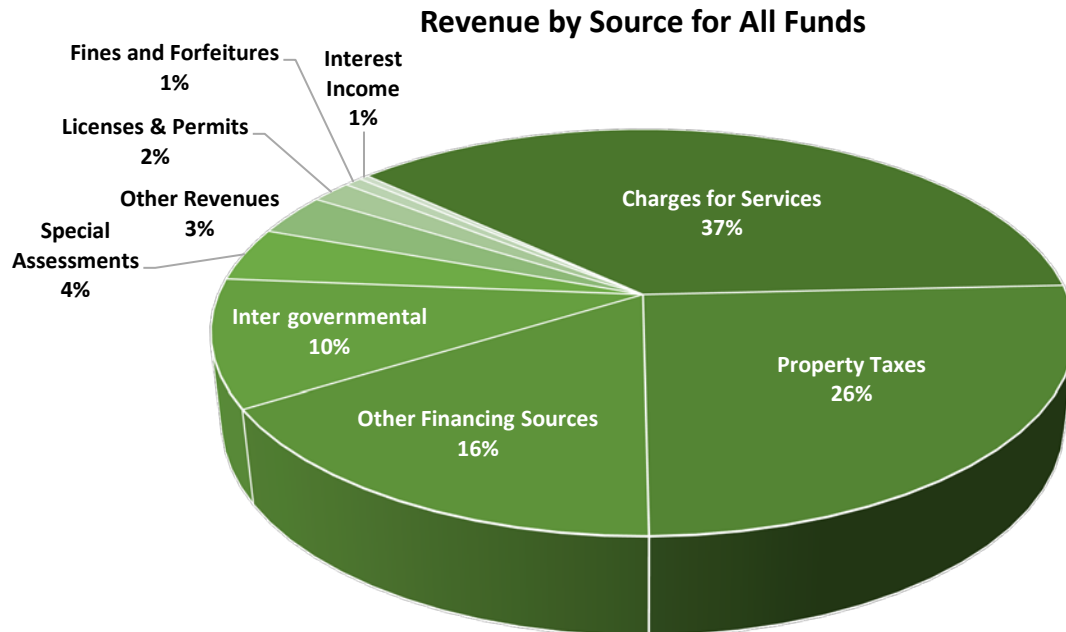
FY23 Estimated Mill Levies and Values

MILL LEVIES & MILL VALUES						
FISCAL YEAR	FY18	FY19	FY20	FY21	FY22 Revised Aug 2021	**Estimated FY23
MILL VALUE (net of TIFD's)	\$ 101,195	\$ 104,321	\$ 125,423	\$ 129,423	\$150,066	\$152,627
MILL VALUE (net of TIFD's) PERCENTAGE CHANGE	13.3%	3.1%	20.2%	3.2%	16.0%	1.7%
GENERAL FUND:						
All-Purpose	134.39	139.69	124.79	106.18	98.66	126.52
SPECIAL REVENUE:						
City Planning	2.00	2.00	2.00	2.00	2.00	2.00
Health/Med Insurance	24.48	25.44	22.45	21.37	17.66	21.63
Fire Staffing, Capital & Equipment & Police Staffin	4.00	4.00	4.00	4.00	4.00	21.00
Transfer to Stormwater - Landfill Project	1.38	0.71	0.71	0.77	1.25	1.25
Transfer to Landfill Closure - Monitoring	3.67	2.38	2.86	2.41	2.32	1.93
Senior Transportation	1.00	1.00	1.00	1.00	1.00	1.00
Community Housing	3.00	3.00	5.00	3.00	5.00	8.00
TOTAL SPECIAL REVENUE	39.53	38.53	38.02	34.55	33.23	56.81
DEBT SERVICE:						
BPSC GO Bonds	-	-	14.87	18.31	15.27	15.53
Park & Trail G.O.Bonds	10.68	10.38	8.58	8.31	6.96	7.07
Library G.O. Bonds	2.73	2.64	2.20	2.13	-	-
Rec & FD G.O. Bonds * to be issued in FY2023	-	-	-	-	-	0.98
TOTAL DEBT SERVICE	13.41	13.02	25.65	28.75	22.23	23.59
Total Levied	187.33	191.24	188.45	169.48	154.12	206.91
Percentage Change in Mills	-8.8%	1.9%	-1.5%	-9.9%	-8.2%	31.1%
Property Taxes Levied	\$18,956,859	\$19,950,675	\$23,636,229	\$21,934,610	\$23,128,172	\$ 31,580,502
Percentage Change in Dollars	3.4%	5.2%	18.5%	-7.2%	5.4%	36.5%
	FY18	FY19	FY20	FY21	FY22	Estimated FY23
Total Levied	187.33	191.24	188.45	169.48	154.12	206.91
Permissive & Voted Mills Used	44.89	45.46	55.09	57.12	46.89	69.21
Statutory (Floating) Mills Used	142.44	145.78	133.36	112.36	107.23	137.70

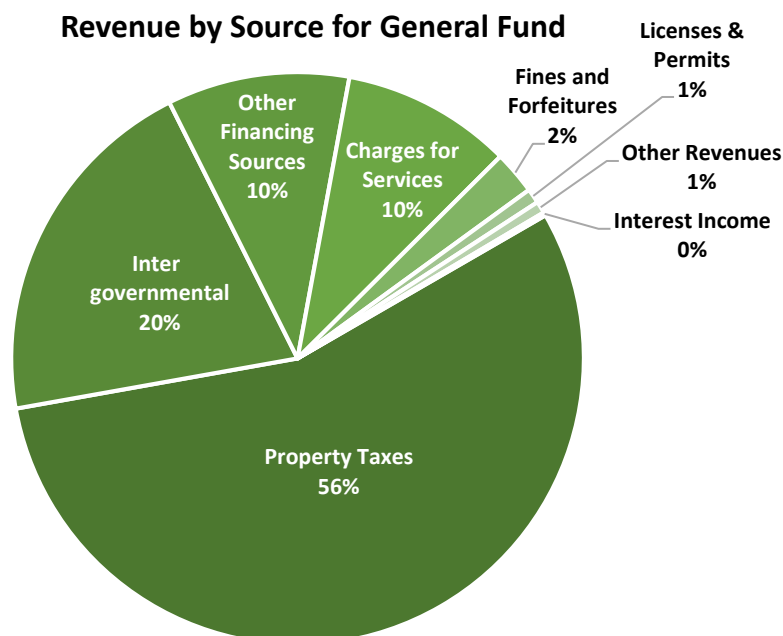


FY23 Revenues

Overall, revenues are estimated at nearly \$177 million, a \$24 million increase or equivalent to a 15.6% change over the prior year. The large difference is mainly due to the American Rescue Plan, matching funds for capital projects, and personnel. Charges for services make up 37% of revenues, followed by property taxes collected locally and shared to the City by the State of Montana.



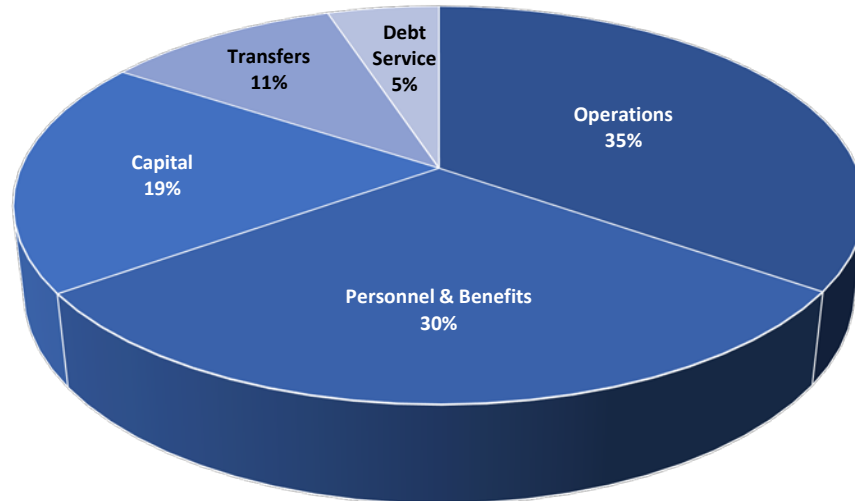
For the **General Fund**, City of Bozeman property taxes make up 56% of the revenue followed by 20% in other taxes shared to the City by the State of Montana, also called intergovernmental revenue. As we begin FY23, the City is anticipated to bring forward a balance of \$8.8 million which will largely be set aside in the 16.67% policy reserve.



FY23 Appropriations

FY23 Appropriations are \$182.7 million, an increase of \$24.4 million or 15.42% over FY22. This is mainly due to increases in capital spending with the increase in water and wastewater projects funded with American Rescue Plan Act. The graph below shows the relative percentage of the FY23 budgeted expenditures for all funds.

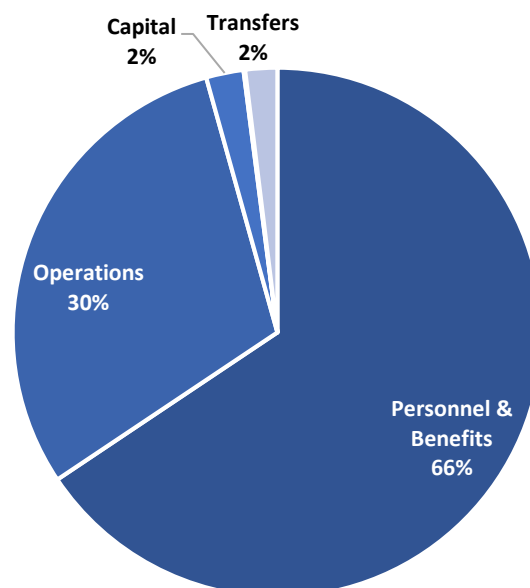
Expenditure by Type for All Funds



General Fund Expenditures

Expenditures, often called “Appropriations,” are classified under one of six major categories: Personnel & Benefits, Operating Expense, Capital, Debt Service, Transfers, and Other Financing Uses. In general, governmental agencies see their largest percentage of expenditures as personnel. With our growing city, there is a need for more infrastructure spending. The **General Fund** personnel expenses are a much higher percentage. The Fund itself has appropriated \$44.8 million in expenditures for FY23, which is a 15.7% increase from FY22. There are fewer capital items in the General Fund than all the funds as a whole.

General Fund Appropriations by Type



FY23 Changes in Fund Balance/Working Capital

#	Fund	FY23 Projected Fund Balance/ Working Capital	FY23 Estimated Revenues	FY23 Appropriations	FY23 Budgeted Ending Fund Balance/ Working Capital	Increase (Decrease) in Major Funds
General Fund (010)						
10	General Fund ¹	8,827,694	43,891,745	44,851,603	7,867,836	-10.87% ³
Special Revenue Funds (100s and 200s)						
100	Planning Fund ¹	350,489	2,371,214	4,269,001	(1,547,298)	
101	American Rescue Plan ¹	4,532,500	6,734,581	11,267,081	-	
103	Health-Medical Insurance	767,512	3,300,689	3,300,689	767,512	
110	Gas Tax Apportionment	589,121	1,744,520	2,333,641	-	
111	Street Maintenance District	1,062,415	8,669,083	9,395,234	336,264	-68.35% ³
112	Tree Maintenance	413,681	884,292	1,048,074	249,899	
113	Fire Impact Fee	4,318,992	519,981	1,525,560	3,313,413	
114	Street Impact Fee	5,788,963	5,788,830	3,793,392	7,784,401	
115	Building Inspection Special Revenue ¹	1,070,078	2,141,980	4,319,526	(1,107,468)	
120	Community Housing ¹	954,420	1,227,916	1,178,728	1,003,608	
140	Police Domestic Violence	-	-	-	-	
Multiple	Downtown Improvement Districts ²	1,943,055	8,297,437	5,495,935	4,744,557	
117	TIF Pole Yard	89,552	260,180	80,000	269,732	
141	Street Arterial Construction	(97,754)	2,643,062	1,203,000	1,342,308	
143	TIF Midtown (formerly N7th)	2,029,679	2,683,661	4,649,763	63,577	
144	TIF NE Urban Renewal	567,424	651,986	1,137,624	81,786	
145	TIF Mandeville Industrial	167,477	54,701	100,000	122,178	
187	Fire Department Equipment	1,031,147	615,508	1,641,750	4,905	
192	TIF South Bozeman Technology	7,870	57,408	10,000	55,278	
195	Parks & Trails District	976,698	5,452,003	6,043,304	385,397	
Multiple	Vet Court Funds ²	-	-	-	-	
Multiple	Lighting Districts ²	354,277	498,853	571,616	281,514	
Multiple	Department Special Revenue Fund Combined ^{1 2}	2,492,780	625,440	934,233	2,183,987	
850	Park Land - Cash in Lieu	1,341,141	55,000	5,000	1,391,141	
Special Revenue Funds		30,751,517	55,278,325	64,303,151	21,726,691	
Debt Service Funds (300s and 400s)						
300	Special Improvement District Revolv. Fund	1,498,601	10,000	-	1,508,601	
304	Park & Trails Bond	-	1,078,750	1,078,750	-	
305	TIF 2007 Downtown Bonds	-	330,150	330,150	-	
306	TIF 2020 Midtown Bonds	-	409,950	409,950	-	
307	Bozeman Public Safety Center - GO Bonds	-	2,370,750	2,370,750	-	
311	Firestation 2 & Recreation Bonds	-	150,255	150,255	-	
Multiple	SID Funds ²	2,258,565	501,353	317,693	2,442,225	
Total Debt Service Funds		3,757,166	4,851,208	4,657,548	3,950,826	
Construction Funds (500s)						
500s	Capital Projects ²	(1,490,228)	13,976,101	9,323,520	3,162,353	
Enterprise Funds (600s)						
600	Water Funds	26,973,165	19,661,821	20,165,795	26,469,191	-1.87% ³
620	Waste Water Funds	10,386,284	16,062,074	14,576,161	11,872,197	14.31% ³
640	Solid Waste Funds	973,150	5,710,631	6,581,727	102,054	-89.51% ³
650	Parking Enterprise	1,664,767	1,177,757	1,644,027	1,198,497	
670	Storm Water	1,467,836	2,048,372	2,473,695	1,042,513	
Total Enterprise Funds		41,465,202	44,660,655	45,441,405	40,684,452	
Internal Service Funds (700s)						
710	Vehicle Maintenance Shop	(187,474)	2,295,211	2,107,737	-	
720	Health-Medical Self-Insurance Fund	409,295	5,836,508	5,836,508	409,295	
750	Public Works Administration	1,066,085	6,122,884	6,217,031	971,938	
Total Internal Service Funds		1,287,906	14,254,603	14,161,276	1,381,233	
Permanent Funds (800s)						
800	Cemetery Perpetual Care	1,689,479	60,000	-	1,749,479	
Total All Funds		86,288,735	176,972,637	182,738,503	80,522,869	

1. These Funds can be utilized to balance Special Revenue funds that are not structurally balanced, ensuring that overall, Special Revenues are balanced.

2. These Funds include multiple fund numbers which are summaries in the line itself.

3. Explanations for major fund increases/decreases >10% are included on the following page.

FY23 Fund Balance Analysis

ANALYSIS OF CHANGES IN FUND BALANCE > 10% FOR MAJOR GOVERNMENTAL FUNDS

GENERAL FUND

The FY23 adopted budget implements a proactive response to the nation-wide competition for qualified employees by including increases in both wages and benefit costs. As the General Fund accounts for over half of the City's personnel expenses, the adopted increases has a significant impact on anticipated expenditures. As a result, the estimated ending fund balance in the General Fund in FY23 is estimated to be lower than beginning fund balance. Expenditure increases for personnel are included in long-term financial models and will be considered in future budgeting processes.

SPECIAL REVENUE FUNDS

Street Maintenance Fund

Nation-wide supply chain issues continue to impact the City's ability to acquire machinery, equipment, and vehicles. The Street Maintenance Fund experiences this impact on a greater scale than other funds. The FY23 adopted budget for Street Maintenance includes an increase in capital expenditures over previous years in an attempt to acquire equipment when at all possible. As a result, the City is aware that it is unlikely that all the planned capital purchases in the Street Maintenance Fund will be made in FY23.

ANALYSIS OF CHANGES IN FUND BALANCE > 10% FOR NON-MAJOR GOVERNMENTAL FUNDS IN AGGREGATE

The majority of the decline in fund balance for non-major governmental funds is due to anticipated expenditure of approximately \$11.3M of remaining American Rescue Plan Act (ARPA) Funding in FY23. In addition, a proactive response to the nation-wide competition for qualified employees by including increases in both wages and benefit costs in non-major governmental funds.

ANALYSIS OF CHANGES IN FUND BALANCE > 10% FOR MAJOR PROPRIETARY FUNDS

WASTEWATER FUNDS

Wastewater Funds are anticipated to build reserves in the FY23 budget due to the allocation of American Rescue Plan Act (ARPA) dollars to support budgeted projects. The estimated ending fund balance in the Wastewater funds is anticipated to be roughly 14% higher than the prior year. ARPA allocations and additional reserves will be considered in future rate studies.

SOLID WASTE FUNDS

The FY23 adopted budget implements a proactive response to the nation-wide competition for qualified employees by including increases in both wages and benefit costs impacting the ending fund balance in the Solid Waste Funds. In addition, the budget for the Solid Waste Funds includes two large capital projects to install gas wells and connect leachate underground storage tank to City sewer at the Storymill Landfill. During the development and adoption of the FY23 Budget, a cost of service analysis was conducted for the Solid Waste utility. This change in fund balance was incorporated and will be considered with the adoption of Solid Waste rates in the fall of 2022.

ANALYSIS OF CHANGES IN FUND BALANCE > 10% FOR NON-MAJOR PROPRIETARY FUNDS IN AGGREGATE

The FY23 adopted budget implements a proactive response to the nation-wide competition for qualified employees by including increases in both wages and benefit costs resulting in a decline in fund balance in non-major proprietary funds. Increased expenditures will be included in future rate setting processes.

FY23 Staffing Changes

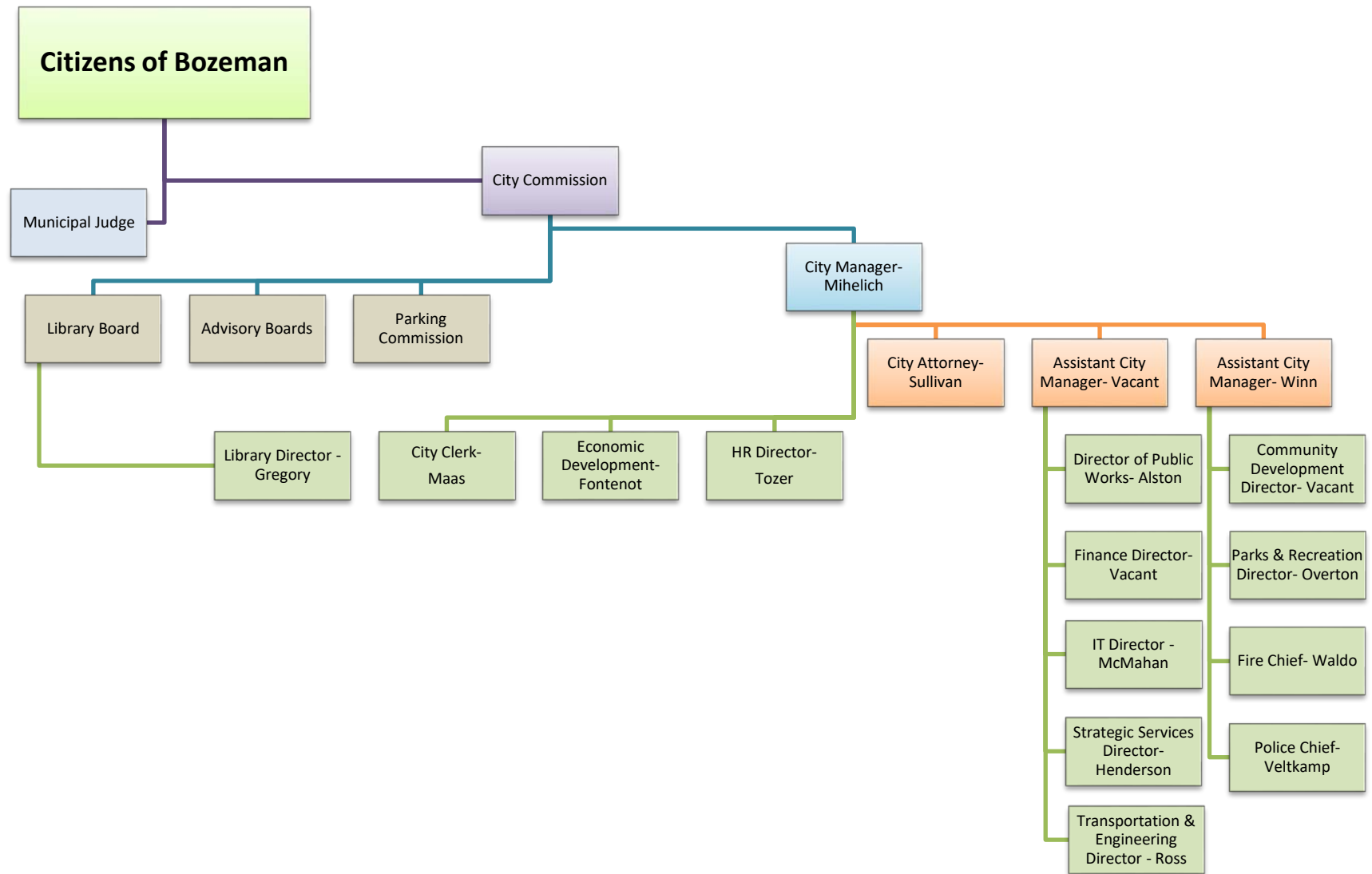
We strive to maintain service levels with our growing community. We have a strategic approach to staffing using a three-year staffing plan to address our staffing needs on a citywide level. We had added seven positions in Fire, one Battalion Chief for support services and six firefighters for a Quick Response Vehicle team. These position are pending the award of a grant. Nearly 10 FTE have been added to Parks & Trails District in line with the planned increase in level of service. For more detail on FTE increases in FY23, see each department's activity detail.

FTE Summary By Department							
	FY19	FY20	FY21	FY22	FY22 Mid-Year	FY23 Budget	FY23 Total
General Government							
City Commission	2.10	2.10	2.10	2.10	-	-	2.10
City Manager	9.00	9.00	9.00	9.00	-	-	9.00
Municipal Court	9.50	9.60	9.98	11.23	-	-	11.23
City Attorney	10.70	12.70	12.70	12.70	-	1.00	13.70
Finance	14.00	14.00	14.00	14.00	-	-	14.00
Community Development	14.25	14.25	15.25	18.25	-	1.25	19.50
Facilities Management	5.00	5.00	6.00	7.00	-	1.00	8.00
Information Technology	7.00	7.00	8.00	8.00	-	0.50	8.50
Human Resources	5.00	5.00	5.00	5.00	-	1.00	6.00
	76.55	78.65	82.03	87.28	-	4.75	92.03
Public Safety							-
Police	74.55	75.55	76.95	80.95	-	1.00	81.95
Fire	47.00	50.00	50.00	50.00	-	7.00	57.00
Building Inspection	19.75	19.75	19.75	19.75	-	1.00	20.75
Parking	6.00	6.00	6.00	6.00	-	-	6.00
	147.30	151.30	152.70	156.70	-	9.00	165.70
Public Services							-
Public Works Administration	16.25	18.25	22.25	27.25	1.00	1.00	29.25
Streets	21.35	22.30	22.30	22.30	-	2.40	24.70
Stormwater	7.50	8.50	9.50	9.50	-	0.75	10.25
Water	26.45	27.65	29.15	29.65	-	1.00	30.65
Wastewater	28.55	29.55	30.05	30.55	-	-	30.55
Solid Waste Collection/Recycling	17.15	18.75	19.75	19.75	-	1.00	20.75
Vehicle Maintenance	7.50	8.50	8.50	9.50	-	1.00	10.50
	124.75	133.50	141.50	149.50	1.00	7.15	157.65
Public Welfare							-
Parks	13.85	13.85	19.75	19.75	-	9.90	29.65
Recreation	21.90	21.90	21.90	21.90	-	1.20	23.10
Cemetery	4.55	4.55	4.55	4.55	-	-	4.55
Forestry	6.65	6.65	6.65	6.65	-	-	6.65
Library	25.78	25.78	26.53	26.53	-	1.00	27.53
Ecomic Development	2.00	3.00	3.00	3.00	-	-	3.00
Sustainability	1.50	1.50	1.50	3.00	-	-	3.00
	76.23	77.23	83.88	85.38	0.00	12.10	97.48
Total Employees	424.83	440.68	460.11	478.86	1.00	33.00	512.86
Net FTE % Increase From Pervious Year		3.73%	4.41%	4.08%			7.10%

FY23 Staff

We strive to maintain service levels with our growing community. We have a strategic approach to staffing using a three-year staffing plan to address our staffing needs on a citywide level.

Organizational Chart

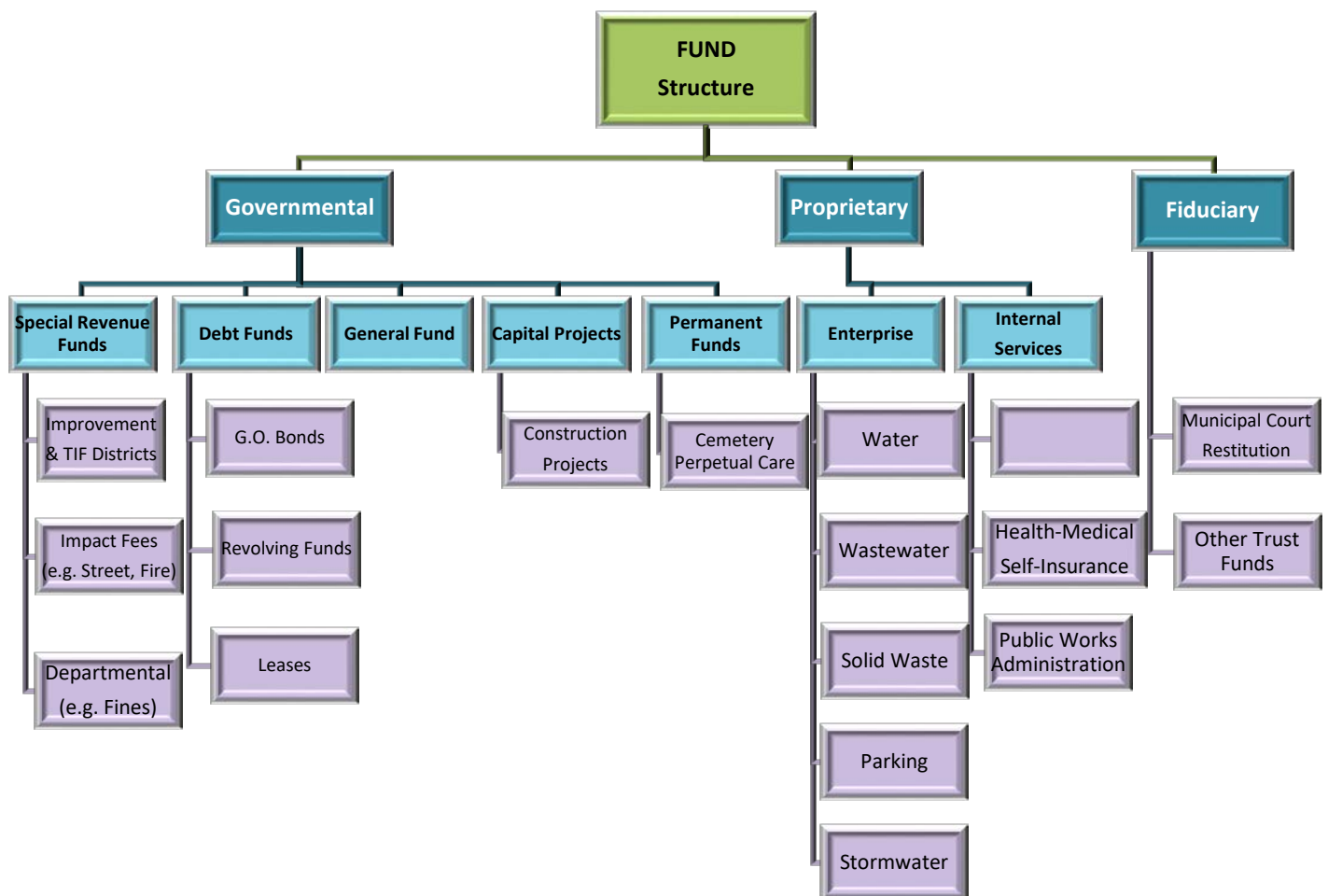


FUND SUMMARIES

Fund Summaries

The purpose of fund summaries is to capture and detail the financial condition of each City fund. A fund summary provides information on revenues, expenditures, and estimated ending funds available. In addition, it functions as a planning mechanism, as it allows expenditures to be matched to available revenues and/or fund balance. Fund summaries also identify components of funds available and anticipated uses. It is important to note that sources and uses are always balanced because a fund's sources either are expended, become restricted, committed or assigned, or become unrestricted (unreserved or undesignated) funds available.

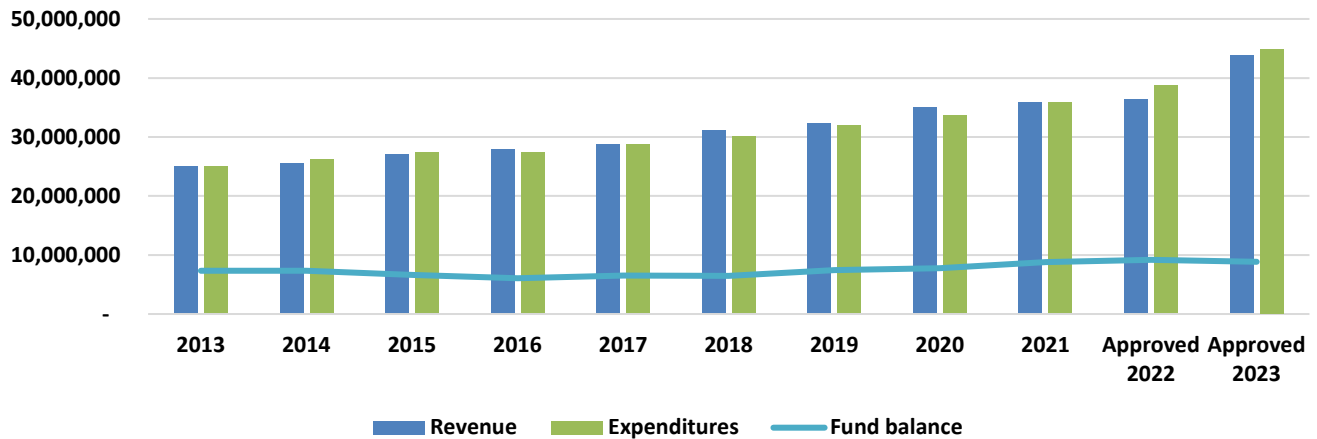
City funds can be divided into three categories: Governmental Funds, Proprietary Funds, and Fiduciary Funds. By maintaining separate funds, the City is able to comply with laws that require certain money to be spent for specific purposes.



General Fund

The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund. The General Fund supports such basic services as the General Administration, Police, Fire, Finance, Recreation, and Library services. Over the past ten years, the average percent increase in revenue is 6% while expenditure change is 6%.

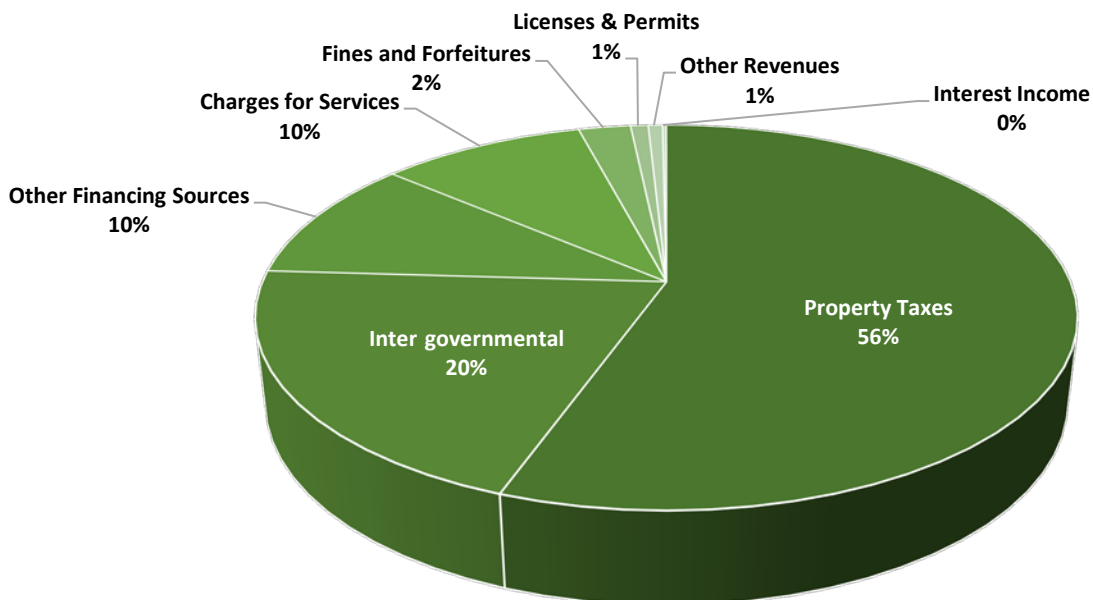
General Fund Past 10 Years and Approved FY23



Revenues

The City's General Fund is financed heavily by property taxes, which provide over half of the General Fund revenue. Other revenue sources include: licenses and permits, intergovernmental revenue, charges for services, fines and forfeitures, interest on investments, operating transfers, and miscellaneous revenues. For the Budget, we have estimated 4% growth. We are estimating the General Fund to generate \$43.9 million in total revenue, with 56% being from property taxes, 20% from inter-governmental sources and 10% for both charges for services and other financing sources. The following chart shows the breakdown of esimated revenues:

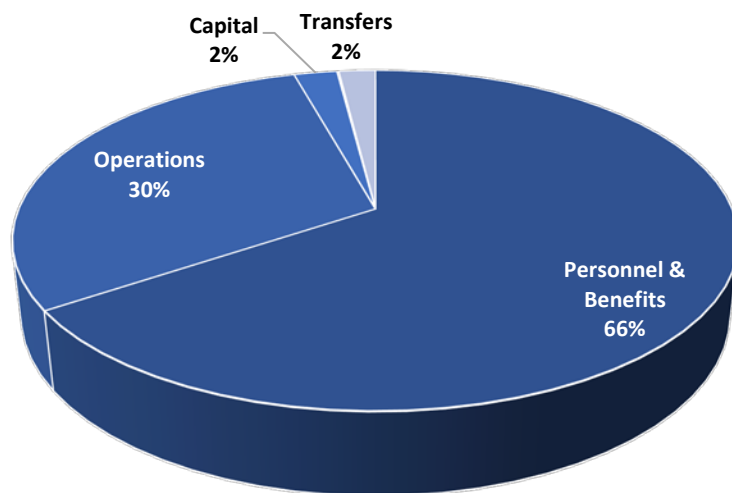
Revenue Sources for General Fund



Expenditures

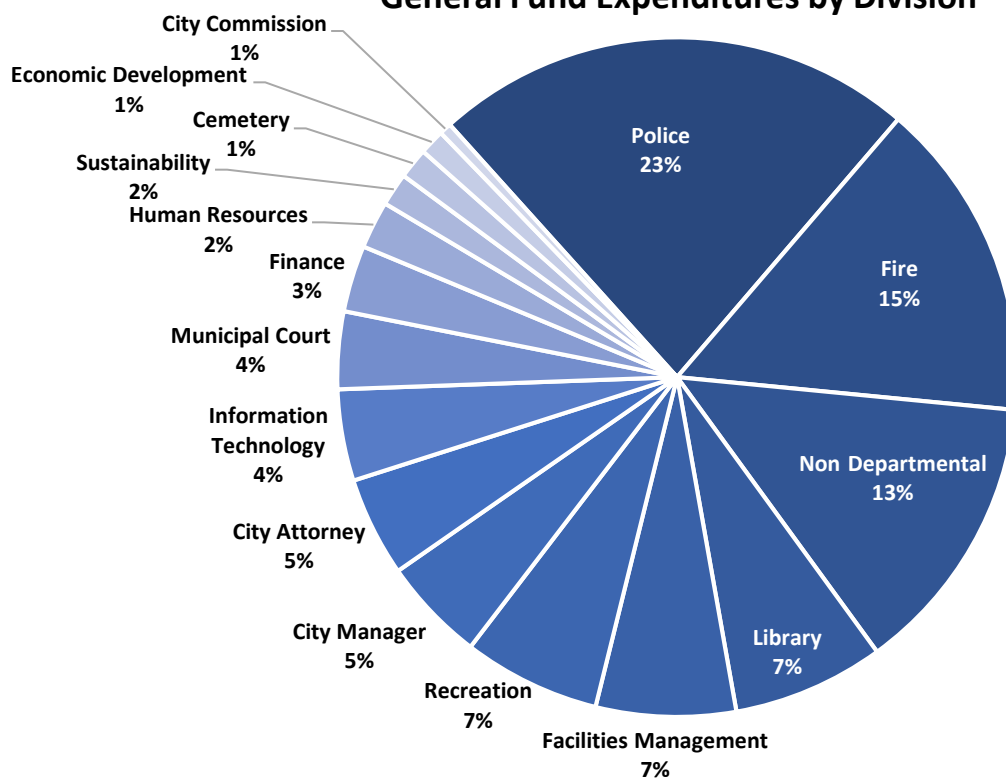
This year's General Fund budget has \$44.85 million in expenditures. Personnel expenses are the highest portion at \$29.4 million, followed by operations at \$13.5 million. The capital expenditures are \$1 million, which includes vehicle replacements, Police Body Cameras, and Westside Recreation and Library Design. The break down by percentage is below:

Expenditure by Type for General Fund



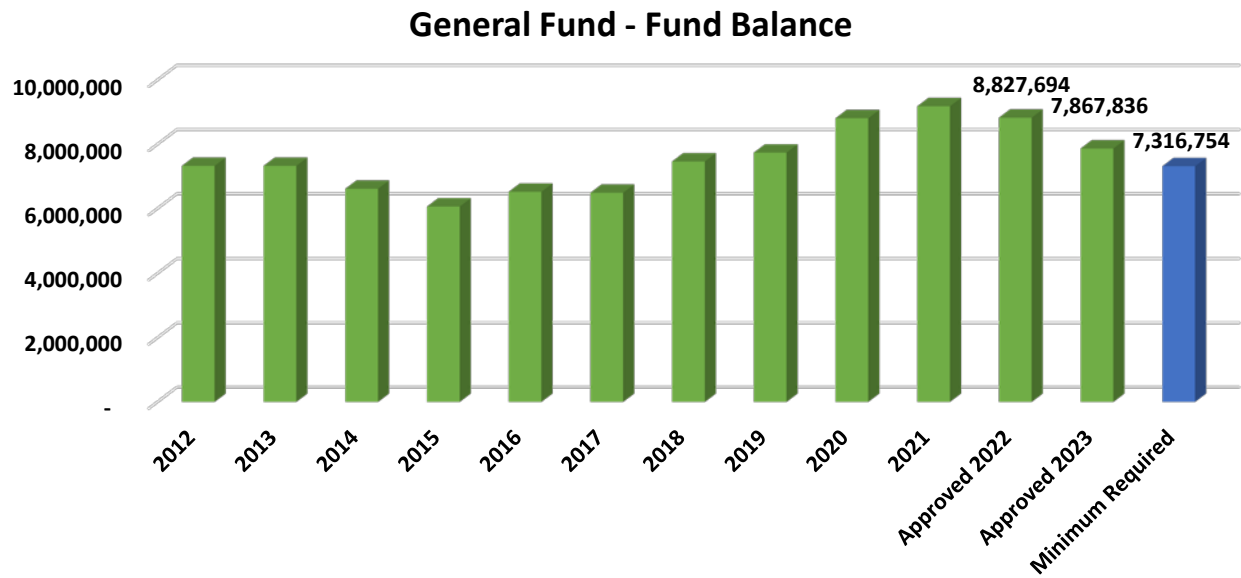
The expenditures by division shows the greatest portion of the General Fund expenses for Police at 23% followed by Fire at 15%. The next largest groups are Non-Departmental, Library, Facilities Management and Recreation. See budget details in the Activity/Division Detail section.

General Fund Expenditures by Division



Fund Balance

The City adopted policy for General Fund Reserve is to maintain at least 16.67% of the year's revenue in ending fund balance. This was based on former Government Finance Officers Association (GFOA) best practice.



FUND	FY21 Actual	FY22 Budget	FY23 Recommended
010 - General Fund		Beginning Balance	8,827,694
Revenues			
Property Taxes	13,681,399	16,159,638	22,610,654
Gallatin County Option	2,094,053	1,760,000	1,760,000
Penalty & Interest	103	-	-
Business/Animal Licenses and Permits	367,895	364,300	364,300
Grants	3,358,412	50,000	50,000
County Shared - Library	807,898	817,983	817,983
State Shared	7,698,517	7,980,949	8,094,907
General Government Charges	3,650,043	4,111,159	4,225,559
Library Fines	1,125	10,000	10,000
Police Court Fines	1,025,064	1,020,000	1,032,000
Parking Fines	5,456	10,000	10,000
Snow Removal Fines	53,225	22,000	22,000
Interest Income	5,747	80,000	80,000
Admin Reimbursement	-	163,626	163,626
Miscellaneous Revenue	9,745	60,000	60,000
Refunds & Reimbursements	366,767	25,000	25,000
Rents and Royalties (Leases)	51,182	46,000	46,000
Transfers	2,728,647	3,709,677	4,514,716
Loan Proceeds	-	-	-
Proceeds-Asset Disposition	15,952	5,000	5,000
Total Revenues	35,921,230	36,395,332	43,891,745
Expenditures			
Personnel & Benefits	24,349,179	24,902,199	29,431,718
Operations	9,043,094	11,656,336	13,475,216
Capital	1,885,031	1,341,051	1,026,000
Debt Service	48,418	52,292	43,692
Transfers	557,009	799,025	874,977
Total Expenditures	35,882,731	38,750,903	44,851,603
		General Fund Reserve	7,316,754
		Projected Ending Balance	551,082

Special Revenue Funds

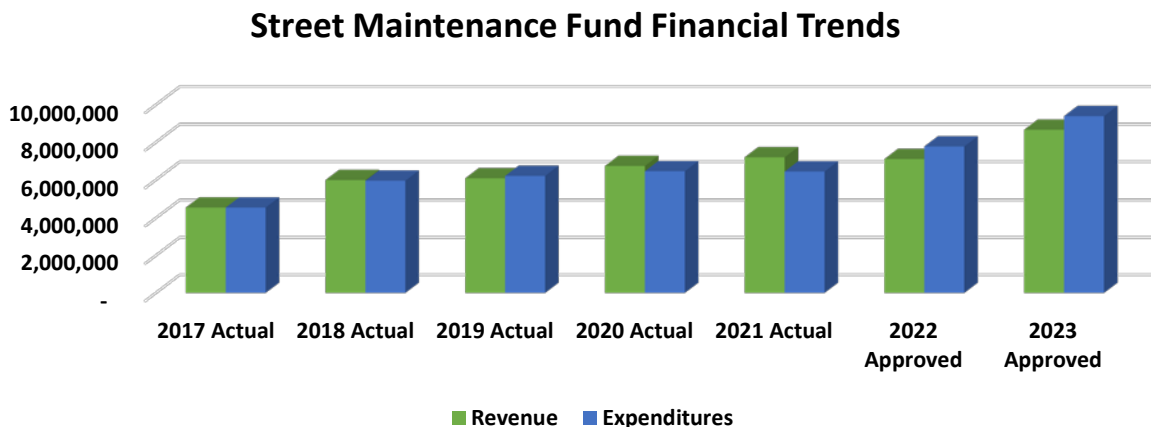
Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes. The revenue is generated in different ways; some have assessments on properties, property taxes, charges for services, and some are funded through grants or donations. The City currently has over 100 special revenue funds with a total of \$64.3 million in expenditures planned for FY23. Information on the programs funded or partially funded by these Special Revenue Funds can be found in the description by division in the Activity/Division Detail section. Highlighted in the following section are the Transportation Special Revenue Funds and some of our major Program Special Revenue Funds, followed by the financial information for all Special Revenue Funds.

Transportation Special Revenue Funds

Street Maintenance Fund relies on assessments for revenue generation for street maintenance and reconstruction. The City expanded the Streets program starting in FY16 to include increased maintenance. The City has seen an increase in the quantity of streets to maintain as well. This year we are increasing the assessment by 6% again to be able to adjust for growth and increased costs.

Street Maintenance Assessments Lot Size	FY20 Approved 8% Increase	FY21 Approved 8% Increase	FY22 Approved 6% Increase	FY23 Approved 6% Increase
Small - 5,000 sqft	149.67	161.65	171.35	181.63
Average= 7,500 sqft	224.55	242.51	257.06	272.48
Large= 10,000 sqft	299.40	323.35	342.75	363.32

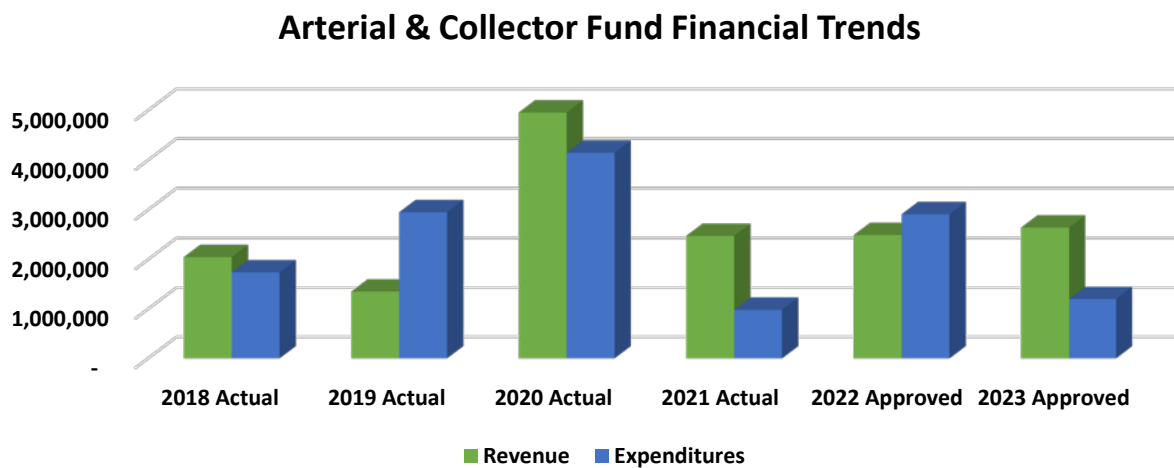
The Street Maintenance Fund budget includes increased amounts of pavement maintenance, capital projects, and the addition of Streets workers. This trend will continue with the Capital Improvement Plan and the three-year staffing plan showing increases for further growth.



Arterial & Collector Street District Fund is a district that provides the “local share” of some projects in advance of development. Many of the projects funded help in the Street Impact Fee program’s efforts. Due to the role Street Impact Fees play in the expansion of our Arterial & Collector streets, the A&CD capital plan is tied to projects on the Street Impact Fee CIP. The City intends to create a payback district to recover the “local share” once an adjacent project is developed. We incorporated a 6% rate increase in FY23 to keep up with construction inflation, which has shown to be double of normal inflation.

Arterial & Collector Assessments Lot Size	FY20 Approved	FY21 Approved 3% Increase	FY22 Approved 6% Increase	FY23 Approved 6% Increase
Small - 5,000 sqft	34.52	35.56	37.33	39.57
Average= 7,500 sqft	51.78	53.33	56.53	59.92
Large= 10,000 sqft	69.03	71.10	74.66	79.14

The appropriations are mainly planned from the Capital Improvement Plan. The full project listing can be found in the Capital Expenditures Section.



Gas Tax Fund accounts for revenues from state gasoline taxes apportioned from the State of Montana Department of Transportation. These go towards street maintenance projects and projects associated with the above Arterial and Collector District Fund. The total appropriation for FY23 is \$1.7 million.

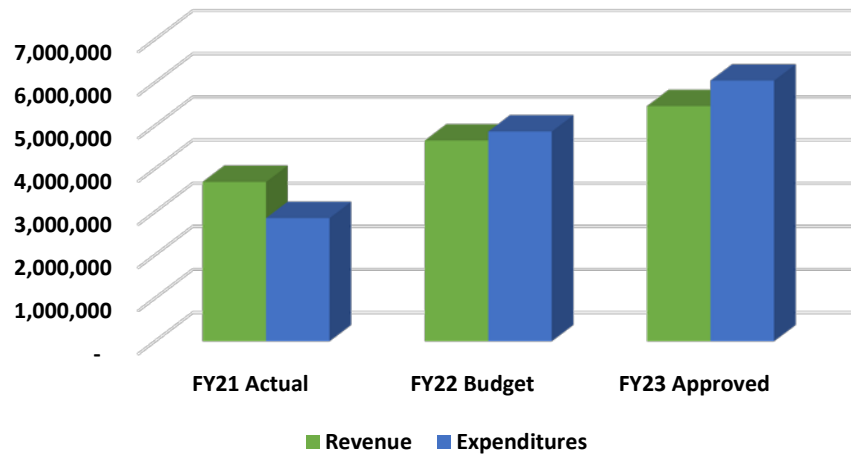
Street Impact Fee Fund- Street Impact Fees go towards capacity expanding road improvements. The appropriations are based on the Capital Improvement Plan and total \$3.8 million. Both the Capital Improvement Plan and the project listing can be found in the Capital Expenditures Section.

Program Special Revenue Funds

Parks & Trails District Fund accounts for special assessment revenues levied, received, and expended for the Parks & Trails District. This District was created in FY21. The plan, as approved by the Commission, is a five-year ramp up to Silver level of service. Capital expenditures for the District are included in the budget and deferred maintenance will be added in future years.

Parks & Trails Assessments Lot Size	FY21 Approved	FY22 Approved 33% Increase	FY23 Approved 15% Increase
Small - 5,000 sqft	85.00	116.44	133.91
Average= 7,500 sqft	127.5	169.58	195.02
Large= 10,000 sqft	170.00	226.10	260.02

Parks & Trails Revenue & Expenditures

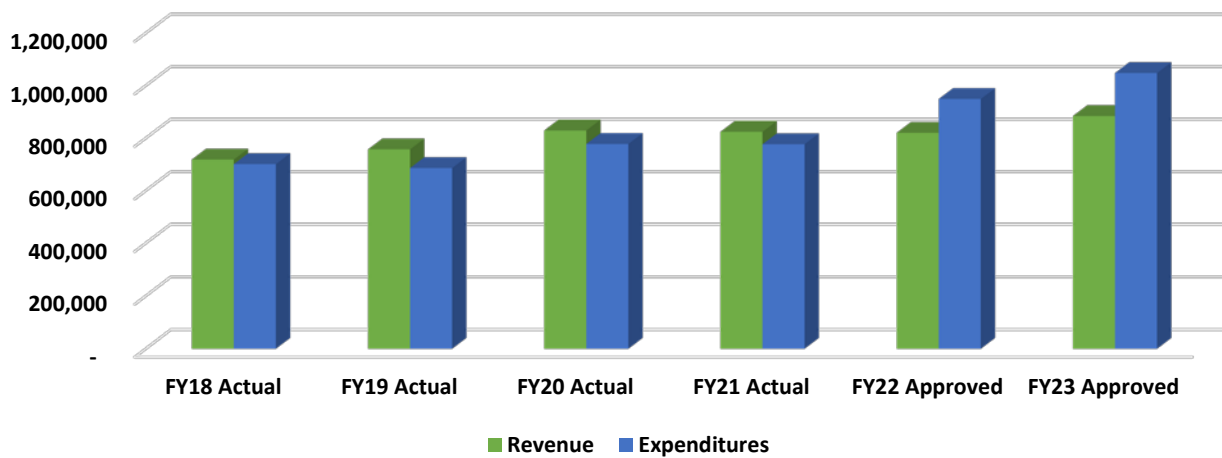


Tree Maintenance Fund accounts for special assessment revenues levied, received, and expended for tree maintenance provided in the public right of way. In FY17, the assessment was raised by 15% to aid working towards the Urban Forestry Management Plan. The FY23 Budget accounts for a 6% increase to support additional staffing required to continue to provide the desired level of service.

Tree Maintenance Assessments Lot Size	FY20 Approved	FY21 Approved 2% Increase	FY22 Approved 2% Increase	FY23 Approved 6% Increase
Small - 5,000 sqft	16.05	16.37	16.66	17.66
Average= 7,500 sqft	24.08	24.56	25.05	26.55
Large= 10,000 sqft	32.11	32.75	33.34	35.34

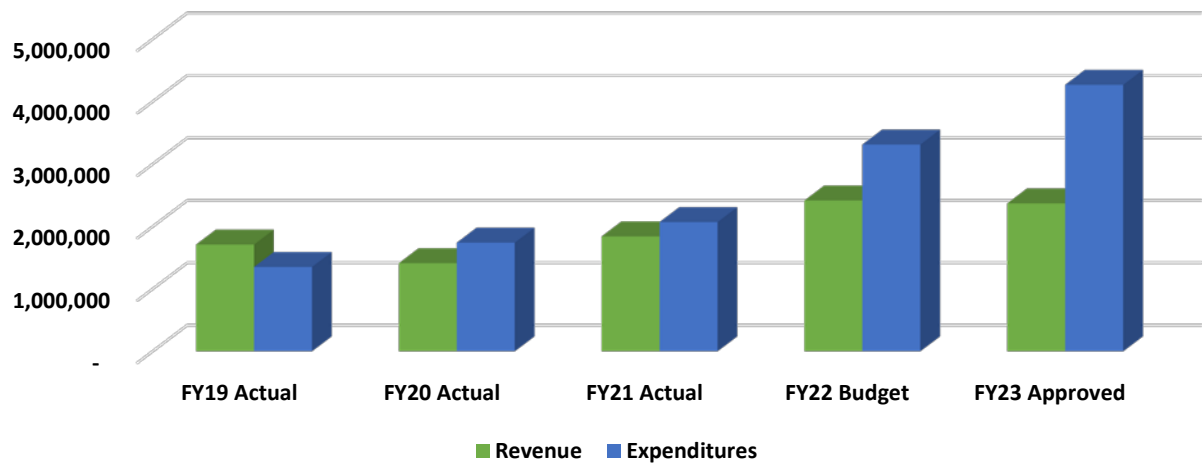
The Tree Maintenance fund budget includes personnel, operating, and capital expenditures. The capital plan includes the purchase of a brush chipper.

Tree Maintenance Fund Financial Trends



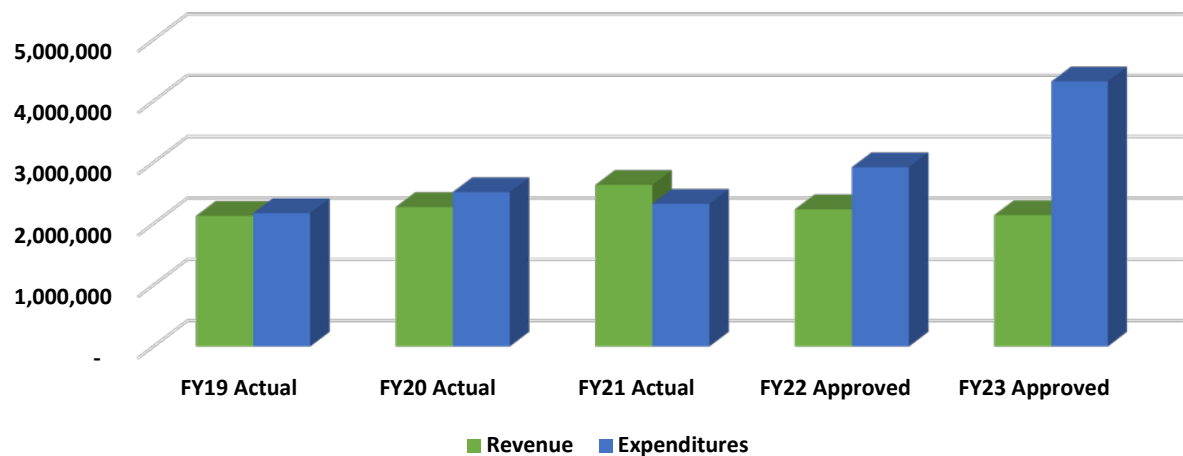
Community Development Planning Fund is a special revenue fund that accounts for revenues and expenditures related to community planning and zoning operations. There are two major revenue sources for the fund: mills from the general mill levy and planning fees. Planning fees were part of a Community Development fee study adopted by Commission for better cost recovery. Planned expenditures total \$4.27 million.

Planning Fund Financial Trends

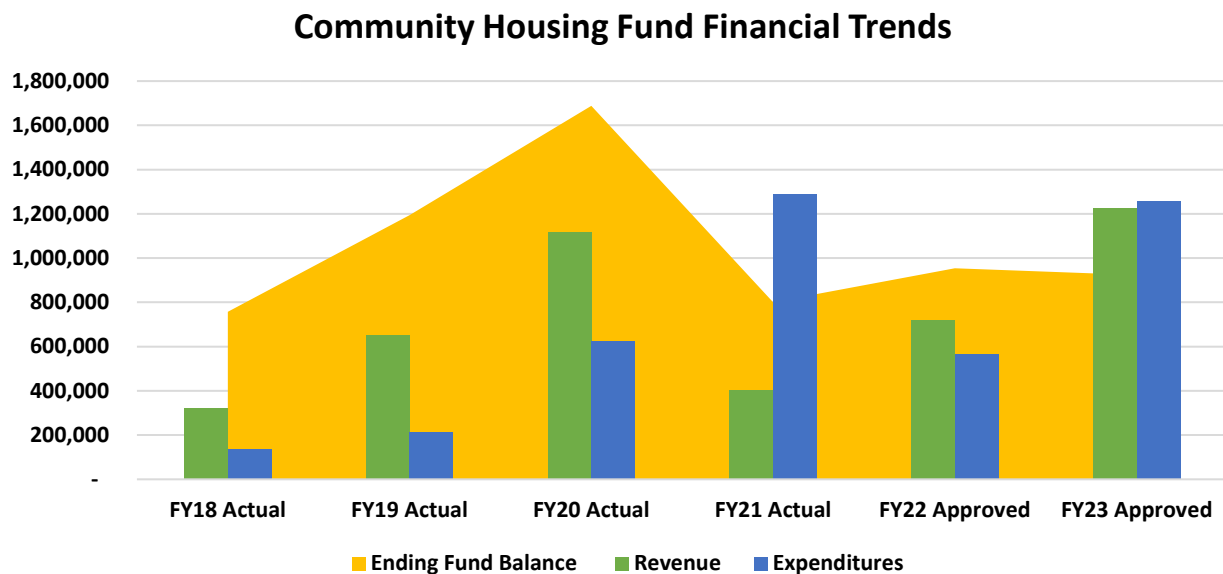


Building Inspection Fund is supported entirely by the revenue from building fees and permits. Revenues and expenditures are statutorily restricted to amounts that support the building safety program. Building Inspection fees were part of the Community Development Fee Study, and new fees were adopted to be more in line with best practices by following the International Code Council Valuation & Fee Calculation. This fund is dependent on construction in the city and therefore is monitored based on economic conditions. In addition, it is reported in the quarterly report to the Commission. Total planned expenditures are \$4.3 million which includes new software to aid in the efficiency and effectiveness of the Division.

Building Inspection Financial Trends



The Community Housing Fund is where the Affordable Housing Program is accounted for. Affordable housing is part of our Strategic Plan and is a priority for FY23. For Fiscal Year 2023, the fund will receive eight mills of the general mill levy. Over the years, the fund built up a large fund balance where the majority of the fund balances has been granted to affordable housing projects.



American Recovery Fund is where the City is tracking its funding from the American Rescue Plan. On March 10, 2021, the House of Representatives approved a Senate-amended version of President Biden's \$1.9 trillion COVID-19 relief package - the American Rescue Plan. The package includes \$350 billion in aid for state and local governments, along with additional funding for other areas like education, rental assistance and transit. The President signed the bill into law on March 11, 2021. Having received the second and final tranche of funding from the American Rescue Plan Act (ARPA) in FY22, this budget focuses on utilizing those funds to:

- Address revenue losses in operation
- Reimburse City impact fees for Childcare Centers
- Provide household assistance
- Vaccination Incentives
- Major infrastructure projects for water and wastewater

All Special Revenue Funds:

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Special Revenue Funds			
100 - Community Development/Planning	Beginning Balance		350,489
Revenues			
Property Taxes	250,049	286,198	305,254
State Shared	139,390	118,081	118,081
Charges for Services	832,698	1,708,575	1,642,515
Interest Income	26,519	10,000	10,000
Refunds & Miscellaneous Revenue	57,197	50,500	50,000
Transfers	108,483	243,930	245,364
Total Revenues	1,414,336	2,417,284	2,371,214
Expenditures			
Personnel & Benefits	1,584,755	2,107,367	2,695,892
Operations	446,607	1,205,879	1,533,109
Capital	41,202	35,000	40,000
Total Expenditures	2,072,565	3,348,246	4,269,001
Projected Ending Balance			(1,547,298)

101 - American Rescue Plan	Beginning Balance		4,532,500
Revenues			
Grant	712,051	6,032,500	6,734,581
Total Revenues	712,051	6,032,500	6,734,581
Expenditures			
Operating	-	600,000	-
Transfers	712,051	11,217,620	11,267,081
Total Expenditures	712,051	11,817,620	11,267,081
Projected Ending Balance			-

103 - Health-Medical Insurance	Beginning Balance		767,512
Revenues			
Property Taxes	2,764,973	2,743,208	3,300,689
Total Revenues	2,764,973	2,743,208	3,300,689
Expenditures			
Transfers	2,545,822	3,017,449	3,300,689
Total Expenditures	2,545,822	3,017,449	3,300,689
Projected Ending Balance			767,512

110 - Gas Tax	Beginning Balance		589,121
Revenues			
State Shared	1,618,008	1,420,000	1,734,520
Interest Income	8,522	10,000	10,000
Total Revenues	1,626,530	1,430,000	1,744,520
Expenditures			
Operations	342,125	1,644,500	1,358,350
Capital	549,332	-	-
Transfers	864,776	650,000	975,291
Total Expenditures	1,756,233	2,294,500	2,333,641
Projected Ending Balance			-

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Special Revenue Funds			
111 - Street Maintenance	FY21 Actual	Beginning Balance	1,062,415
Revenues			
Penalty & Interest	14,719	15,000	21,100
Permits	31,841	18,000	18,000
Public Service	7,028,315	7,041,170	6,768,463
Interest Income	3,713	12,100	11,000
Other Financing Sources	40,381	5,000	-
Refunds & Reimbursements	43,256	25,000	25,000
Proceeds-Asset Disposition	5,715	-	-
Loan Proceeds	-	-	-
Transfers	50,000	-	1,825,520
Total Revenues	7,217,938	7,116,270	8,669,083
Expenditures			
Personnel & Benefits	1,739,469	1,917,417	2,513,005
Operations	2,700,307	3,035,670	3,584,165
Capital	1,043,447	1,744,039	2,470,990
Debt Service	239,773	344,418	88,973
Transfers	724,647	738,101	738,101
Total Expenditures	6,447,644	7,779,645	9,395,234
Streets Reserve			284,558
Projected Ending Balance			51,706
112 - Tree Maintenance		Beginning Balance	413,681
Revenues			
Penalty & Interest	1,851	2,000	2,000
Grants	4,495	-	-
State Revenue	6,974	-	-
Public Service	790,230	808,366	872,292
Interest Income	2,935	4,000	4,000
Refunds & Reimbursements	2,583	-	-
Sale of Raw Materials	15,160	6,000	6,000
Total Revenues	824,229	820,366	884,292
Expenditures			
Personnel & Benefits	470,171	473,159	648,657
Operations	229,109	316,121	324,417
Capital	14,500	160,000	75,000
Total Expenditures	713,780	949,280	1,048,074
Projected Ending Balance			249,899
113 - Fire Impact Fee		Beginning Balance	4,318,992
Revenues			
Public Safety	594,962	511,181	511,181
Interest Income	8,860	20,000	8,800
Refunds & Reimbursements	-	-	-
Total Revenues	603,822	531,181	519,981
Expenditures			
Operations	32,963	25,560	25,560
Capital	-	-	1,500,000
Transfers	-	-	-
Total Expenditures	32,963	25,560	1,525,560
Projected Ending Balance			3,313,413

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Special Revenue Funds			
114 - Street Impact Fee	Beginning Balance		5,788,963
Revenues			
Public Service	6,439,227	5,727,830	5,727,830
Interest Income	4,592	60,000	60,000
Admin Reimbursement	315	1,000	1,000
Refunds & Reimbursements	21,876	-	-
Total Revenues	6,466,011	5,788,830	5,788,830
Expenditures			
Operations	379,696	343,392	343,392
Capital	2,806,157	3,600,000	3,450,000
Transfers	-	-	-
Total Expenditures	3,185,853	3,943,392	3,793,392
Projected Ending Balance			7,784,401
115 - Building Inspection Fund	Beginning Balance		1,070,078
Revenues			
Permits	2,501,130	2,213,964	2,129,880
State Shared	128,539	-	-
General Government	496	600	100
Interest Income	2,131	20,000	12,000
Miscellaneous Revenue	11	-	-
Total Revenues	2,632,306	2,234,564	2,141,980
Expenditures			
Personnel & Benefits	1,584,536	1,852,410	3,033,369
Operations	544,470	1,022,615	1,246,157
Capital	190,607	46,400	40,000
Transfers	5,060	-	-
Total Expenditures	2,324,673	2,921,425	4,319,526
Projected Ending Balance			(1,107,468)
Downtown Improvement Districts (116 TIF and BID 176)	Beginning Balance		1,943,055
Revenues			
Property Taxes	1,841,880	1,919,863	8,033,278
State Shared	360	57,059	57,059
Interest Income	5,954	20,000	20,000
Other Revenues	176,753	226,600	187,100
Total Revenues	2,024,948	2,223,522	8,297,437
Expenditures			
Personnel	22,657	47,313	106,949
Operations	759,588	3,294,689	5,058,836
Capital	-	-	-
Transfers	371,198	332,448	330,150
Total Expenditures	1,153,443	3,674,450	5,495,935
Projected Ending Balance			4,744,557

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Special Revenue Funds			
117 - Pole Yard TIF	Beginning Balance		89,552
Revenues			
Property Taxes	-	-	260,180
Total Revenues	-	-	260,180
Expenditures			
Operations	-	-	80,000
Total Expenditures	-	-	80,000
Projected Ending Balance			269,732
120 - Community Housing Fund	Beginning Balance		954,420
Revenues			
Property Tax Revenue	391,293	715,495	1,221,016
Interest Income	8,276	5,000	5,000
Loan Principal & Interest	110	1,000	1,900
Other Revenue	1,305	-	-
Affordable Housing	-	-	-
Total Revenues	400,985	721,495	1,227,916
Expenditures			
Personnel	83,710	90,090	101,378
Operations	1,204,996	477,350	1,077,350
Total Expenditures	1,288,705	567,440	1,178,728
Projected Ending Balance			1,003,608
140 - Police Domestic Violence	Beginning Balance		-
Revenues			
Grants	135,960	114,072	-
Total Revenues	135,960	114,072	-
Expenditures			
Operating	138,816	114,072	-
Total Expenditures	138,816	114,072	-
Projected Ending Balance			-
141 - Street Arterial Construction	Beginning Balance		(97,754)
Revenues			
Penalty & Interest	3,359	3,500	3,500
Street Maintenance Assessments	1,421,018	1,530,189	1,654,440
Other Revenues/Refunds	179,569	300,667	3,359
Interest Income	6,472	7,000	6,472
Transfers	864,776	650,000	975,291
Total Revenues	2,475,195	2,491,356	2,643,062
Expenditures			
Operating	88,644	153,000	153,000
Capital	895,573	2,758,000	50,000
Transfers	-	-	1,000,000
Total Expenditures	984,217	2,911,000	1,203,000
Projected Ending Balance			1,342,308

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Special Revenue Funds			
143 - TIF Midtown (N 7th Corridor)	Beginning Balance		2,029,679
Revenues			
Property Taxes	1,114,009	1,191,563	2,635,734
State Entitlement Share	1,144	37,927	37,927
Interest Income	3,777	10,000	10,000
Proceeds Sales of TIF Bonds	-	-	-
Transfers	-	-	-
Total Revenues	1,118,930	1,239,490	2,683,661
Expenditures			
Personnel	70,890	51,033	50,272
Operating	223,857	3,001,968	4,189,541
Capital	53,817	-	-
Transfers	630,758	408,550	409,950
Total Expenditures	979,322	3,461,551	4,649,763
Projected Ending Balance			63,577

144 - TIF NE Urban Renewal District	Beginning Balance		567,424
Revenues			
Property Taxes	468,352	270,000	647,632
State Entitlement Share	150	1,354	1,354
Interest Income	1,594	3,000	3,000
Total Revenues	470,096	274,354	651,986
Expenditures			
Personnel	9,359	15,366	14,624
Operating	46,179	533,634	1,031,000
Capital	3,300	-	-
Debt Service	92,000	92,000	92,000
Transfers	-	-	-
Total Expenditures	150,838	641,000	1,137,624
Projected Ending Balance			81,786

145 - TIF Mandeville Farm Industrial	Beginning Balance		167,477
Revenues			
Property Taxes	8,689	46,725	54,701
Interest Income	618	-	-
Total Revenues	9,307	46,725	54,701
Expenditures			
Operating	-	-	100,000
Transfers	-	-	-
Total Expenditures	-	-	100,000
Projected Ending Balance			122,178

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Special Revenue Funds			
187 - Fire Dept Equipment	Beginning Balance		1,031,147
Revenues			
Property Taxes	515,700	572,396	610,508
Interest Income	1,458	5,000	5,000
Total Revenues	517,158	577,396	615,508
Expenditures			
Operating	17,478	-	-
Capital	152,064	80,000	1,641,750
Transfers	50,000	-	-
Total Expenditures	219,542	80,000	1,641,750
Projected Ending Balance			4,905

192 - South Bozeman Technology TIF	Beginning Balance		7,870
Revenues			
Property Taxes	-	-	57,408
Total Revenues	-	-	57,408
Expenditures			
Operating	-	-	10,000
Total Expenditures	-	-	10,000
Projected Ending Balance			55,278

195- Parks & Trails District	Beginning Balance		976,698
Revenues			
Penalty & Interest	4,974	-	-
State Shared	16,125	-	-
Parks & Trails Assessment	3,659,522	4,652,689	5,449,453
Interest Income	1,499	-	-
Other	9,941	2,500	2,550
Proceeds-Asset Disposition	2,077	-	-
Total Revenues	3,694,138	4,655,189	5,452,003
Expenditures			
Personnel	1,088,789	1,449,546	2,672,273
Operating	1,617,300	2,228,976	2,498,031
Capital	150,525	1,185,000	873,000
Total Expenditures	2,856,613	4,863,522	6,043,304
Projected Ending Balance			385,397

Vet Courts Funds (COOCLI Grant 196 and Vets Court Fund 178)			
Revenues			
Grants	138,765	41,663	-
State Shared	1,630	-	-
Charges for Services	-	12,000	-
Donations	-	7,000	-
Transfers	-	160,097	-
Total Revenues	140,395	220,760	-
Expenditures			
Personnel & Benefits	99,651	144,104	-
Operating	46,708	130,055	-
Total Expenditures	146,360	274,159	-

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Special Revenue Funds			
Lighting Districts (146-170, 181,182, 200-253)	Beginning Balance		354,277
Revenues			
Special Assessments	490,066	498,880	498,853
Total Revenues	490,066	498,880	498,853
Expenditures			
Operating	478,405	546,096	546,096
Transfers	50,000	25,520	25,520
Total Expenditures	528,405	571,616	571,616
Projected Ending Balance			281,514

Department Special Revenue Funds (108,109, 119,121-139, 174, 175, 177,179,183,184,186,188-191,197-199)			
Beginning Balance		2,492,780	
Revenues			
Property Taxes	128,935	129,408	152,627
Grants	481,046	170,000	170,000
Donations	28,176	29,000	27,000
Interest Income	17,654	24,675	24,675
Miscellaneous Revenues	195,868	202,200	205,200
Loan Proceeds	18,460	25,250	25,250
Transfers	270,608	333,942	20,688
Total Revenues	1,140,747	914,475	625,440
Expenditures			
Personnel & Benefits	291,179	252,593	248,536
Operations	799,639	485,412	559,902
Capital	117,448	5,000	-
Debt Service	125,795	-	125,795
Transfers	-	-	-
Total Expenditures	1,334,061	743,005	934,233
Projected Ending Balance			2,183,987

850 - Cash in Lieu of Parkland			
Beginning Balance		1,341,141	
Revenues			
Cash in Lieu of Parkland	327,268	50,000	50,000
Miscellaneous Revenues	1,550	-	-
Interest Income	7,157	5,000	5,000
Total Revenues	335,975	55,000	55,000
Expenditures			
Operations	192,034	5,000	5,000
Capital	-	-	-
Total Expenditures	192,034	5,000	5,000
Projected Ending Balance			1,391,141

Debt Service Funds

Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. General Obligation Bonds are backed by the full faith and credit of the City and are payable from ad valorem property taxes. Except for refunding bonds issued to achieve savings, Bozeman voters must approve general obligation debt prior to issuance.

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Debt Service Funds			
300 - SID Revolving Fund	Beginning Balance		1,498,601
Revenues			
Interest Income	1,657	5,000	5,000
Loan Interest	19,706	5,000	5,000
Other	719		
Total Revenues	22,081	10,000	10,000
Expenditures			
Transfers	-	2,112,724	-
Total Expenditures	-	2,112,724	-
Projected Ending Balance			1,508,601

304 - Bond S & I Parks & Open Space Bond	Beginning Balance		-
Revenues			
Property Taxes	1,074,907	1,081,188	1,078,750
Transfers In	-	-	-
Total Revenues	1,074,907	1,081,188	1,078,750
Expenditures			
Debt Service	1,077,163	1,081,188	1,078,750
Total Expenditures	1,077,163	1,081,188	1,078,750
Projected Ending Balance			-

305 - 2007 Downtown TIF Bonds	Beginning Balance		-
Revenues			
Transfers In	332,448	332,373	330,150
Total Revenues	332,448	332,373	330,150
Expenditures			
Debt Service	332,448	332,373	330,150
Total Expenditures	332,448	332,373	330,150
Projected Ending Balance			-

306 - 2020 Midtown TIF Bonds	Beginning Balance		-
Revenues			
Transfers In	401,894	408,550	409,950
Total Revenues	401,894	408,550	409,950
Expenditures			
Debt Service	403,393	408,550	409,950
Total Expenditures	403,393	408,550	409,950
Projected Ending Balance			-

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Debt Service Funds			
307 - Bozeman Public Safety Center- GO Bonds	Beginning Balance		-
Revenues			
Property Taxes	2,356,550	2,371,850	2,370,750
Interest Income	1,639	-	-
Total Revenues	2,358,189	2,371,850	2,370,750
Expenditures			
Debt Service	2,372,800	2,371,850	2,370,750
Total Expenditures	2,372,800	2,371,850	2,370,750
Projected Ending Balance			-

311 - Relocation of Fire Station 2 & Rec Bonds	Beginning Balance		-
Revenues			
Property Taxes	-	-	150,255
Total Revenues	-	-	150,255
Expenditures			
Debt Service	-	-	150,255
Total Expenditures	-	-	150,255
Projected Ending Balance			-

312-453- SID Funds	Beginning Balance		2,258,565
Revenues			
Special Assessments	286,123	376,127	
Penalty & Interest	54,154	29,431	473,008
Interest Income	14,203	95,795	28,345
Total Revenues	354,480	501,353	501,353
Expenditures			
Debt Service	43,645	46,932	317,693
Transfers	-	-	-
Total Expenditures	43,645	46,932	317,693
Projected Ending Balance			2,442,225

Construction Funds

Capital Projects Funds account for the construction of general improvement projects financed by special assessments other than those financed by proprietary funds. The City's Capital Improvement Program (CIP) develops the five-year Capital Improvement Plan, manages the City's annual budget process for funding citywide capital maintenance and expansion projects, supports strategic capital planning and programming efforts with City departments, and provides analysis for judicious financial decision making.

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Construction Funds			
500-573 - Construction Funds	Beginning Balance		(1,490,228)
Revenues			
Interest Income	22,357	84,000	84,000
Donations	490,095	4,144,000	4,144,000
Refunds & Reimbursements	-	-	-
Transfers	877,656	738,101	738,101
Grants	-	-	-
Other Funding	4,072,971	2,112,724	9,010,000
Total Revenues	5,463,079	7,078,825	13,976,101
Expenditures			
Operating	147,715	-	-
Capital	19,384,728	6,256,724	9,323,520
Transfers	-	-	-
Total Expenditures	19,532,442	6,256,724	9,323,520
Projected Ending Balance			3,162,353

Enterprise Funds

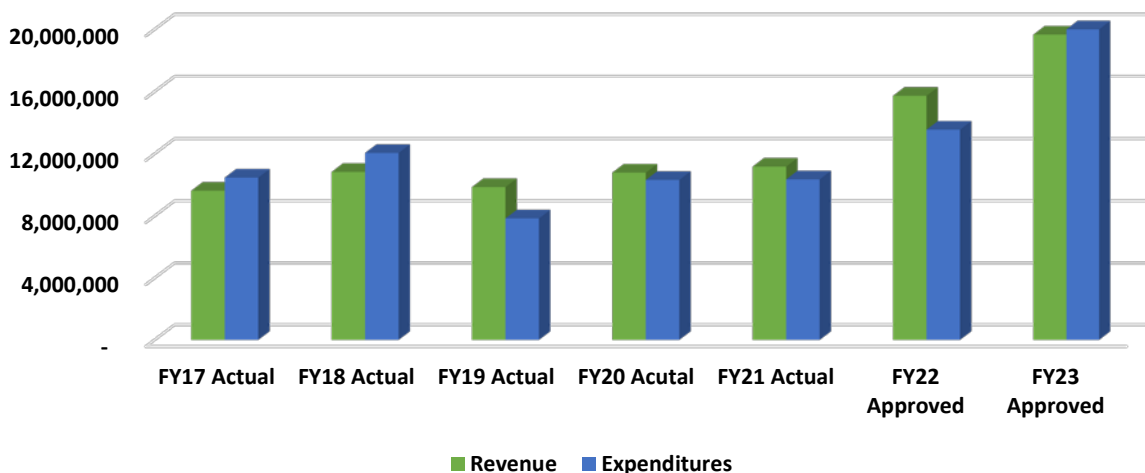
Enterprise Funds are used to account for efforts that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is for the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. The following highlights some of the major enterprise funds and ones with larger changes for FY23, followed by all Enterprise Fund financials.

Water Fund- City property owners are, by and large, required to use the City's Water treatment systems. The City underwent a rate study in the fall of 2021. The rate study was updated in FY22.

Flow Charge		% Increase			
	2021	2022	2023	2024	2025
Single Family/Low Income Residential					
Total	0.0%	0.0%	0.0%	0.0%	0.0%
Multi Family Residential					
Total	2.0%	1.0%	1.0%	1.0%	0.0%
Commercial					
Total	8.0%	8.0%	8.0%	6.0%	4.0%
Government					
Total	20.0%	20.0%	20.0%	20.0%	20.0%
MSU					
Total	4.0%	4.0%	4.0%	4.0%	4.0%
Industrial					
Total	0.0%	2.0%	2.0%	2.0%	2.0%

With these changes, appropriate users classes will be charged based on their cost of service, and the City will be able to achieve and maintain appropriate revenue levels and reserves. As planned, a portion of the built-up fund balance will go towards funding large capital projects planned for FY23.

Water Fund Financial Trends

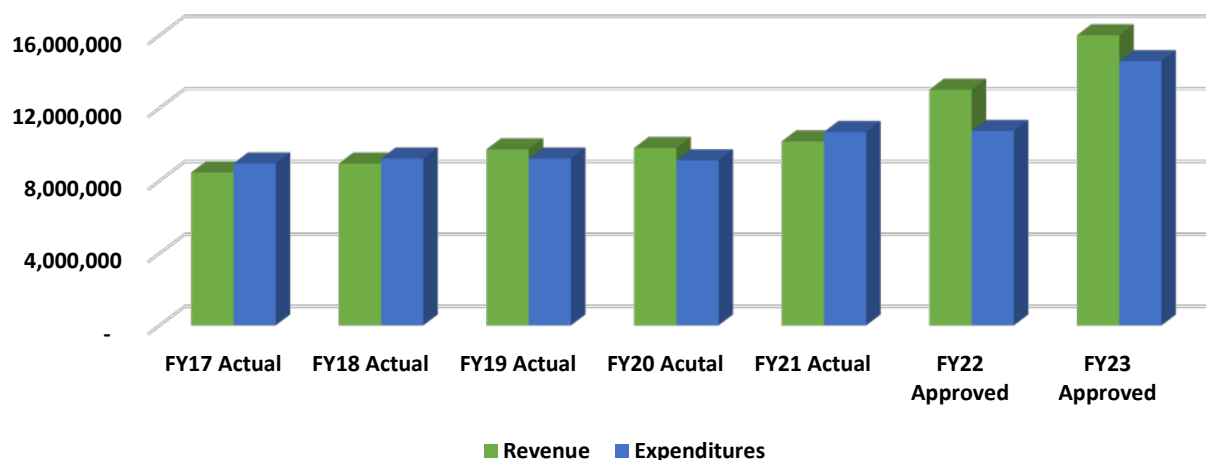


Wastewater Fund- City Property owners are, by and large, required to use the City's wastewater treatment systems. The rates are based on an updated rate study in FY22. Rates vary by user class with all increases except single family residential.

Flow Charge	% Increase				
	2021	2022	2023	2024	2025
Single Family					
Total	0.0%	0.0%	0.0%	0.0%	0.0%
Multi Family					
Total	2.0%	2.0%	2.0%	2.0%	1.0%
Commercial					
Total	6.0%	4.0%	4.0%	4.0%	4.0%
Government					
Total	6.0%	6.0%	6.0%	6.0%	5.0%
MSU					
Total	8.0%	8.0%	8.0%	6.0%	5.0%
Industrial					
Total	3.0%	3.0%	3.0%	3.0%	3.0%

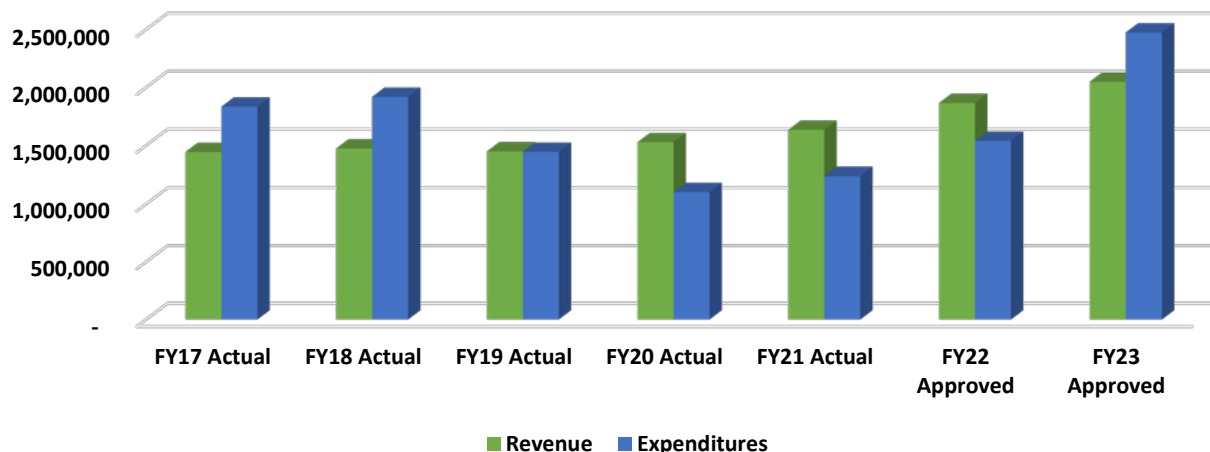
With these changes, appropriate users classes will be charged based on their cost of service and the City will be able to achieve and maintain appropriate revenue levels and reserves. Overall, the fund has maintained a healthy reserve and improved as well as maintained the City's wastewater system. The fund balance needs growth as the infrastructure is starting to age.

Wastewater Fund Financial Trends



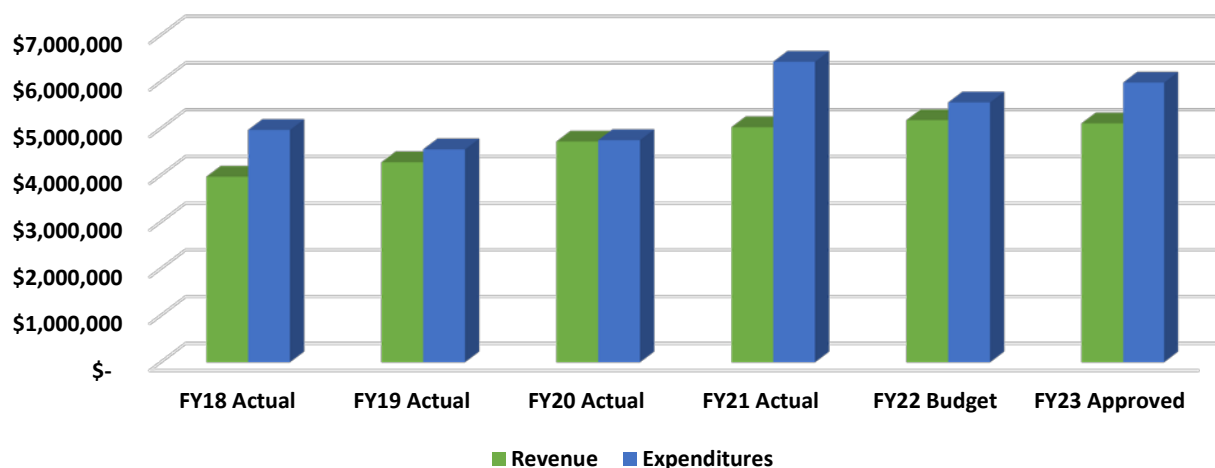
Stormwater Fund- The City's Stormwater Fund started in 2013. Rates are based on impervious area and existing infrastructure. The rate had not changed since the 2015 restructure until FY20. With inflation costs and growth, this plan accounts for a 9% rate increase.

Stormwater Fund Financial Trends



Solid Waste Fund -The City's Solid Waste Fund accounts for the garbage and recycling service provided to citizens. Revenues are comprised of solid waste and recycling fees. Expenses are for personnel, operations, and capital items. An updated rate study is currently being conducted.

Solid Waste Financial Trends



FUND	FY21 Actual	FY22 Budget	FY23 Approved
Enterprise Funds			
Water Funds- (600 and 610- Water Impact fee)		Beginning Balance	26,973,165
Revenues			
State Shared	34,284	55,000	55,000
Utility Charges	13,970,786	13,480,698	13,090,431
Interest Income	47,192	240,000	200,000
Donations - Contributed Capital	2,701,180	-	-
Miscellaneous Revenue	72,891	45,000	45,000
Transfers in	-	3,972,500	6,271,390
Total Revenues	16,826,333	17,793,198	19,661,821
Expenditures			
Personnel & Benefits	2,427,120	2,385,617	3,175,535
Operating	6,619,977	5,204,609	6,137,555
Capital	1,132,902	6,376,500	9,053,682
Debt Service	5,173	1,299,530	1,314,635
Transfers	600,000	600,000	484,388
Total Expenditures	10,785,172	15,866,256	20,165,795
Drought Reserve			500,152
Projected Ending Balance			25,969,039

Waste Water Funds (620 and 630-Wastewater Impact fee)		Beginning Balance	10,386,284
Revenues			
State Shared	31,453	35,000	35,000
Utility & Enterprise	11,691,165	11,967,289	11,905,074
Interest Income	72,831	100,000	100,000
Refunds & Reimbursements	34,871	-	-
Other Revenues	2,325,511	-	22,000
Loan Proceeds	-	5,200,000	-
Transfers	-	6,475,000	4,000,000
Total Revenues	14,155,831	23,777,289	16,062,074
Expenditures			
Personnel & Benefits	2,188,578	2,286,252	2,789,055
Operating	5,818,828	4,671,784	5,285,889
Capital	2,453,981	6,920,000	3,713,100
Debt Service	303	1,769,012	2,748,712
Transfers	-	39,405	39,405
Total Expenditures	10,461,691	15,686,453	14,576,161
Projected Ending Balance			11,872,197

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Enterprise Funds			
Solid Waste Funds (640 and 641 Landfill)	Beginning Balance		973,150
Revenues			
Penalty & Interest	48	-	-
State Shared	23,984	-	-
Recycling Revenue	669,355	600,901	657,196
Utilities & Enterprise	4,300,514	4,230,559	4,415,778
Interest Income	3,853	9,275	9,275
Miscellaneous Revenue	3,000	-	-
Refunds & Reimbursements	1,519	-	-
Rents and Royalties	-	8,571	8,571
Roll-Off Container Rental	25,596	20,811	20,811
Transfers	310,000	359,000	295,000
Other Financing Sources	-	-	304,000
Total Revenues	5,337,868	5,229,117	5,710,631
Expenditures			
Personnel & Benefits	1,703,850	1,636,742	2,053,696
Operating	3,246,107	3,509,722	3,924,031
Capital	1,437,268	770,000	604,000
Transfers	-	-	-
Total Expenditures	6,387,224	5,916,464	6,581,727
Projected Ending Balance			102,054

650 - Parking Fund	Beginning Balance		1,664,767
Revenues			
Licenses and Permits	676,454	555,000	679,455
Charges for Services	50,763	30,000	52,763
Fines and Forfeitures	278,571	352,000	293,159
Interest Income	2,313	5,000	5,000
Loan Interest	-	-	-
Miscellaneous Revenue	17,742	-	145,880
Rents & Receivables	3,905	1,500	1,500
Transfers from other Funds	124,921	174,921	-
Total Revenues	1,154,669	1,118,421	1,177,757
Expenditures			
Personnel & Benefits	329,857	498,019	541,987
Operating	855,089	633,345	667,040
Capital	99,774	120,000	435,000
Total Expenditures	1,284,720	1,251,364	1,644,027
Parking Fund Reserve			247,357
Projected Ending Balance			951,140

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Enterprise Funds			
670 - Storm Water Fund		Beginning Balance	1,467,836
Revenues			
State Shared	7,601	-	-
Utilities & Enterprise	1,519,994	1,664,793	1,850,917
Interest Income	6,576	6,000	6,671
Contributed Capital	497,622	-	-
Transfers from other Funds	100,000	194,735	190,784
Total Revenues	2,131,793	1,865,528	2,048,372
Expenditures			
Personnel & Benefits	467,987	676,084	801,862
Opeartions	481,979	445,033	804,848
Capital	289,902	960,000	672,250
Debt Service	173,372	194,735	194,735
Transfers	-	-	-
Total Expenditures	1,413,241	2,275,852	2,473,695
Projected Ending Balance			1,042,513

Internal Service Funds

Internal Service Funds are used to account for the financing of goods or services provided by one department to other departments on a cost-reimbursement basis. The City has three Internal Services. Fund 750- Public Works Administration was new in FY19 to allocate the Public Works Administration, GIS, and Engineering to the enterprise funds. Fund 710 - Vehicle Maintenance accounts for the maintenance and repair of vehicles used in operation of City services. Medical Health Insurance Fund 720 accounts for insurance premiums received from various City employees and retirees and the related costs of health and dental premiums paid to the City's insurance provider.

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Internal Service Funds			
710 - Vehicle Maintenance	Beginning Balance		(187,474)
Revenues			
General Government	1,645,934	1,776,144	2,294,711
Interest Income	(1,726)	-	-
Refunds & Reimbursements	345	500	500
Other Revenue	15,391	-	-
Transfer	-	2,167	-
Total Revenues	1,659,944	1,778,811	2,295,211
Expenditures			
Personnel & Benefits	706,132	749,210	947,078
Operating	1,323,855	1,084,514	1,115,659
Capital	13,200	-	45,000
Total Expenditures	2,043,187	1,833,724	2,107,737
Projected Ending Balance			-

720 - Health-Medical Insurance	Beginning Balance		409,295
Revenues			
Public Welfare	5,413,756	5,310,117	5,836,508
Refunds & Reimbursements	10,404	-	-
Total Revenues	5,424,160	5,310,117	5,836,508
Expenditures			
Operating	5,446,435	5,310,117	5,836,508
Total Expenditures	5,446,435	5,310,117	5,836,508
Projected Ending Balance			409,295

750 - Public Works Administration	Beginning Balance		1,066,085
Revenues			
General Government	3,759,576	4,788,706	6,122,884
Transfers	-	8,125	-
Total Revenues	3,759,576	4,796,831	6,122,884
Expenditures			
Personnel & Benefits	2,254,378	2,694,866	3,652,344
Operating	1,182,212	1,544,787	2,514,687
Capital	132,213	485,000	50,000
Debt Service	7,764	7,200	-
Total Expenditures	3,576,566	4,731,853	6,217,031
Projected Ending Balance			971,938

Permanent Funds

Perpetual Cemetery Care Fund 800 accounts for the maintenance fees received from the sale of City cemetery lots, which are to be used for perpetual care. Beginning in FY19, 35% of all revenue is recorded in to the fund. The fund balance has seen healthy growth over the last five years.

FUND	FY21 Actual	FY22 Budget	FY23 Approved
Permanent Funds			
800 - Cemetery Perpetual Care	Beginning Balance		1,689,479
Revenues			
Public Welfare	98,889	40,000	40,000
Interest Income	8,541	20,000	20,000
Total Revenues	107,430	60,000	60,000
Projected Ending Balance			1,749,479

Summary of Revenues for All Funds

City of Bozeman Revenues: All Funds	Property Taxes	Special Assessments	Licenses & Permits	Inter-governmental	Charges for Services	Fines and Forfeitures	Interest Income	Other Revenues	Other Financing Sources	TOTAL
010 - General Fund	\$ 24,370,654		\$ 364,300	\$ 8,962,890	\$ 4,225,559	\$ 1,074,000	\$ 80,000	\$ 294,626	\$ 4,519,716	\$ 43,891,745
100- Community Development	305,254			118,081	1,642,515		10,000	50,000	245,364	2,371,214
101- American Rescue Plan				6,734,581						6,734,581
103 - Health-Medical Insurance	3,300,689									3,300,689
110 - Gas Tax				1,734,520			10,000			1,744,520
111 - Street Maintenance			18,000		6,768,463		11,000	46,100	1,825,520	8,669,083
112 - Tree Maintenance					872,292		4,000	8,000		884,292
113 - Fire Impact Fee					511,181		8,800			519,981
114 - Street Impact Fee					5,727,830		60,000	1,000		5,788,830
115 - Building Inspection Fund			2,129,880		100		12,000			2,141,980
116 - TIFD Downtown Improvement	8,033,278			57,059			20,000	187,100		8,297,437
117 - TIF Pole Yard	260,180									260,180
120 - Community Housing Fund	1,221,016						5,000	1,900		1,227,916
140 -Police Domestic Violence										-
141 - Street Arterial Construction		1,654,440					6,472	6,859	975,291	2,643,062
143 - TIF N 7th Corridor	2,635,734			37,927			10,000			2,683,661
144 - TIF NE Urban Renewal District	647,632			1,354			3,000			651,986
145 - TIF Mandeville Farm Industrial	54,701									54,701
187 - Fire Dept Equipment	610,508						5,000			615,508
192 - TIF South Bozeman Tech	57,408									57,408
195- Parks & Trails District		5,449,453					2,550			5,452,003
Vets Court Grant funds										-
Light District Funds		498,853								498,853
Department Funds	152,627			170,000			24,675	257,450	20,688	625,440
850 - Cash in Lieu of Parkland							5,000	50,000		55,000
300 - SID Revolving Fund							5,000	5,000		10,000
304 - Parks & Open Space Bond	1,078,750									1,078,750
305 - 2007 Downtown TIF Bonds									330,150	330,150
306- 2020 Midtown TIF Bonds									409,950	409,950
307 - BPSC GO Bonds	2,370,750									2,370,750
311 - Fire Station 2 & Rec Bonds	150,255									150,255
312-453- SID Funds							28,345	473,008		501,353
500-573 - Construction Funds							84,000	4,144,000	9,748,101	13,976,101
600 - Water Fund				55,000	13,090,431		200,000	45,000	6,271,390	19,661,821
620 - Waste Water Fund				35,000	11,905,074		100,000	22,000	4,000,000	16,062,074
640 - Solid Waste Fund					5,072,974		9,275	29,382	599,000	5,710,631
650 - Parking Fund			679,455		52,763	293,159	5,000	147,380		1,177,757
670 - Storm Water Fund					1,850,917		6,671	190,784		2,048,372
710 - Vehicle Maintenance					2,294,711				500	2,295,211
720 - Health-Medical Insurance					5,836,508					5,836,508
750 - Public Works Administration					6,122,884					6,122,884
800 - Cemetery Perpetual Care					40,000		20,000			60,000
	\$ 45,249,436	\$ 7,602,746	\$ 3,191,635	\$ 17,906,412	\$ 66,014,202	\$ 1,367,159	\$ 735,788	\$ 5,959,589	\$ 28,945,670	\$ 176,972,637
Percent of Total Budget	26%	4%	2%	10%	37%	1%	0%	3%	16%	100%

Summary of Expenditures for All Funds

City of Bozeman Expenditures: All Funds	Personnel & Benefits	Operations	Capital	Debt Service	Transfers	TOTAL
010 - General Fund	\$ 29,431,718	\$ 13,475,216	\$ 1,026,000	\$ 43,692	\$ 874,977	44,851,603
100 - Community Development/Planning	2,695,892	1,533,109	40,000			4,269,001
101- American Rescue Plan					11,267,081	11,267,081
103 - Health-Medical Insurance					3,300,689	3,300,689
110 - Gas Tax		1,358,350			975,291	2,333,641
111 - Street Maintenance	2,513,005	3,584,165	2,470,990	88,973	738,101	9,395,234
112 - Tree Maintenance	648,657	324,417	75,000			1,048,074
113 -Fire Impact Fee		25,560	1,500,000			1,525,560
114 - Street Impact Fee		343,392	3,450,000			3,793,392
115 - Building Inspection Fund	3,033,369	1,246,157	40,000			4,319,526
116 - TIFD Downtown Improvement	106,949	5,058,836			330,150	5,495,935
117 - TIF Pole Yard		80,000				80,000
120 - Community Housing Fund	101,378	1,077,350				1,178,728
140 -Police Domestic Violence		-				-
141 - Street Arterial Construction		153,000	50,000		1,000,000	1,203,000
143 - TIF N 7th Corridor	50,272	4,189,541			409,950	4,649,763
144 - TIF NE Urban Renewal District	14,624	1,031,000		92,000		1,137,624
145 - Mandeville TIF District		100,000				100,000
187 - Fire Dept Equipment			1,641,750			1,641,750
192 - TIF South Bozeman Tech		10,000				10,000
195- Parks & Trails District	2,672,273	2,498,031	873,000			6,043,304
Vets Court Grants						-
Lighting Districts		546,096			25,520	571,616
Department Funds	248,536	559,902		125,795		934,233
850- Cash In Lieu of Parkland		5,000				5,000
300 - SID Revolving Fund						-
304 - Bond S & I Parks & Open Space Bond				1,078,750		1,078,750
305 - 2007 Downtown TIF Bonds				330,150		330,150
306- 2020 Midtown TIF Bonds				409,950		409,950
307- BPSC GO Bonds				2,370,750		2,370,750
311 - Fire Station 2 & Rec Bonds				150,255		150,255
312-453- SID Funds				317,693		317,693
500-572 - Construction Funds			9,323,520			9,323,520
Water Funds (600 and 610)	3,175,535	6,137,555	9,053,682	1,314,635	484,388	20,165,795
Wastewater Fund (620 and 630)	2,789,055	5,285,889	3,713,100	2,748,712	39,405	14,576,161
640 - Solid Waste Fund	2,053,696	3,924,031	604,000			6,581,727
650 - Parking Fund	541,987	667,040	435,000			1,644,027
670- Storm Water Fund	801,862	804,848	672,250	194,735		2,473,695
710 - Vehicle Maintenance	947,078	1,115,659	45,000			2,107,737
720 - Health-Medical Insurance		5,836,508				5,836,508
750 - Public Works Administration	3,652,344	2,514,687	50,000			6,217,031
	\$ 55,478,230	\$ 63,485,339	\$ 35,063,292	\$ 9,266,090	\$ 19,445,552	\$ 182,738,503
Percent of Total Budget	30%	35%	19%	5%	11%	100%

A photograph of a city street at night. In the background, a multi-story building has a neon sign that reads "HOTEL BAXTER". The street is dark, but there are light trails from cars moving through the frame, creating streaks of red and white light. A sidewalk and a street lamp are visible in the foreground. The entire image is framed by a thick, dark green border.

ACTIVITY & DEPARTMENT DETAILS

Activity/Division Detail

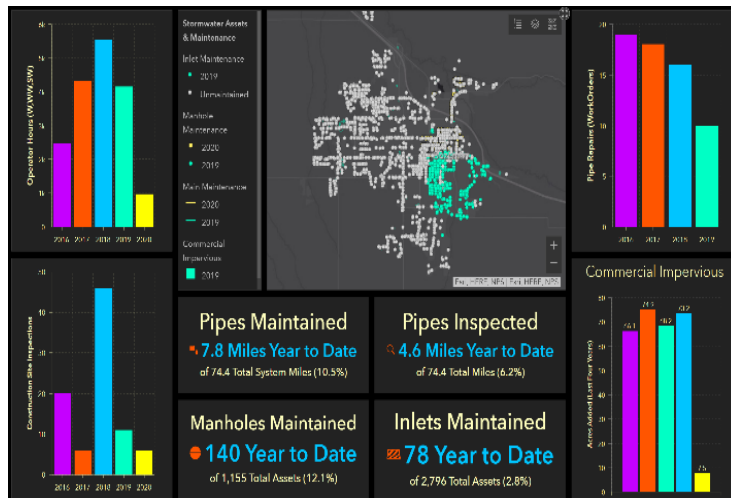
As stated in the Budget Summary, the budget is separated by activity. Within those activities are the divisions. See the activities and the corresponding divisions below.



Performance Measures

The City of Bozeman relies on a variety of data to help inform decisions across the organization. Vision Statement 7 for a High Performance Organization in the City’s states the purpose of “utilizing key performance and cost measures to monitor, track, and improve the planning and delivery of City programs and services, and promote greater accountability, effectiveness and efficiency” (Strategy 7.4 – Performance Metrics). Three major focus areas of Performance Measures are utilized to manage community and employee expectations about the City’s capacity to deliver services.

Many systems are currently in place to collect and visualize a wide range of data internal to the organization. Sophisticated tools such as Computerized Maintenance Management Systems (CMMS) provide detailed cost



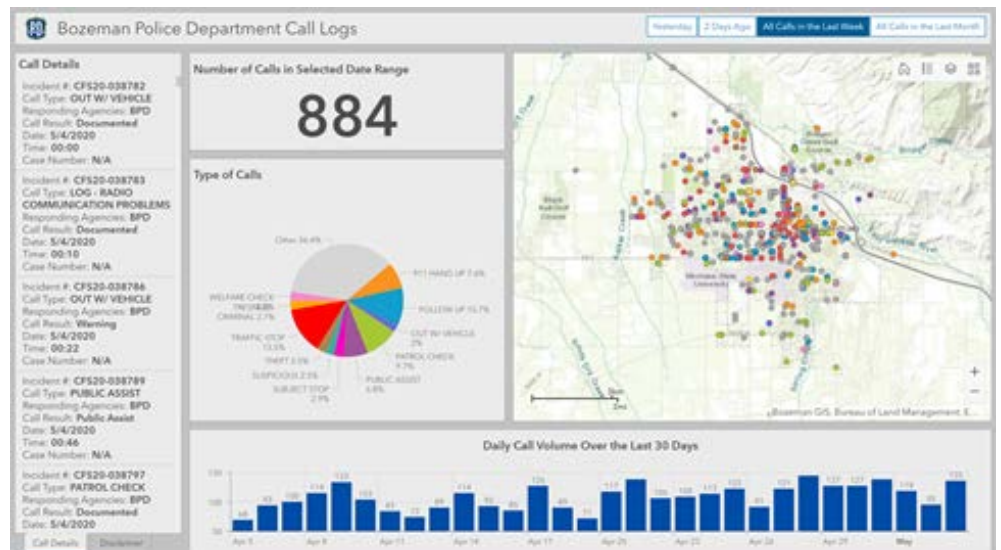
information, including time, materials, and equipment in an effort to improve efficiencies throughout operations such as Public Works.

Specific Performance Measures are updated annually to compliment the City Manager's Recommended Budget. These measures help communicate trends and justify additional resources needed to maintain an acceptable level of service. Most charts include a "target" or "standard", describing the overall goal or industry norm, respectively.

Extensive effort is made each year to identify relevant metrics to support decisions throughout the City’s budget process. At least three years of data is used to demonstrate trends in order to provide valuable context as it relates to an overall increase or decrease over time. Current fiscal year “Approved” figures represent previously adopted estimates, while future fiscal year “Recommended” figures represent estimates based on projected changes for the upcoming budget cycle.

Budget metrics improve confidence in municipal management, ensuring that limited resources are focused on the most pressing issues, including ageing infrastructure and new growth.

Overall, Performance Measures are critical to maximizing the efficiency and effectiveness of local government. Timely and relevant metrics at all levels provide a framework for improved decision making, while resulting in a better understanding of the value of services provided throughout the community.



GENERAL GOVERNMENT

General Government

City Commission- The City Commission is the legislative body of city government comprised of a mayor and four commissioners. Responsibilities of the Commission include: establishment of policies governing the operation of the City and appointment of members to citizen advisory boards and commissions.

City Manager – The role of the City Manager is to operate at the will of the City Commission with a focus on policy, long range planning, and strategy. The purpose of the City Manager’s office is to administer City operations and provide overall leadership, direction, coordination, and support for the City’s activities.



City Clerk (City Manager)- The City Clerk’s Office is dedicated to preparing the proceedings of the City Commission and preserving the City records, along with enhancing citizens’ ability to participate in local government.

City Attorney - The City Attorney is the legal advisor and primary attorney for the City and as such, is responsible for protecting the legal interests of the City and directing the legal operations of the City. The City Attorney and legal department staff represent the City before all courts, administrative agencies, and all City legal proceedings.

Finance - The Finance Department is charged with the overall Finance, Accounting, and Treasury administration of the City. The Department is comprised of three divisions: Administration, Accounting, and Treasury. The Finance Department provides support to other departments for all financial matters.

Facilities Management (Strategic Services) - Facilities Management is responsible for coordinating remodeling, renovations, and new construction projects. Contracted services include activities such as janitorial services, snow removal, lawn care, building systems ventilation, mechanical controls, and building generators.

Information Technology - The Information Technology Department’s purpose is to manage and operate the City’s enterprise applications, hardware, and networking services. The division provides technology support to all departments across the City and maintains daily operations of the data centers.

Human Resources - The Human Resources Department’s purpose is to support City functions by ensuring the capability and stability of the workforce. The department supports management and employees with current lawful information, sound recruitment practices, and protects the employment rights of the City and its employees.

Planning (Community Development) – The Planning Department plans for the growth and development of the City of Bozeman. The department is responsible for long-range planning, development review, historic preservation, impact fees, affordable housing, and serving related Advisory Boards and Commissions.

Municipal Court - Municipal Court accounts for costs associated with the judicial branch of City government. The Municipal Court hears cases involving City ordinances, misdemeanor cases defined by state criminal codes, and Orders of Protection. Municipal Court may conduct (preliminary hearings) in felony cases.

City Commission

Major Objectives

- Work closely with the administration and other government officials to lobby for state legislation beneficial to cities.
- Improve public facilities and the quality of services delivered to the public in order to meet the needs of the citizenry.
- Ensure that all decisions are protective of the health, safety and general welfare of the citizens of this community.

Budget Allocation

Funded by the General Fund, making 1% of the funds expenses

General Fund
City Commission
1%



FY22 Strategic Plan

Set FY22 Strategic Priorities:

- Advisory Board Consolidation
- Affordable Housing
- Annexation Analysis
- Climate Action Plan Implementation
- Community Engagement
- Identify Options to Ban Flavored Tobacco
- Inclusive City
- Parks, Recreation, Open Space, and Trails (PROST) Master Plan
- Planning and Land Use
- Property Tax Relief
- Pursue Grants and Philanthropic Funding
- Sensitive Lands Protection Planning
- Wetlands Preservation and Banking

FY22 Accomplishments

- Advisory Board Consolidation – Phase 1
- Completed the Equity and Gaps Analysis
- Applied for \$27 million in grants

FY23 Strategic Plan

Set FY23 Strategic Priorities:

- Become a City for CEDAW (Convention to Eliminate All Forms of Discrimination Against Women)
- Increase Budget for Community & Support Services
- UDC (Unified Development Code) Overhaul
- Establish Mobile Crisis Response
- Establish Model HOA Covenants
- Develop Gallatin Valley Sensitive Lands Protection Plan
- Update Codes to Encourage Wetland Preservation & Facilitate Creation of Wetland Bank
- Short Term Rental Revisions
- Promote Water Conservation

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY COMMISSION	010- General	220,969	352,368	255,324	-27.5%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY COMMISSION	Salaries & Benefits	159,739	162,224	162,224	0.0%
	Operating	61,230	153,800	93,100	-39.5%
	Capital	-	36,344	-	-100.0%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		220,969	352,368	255,324	-27.5%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY COMMISSION	1110- City Commission	220,969	352,368	255,324	-27.5%

Personnel

No FTE Changes

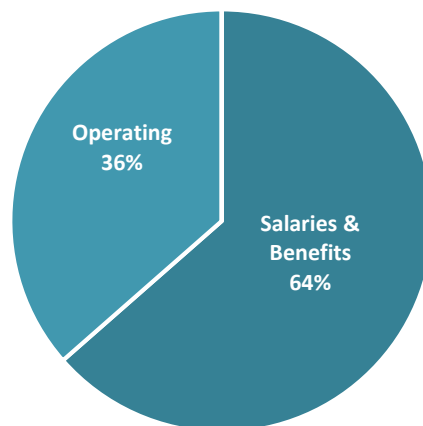
Operating

Operating budget decrease as FY23 will not be an election year.

Capital

None

City Commission



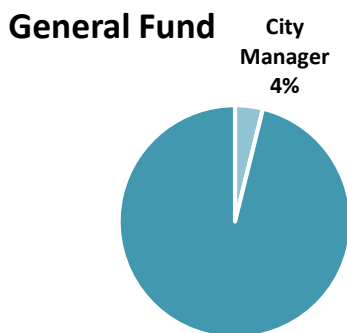
City Manager

Major Objectives

The City Manager's Office focuses on supporting the Mission, Values, and Goals of the City and implementing the City's Strategic Plan. This year's budget includes \$150,000 in funding for the Mobile Crisis response program. Activities include shared salaries with the mental health team for two responders and a manager.

Budget Allocation

Funded by the General Fund, making up 3% of the fund's expenditures.



FY22 Accomplishments

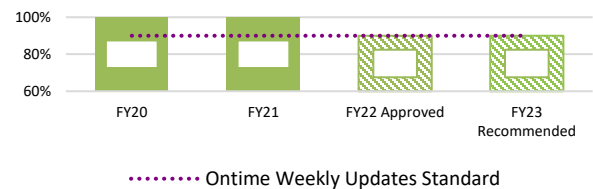
- The City passed two major issues on the 2021 ballot:
 - Fire Station 2 Relocation Bond** to allow Station 2 to better serve the southern part of Bozeman
 - Facilities Renovation Bond** to allow for needed improvements to Bogert Pool, the Bozeman Swim Center, and upgrades to the Lindley Center.
- The City undertook the **Consolidation of the Citizen Advisory Boards** which created more efficient and equitable boards and completed a City Commission strategic priority and strategic plan item.
- Established the **Equity Indicators Project** resulting in a comprehensive data set of equity indicators and recommendations to address gaps to make Bozeman a more inclusive, welcoming, and equitable place.

FY22 Strategic Plan

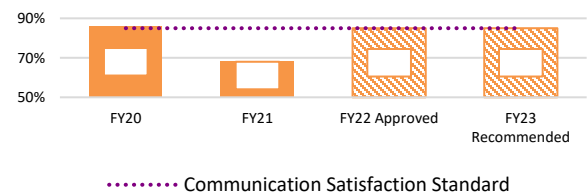
The City Manager was charged with implementing the Strategic Plan with a focus on the seven priorities and the other projects selected by the City Commission. The City Manager's Office supports staff's work in fulfilling the Strategic Plan.

Performance Measures

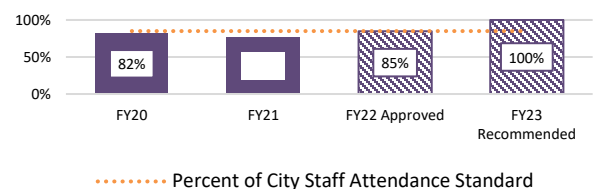
Percent Update Reports Delivered to City Commission On-time



Percent Staff Satisfaction with Communication Services Delivery



Percent of City Staff Attended "Talk it up" Sessions with City Manager



FY23 Strategic Plan

The City Manager is charged with implementing the plan. There is a focus on the seven priorities and the other projects selected by the Commission. Within the City Manager's Office there is a focus on:

- Creation of Equity and Inclusion Plan
- Implementing community engagement processes
- Community Partner Collaboration and Employee Engagement

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY MANAGER	010- General	1,001,361	1,095,621	1,736,578	58.5%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY MANAGER	Salaries & Benefits	891,089	923,667	1,339,238	45.0%
	Operating	193,974	171,954	397,340	131.1%
	Capital	-	-	-	0.0%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		1,085,063	1,095,621	1,736,578	58.5%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY MANAGER	1210- City Administration	1,001,361	1,095,621	1,736,578	58.5%

Personnel

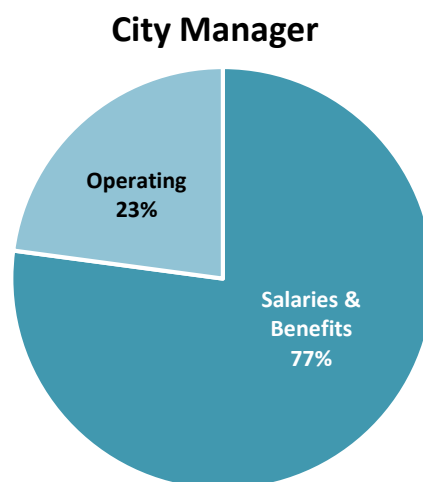
No FTE changes

Operating

Increase due to inclusion of "Neighborhoods" into City Manager budget and inclusion of shared expenses to provide the Mobile Crisis response program.

Capital

None



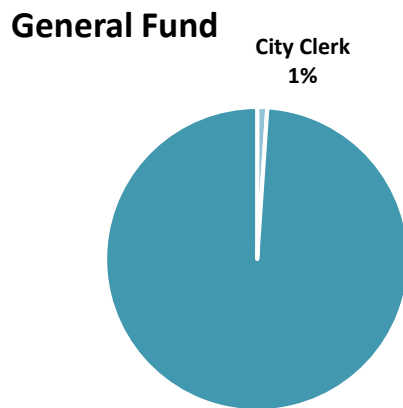
City Clerk (City Manager's Office)

Major Objectives

The City Clerk's Office is dedicated to preparing the proceedings of the City Commission and preserving the City records, along with enhancing the ability of the citizenry to participate in local government.

Budget Allocation

Funded by the General Fund, making up 1% of the fund's expenditures.



FY22 Accomplishments

- Advisory Board Consolidation and High Performing Boards
- Upgraded physical components and initiated feature upgrades to Laserfiche
- Arranged captioning of 278+ hours of public meetings
- Conducted two voluntary demographic surveys of Advisory Board members

FY22 Strategic Plan

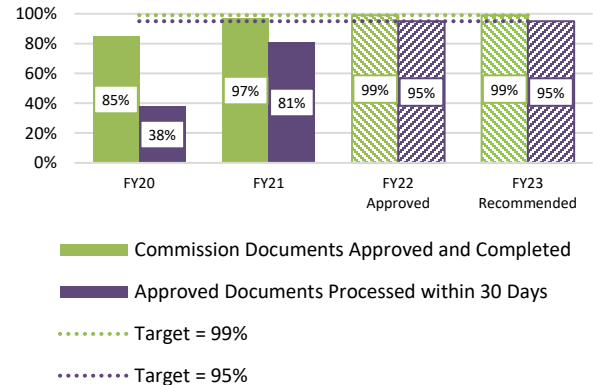
- 1.1 Outreach (b) Dramatically increase transparency and create access to all city documents
- 7.3 Best Practices, Creativity & Foresight- 69% completed within 1 day with DocuSign and eliminates need for separate distribution to parties.
- 6.3 Climate Action- Average monthly reduction of 10,000+ pieces of paper from digital packets. This accounts for 260 reams of papers (approx. \$10 each).
- 1.2 Community Engagement- Aiding with Advisory Board Consolidating and High Performing Board.

Performance Measures

Commission Documents Access and Transparency

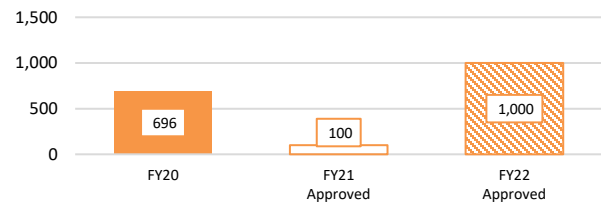
Strategic Plan Goal 1.1.b

*Source = Internal Tracking



Records Disposed

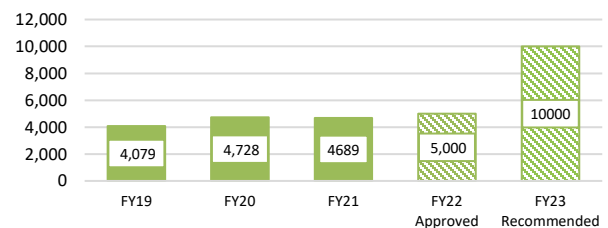
*Source = Internal Tracking



*****Efforts are currently underway to adjust the unit of measurement for this metric to reflect the bulk value of records disposed.**

Documents Processed for Public Access

*Source = Laserfiche



FY23 Strategic Plan

- 1.1 Outreach (b) Dramatically increase transparency and create access to all city documents.
- 1.2 Community Engagement- Aiding with Advisory Board Consolidating and High Performing Board.
- 3.3 (a) Anticipate, celebrate, and incorporate an increasingly diverse population into the community, City advisory boards, and City staff.

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY CLERK	010- General	235,976	331,416	477,539	44.1%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY CLERK	Salaries & Benefits	131,413	165,216	214,639	29.9%
	Operating	104,563	166,200	262,900	58.2%
	Capital	-	-	-	0.0%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		235,976	331,416	477,539	

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY MANAGER	1220-City Clerk	235,976	331,416	477,539	44.1%

Personnel

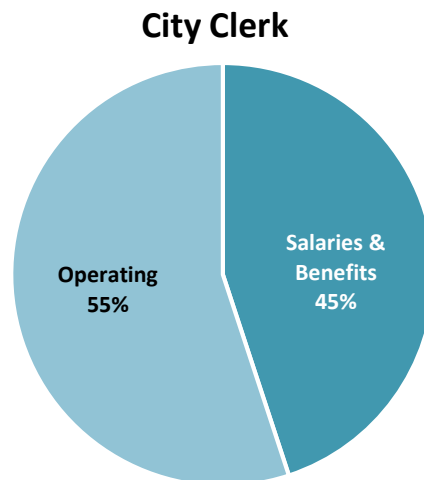
No FTE changes

Operating

Increases in electronic process software and new software with Granicus and closed captioning

Capital

None



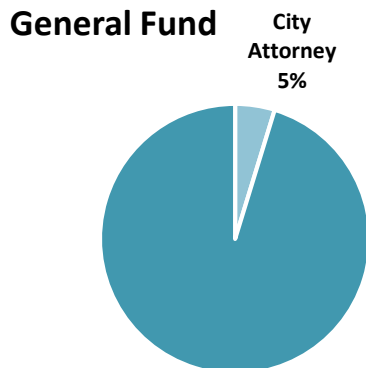
City Attorney

Major Objectives

- Serve as Legal Officer pursuant to Sect. 4.03 of the Charter
- To be a critical part of the City's leadership through integration with department directors, HPO members, the City Commission, and other City agencies.
- To enforce state laws and City ordinances pertaining to misdemeanor offenses within the City and to prosecute criminal cases in a timely and efficient manner.
- To direct the legal operations of the City and serve as the city's legal counsel.

Budget Allocation

Funded mainly from the General Fund, making up 4% of the fund's expenditures



FY22 Accomplishments

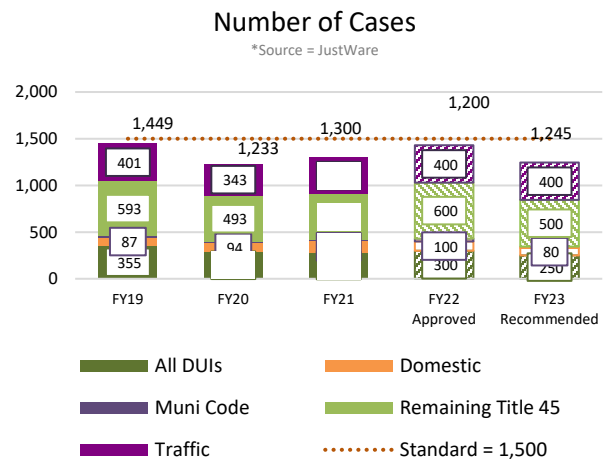
- Despite issues related to the pandemic, we continued to build our team and provide excellent legal services through professional development, training, and collaboration.
- Continued effective integration into all City departments and Strategic Plan items and priorities as demonstrated by a significant list of accomplishments.
- Continued to prioritize increasing the efficiency and effectiveness of the prosecution team.

FY22 Strategic Plans

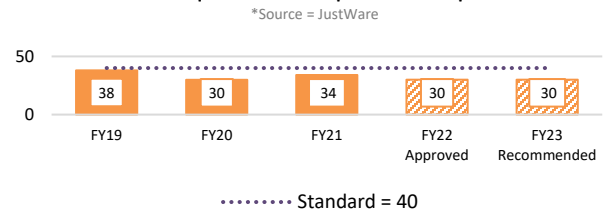
The City Attorney's Office plays a role in the majority of Strategic Plan items, especially the following:

- Affordable Housing
- Planning and Land Use
- Annexation Analysis
- Parks & Trails District
- High Performing Organization

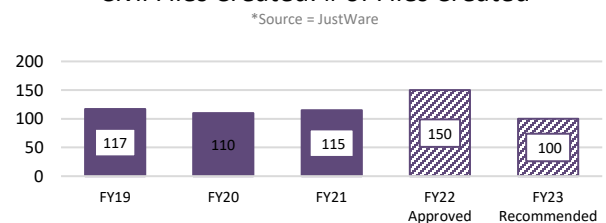
Performance Measures



CCJI Requests: Completed Requests



Civil Files Created: # of Files Created



FY23 Strategic Plan

Continue to play a significant role in the following:

- Affordable Housing (4.5b)
- Planning and Land Use (4)
- Annexation Analysis (4.3e)
- High Performing Organization (7)

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY ATTORNEY	010- General Fund	1,523,785	1,702,060	2,124,436	24.8%
	174- Victim Witness Advocate	90,000	90,000	140,000	55.6%
TOTALS		1,613,785	1,792,060	2,264,436	26.4%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY ATTORNEY	Salaries & Benefits	1,355,085	1,502,160	1,948,036	29.7%
	Operating	236,700	289,900	291,400	0.5%
	Capital	22,000		25,000	100.0%
	Debt Service				0.0%
	Transfers				0.0%
TOTALS		1,613,785	1,792,060	2,264,436	26.4%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CITY ATTORNEY	1410 - City Attorney	1,518,785	1,692,060	2,114,436	25.0%
	1432 - Civil Litigation			10,000	100.0%
	1460 - Criminal Prosecution - General	5,000	10,000		-100.0%
	1462 - Criminal Prosecution - Victim/Witness	90,000	90,000	140,000	55.6%
TOTALS		1,613,785	1,792,060	2,264,436	26.4%

Personnel

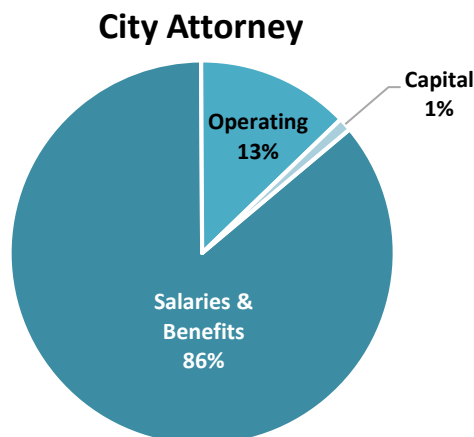
Add one Legal Assistant – 1 FTE

Operating

Increases related to move to BPSC and contracted services

Capital

Fund	Division	Project #	Project Name	FY23
General Fund				
10	City Attorney	GF337	High Density Storage System	25,000



Finance

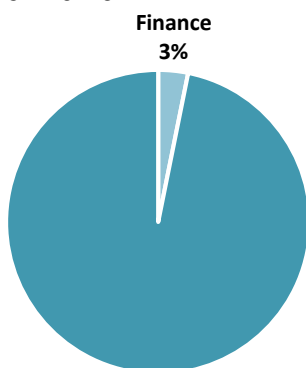
Major Objectives

- To assure efficient and effective management of the public's resources by providing quality financial services and safeguarding the City's assets
- To manage and account for the City's finances in accordance with Generally Accepted Accounting Principles, as set forth by the Governmental Accounting Standards Board and prepare an Annual Comprehensive Financial Report.
- To prepare a comprehensive budget on an annual basis that encompasses all funds of the City.

Budget Allocation

Funded by the General Fund, making up 3% of the fund's expenditures.

General Fund



FY22 Accomplishments

- Completed a clean audit and Single Audit
- Received the Distinguished Budget Award from the Government Finance Officers Association for the 31st year in a row
- Received and allocated first tranche of ARPA Local Fiscal Recovery Funds
- With assistance from other departments, wrote and submitted two Competitive and two Minimum Allocation Grant applications to the State of Montana's ARPA grant program.

FY22 Strategic Plans

The Finance Department supports the strategic plan efforts across the organization and focused internally on:

- 7.1 (b) Create a Culture of Innovation through lean practices
- 7.3 (c) Improve Departmental Collaboration through cross functional teams and in our internal support role
- 7.5 Funding and Delivery of City Services - Use equitable and sustainable sources of funding for appropriate City services, and deliver them in a lean and efficient manner

Performance Measures

- **Receive Awards for financial reporting;** FY19 Comprehensive Annual Financial Report received Government Finance Officer Association's certificate in Achieving Excellence in financial reporting and the FY21 Budget received their Distinguished Budget Award.
- **Outside Indicators:** No audit findings and maintained Aa1 bond rating
- **Internal process improvement:** Through lean process, eliminate waste, and strive for efficiency while remaining effective.
 - FY19 saw \$1,200 in hard cost savings per year and 768 hours of staff time per year.
 - FY20 Saved 300 FTE hours through process efficiencies
 - FY21 Saved FTE hours and delays in bill paying by making AP all electronic so invoices no longer go through interoffice mail.

FY23 Strategic Plan

The Finance Department supports the strategic plan efforts across the organization and will focus internally on:

- 7.1 (b) Create a Culture of Innovation
- 7.3 (c) Improve Departmental Collaboration through cross functional teams and in our internal support role
- 7.5 Funding and Delivery of City Services - Use equitable and sustainable sources of funding for appropriate City services, and deliver them in a lean and efficient manner

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FINANCE DEPARTMENT	010- General Fund	975,759	1,010,327	1,419,879	40.5%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FINANCE DEPARTMENT	Salaries & Benefits	752,367	742,596	955,728	28.7%
	Operating	195,362	267,731	464,151	73.4%
	Capital	28,030	-	-	0.0%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		975,759	1,010,327	1,419,879	40.5%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FINANCE DEPARTMENT	1510- Finance Administration	233,893	218,094	255,665	17.2%
	1520- Accounting	476,657	519,753	817,928	57.4%
	1530- Treasury	265,209	272,480	346,286	27.1%
TOTALS		975,759	1,010,327	1,419,879	40.5%

Personnel

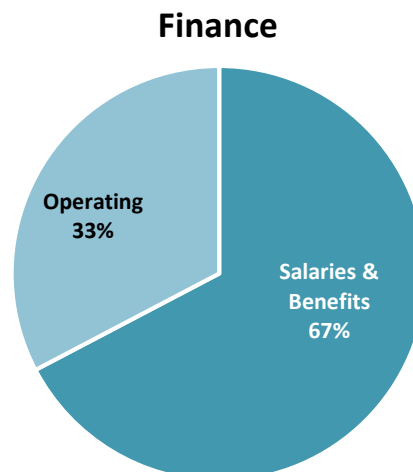
Position reclassifications only

Operating

Increase in Accounting attributable to Finance's one-time portion of Vehicle Maintenance and increased annual maintenance expense for ERP.

Capital

None



Facilities (Strategic Services)

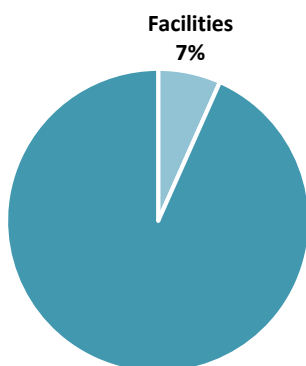
Major Objectives

- Provide a safe, comfortable, and professional working environment in all City facilities.
- Maintain all buildings and related equipment in good working condition in a proactive manner that will help extend useful life.
- Maintain a proactive approach for long-term facility planning and project scheduling in order to avoid costly problems of deferred maintenance.
- Implement building design, maintenance, and operational practices resulting in energy saving measures.

Budget Allocation

Funded by the General Fund, making up 8% of the fund's expenditures.

General Fund



FY22 Accomplishments

- COVID 19 – Expanded both internal and contracted cleaning service to continue flu-season protocol, along with PPE support for all staff.
- Bozeman Public Safety Center – Provided significant contributions during construction phase working with architects, contractors, consultants, clients, and vendors.
- Completed the City Hall Air Handling Unit Replacement project on time and within budget.
- Responded to facility emergencies within multiple City facilities.

FY22 Strategic Plans

3.1 (a) Bozeman Public Safety Center- Participated in all phases of the project design and initial construction

7.3 (c) Improve Departmental Collaboration - Bozeman Public Safety Center, Fire Station 1, and COVID-19 support

7.4 (c) Performance Measures- Data is being collected within the structure of Cityworks process

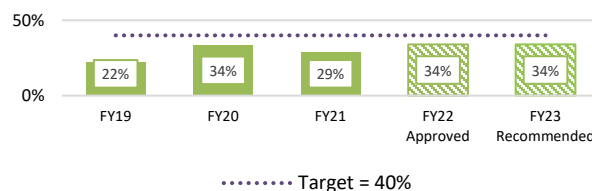
Performance Measures

- **Facility Condition Index:** Establish a Facility Condition Index (FCI) for all City owned buildings to help prioritize current and future needs.

****Efforts in FY23 will establish necessary benchmarks, including future project needs*

Percent of Work That is Preventative Maintenance

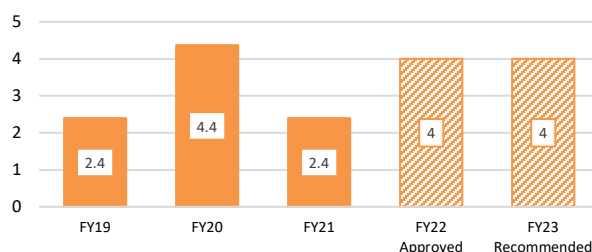
*Source = Cityworks



Service Request Median Response Time

Target < 24 hours

*Source = Cityworks



FY23 Strategic Plan

3.1 (a) Bozeman Public Safety Center- Support throughout construction phases

3.3 (a) Ensure Diversity through Policies and Public Awareness ADA Transition Plan (to include all five titles)

6.3 (d) Climate Change Adaptation and Mitigation

7.3 (c) Improve Departmental Collaboration

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FACILITIES MANAGEMENT	010- General Fund	1,813,708	2,072,655	2,986,328	44.1%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FACILITIES MANAGEMENT	Salaries & Benefits	445,648	416,714	843,142	102.3%
	Operating	1,218,060	1,486,224	2,066,186	39.0%
	Capital	150,000	169,717	77,000	-54.6%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		1,813,708	2,072,655	2,986,328	44.1%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
STRATEGIC SERVICES	1810- City Hall	621,299	562,606	994,576	76.8%
	1820- Fire Station #1	61,381	68,362	21,110	-69.1%
	1830- Shop Complex	115,267	128,917	128,217	-0.5%
	1840- Professional Building	434,203	472,087	371,445	-21.3%
	1850- Senior Center	89,390	90,917	98,498	8.3%
	1860- Library	390,994	440,413	470,198	6.8%
	1870- Fire Station #2	29,131	33,186	36,617	10.3%
	1880- Fire Station #3	68,716	71,576	69,807	-2.5%
	1890- BPSC	3,327	204,591	795,860	289.0%
TOTALS		1,813,708	2,072,655	2,986,328	44.1%

Personnel

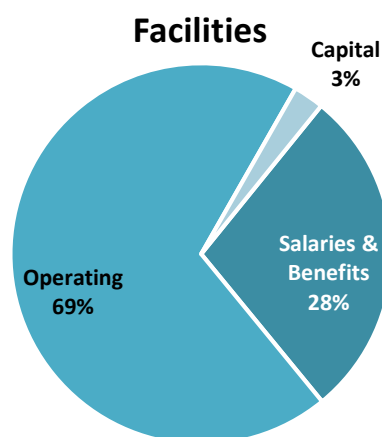
Added Facilities Service worker to support Parks & Trails District. Added Custodian to support Bozeman Public Safety Center. Reclassified Facilities Service Worker I to Facilities Service Worker II.

Operating

Significant increases due to projected annual costs related to Bozeman Public Safety Center.

Capital

Fund	Division	Project #	Project Name	FY23
General Fund				
10	Facilities	GF328	Vehicle Replacement	37,000
10	Facilities	GF361	1% Art for Library Expansion	40,000



Information Technology

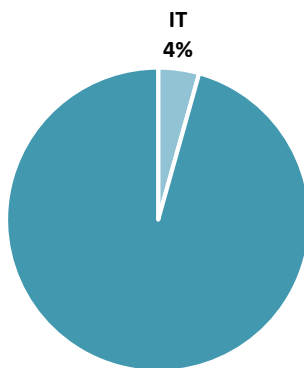
Major Objectives

- Support all technology related hardware/software for the City.
- Maintain antivirus and other security related components to keep City data safe.
- Design and support systems that provide continuity of operations in the event of a system failure.
- Support Strategic plan objectives as they pertain to City Technology and communications.

Budget Allocation

Funded by the General Fund, making up 5% of the fund's expenditures.

General Fund



FY22 Accomplishments

- New Antivirus software rolled out city-wide providing better ransomware protection.
- Refreshed Website that will go live in April 2022.
- Updated Hi-Def equipment for public meetings.

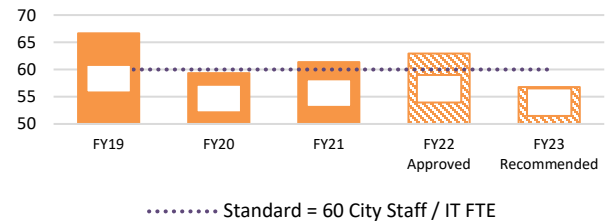
FY22 Strategic Plans

- Increased Community Engagement in City Decision Making - 1.2 (b) – Assisted with the deployment of the Comcate public comment software
- Police and Fire Technology – 3.1 (d) – Chose vendor for body-worn cameras, interview rooms, and in-car systems for Bozeman Police Department
- Systems Integrations 7.3 (b) - Ongoing work on development review integrations

Performance Measures

Number of City Staff per Full Time Employee

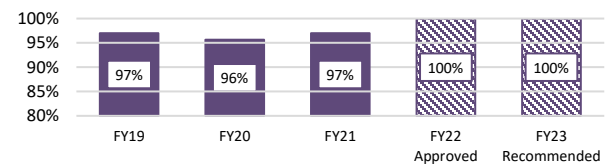
*Source = NeoGov



Deployments Completed

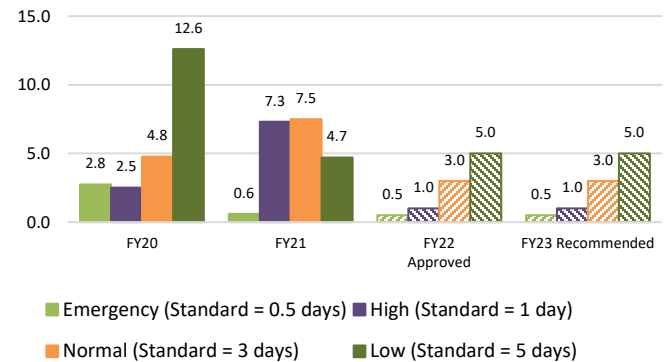
Standard = 100%

*Source = IT Documentation



Ticket Resolution (Days)

*Source = Lansweeper



FY23 Strategic Plan

- Library Expansion Planning – 5.1 (a) – assisting with technology needs for the new library remodel
- Police and Fire Technology Technology 3.1 (d) – Ongoing work with system implementations and deployment of body worn cameras
- Improve Department Collaborations 7.3 c – Continue deployment of Office 365 – One Drive as well as archiving and e-discovery.

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
INFORMATION TECHNOLOGY	010- General Fund	1,526,921	1,607,696	1,951,815	21.4%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
INFORMATION TECHNOLOGY	Salaries & Benefits	850,565	884,826	1,205,915	36.3%
	Operating	478,356	534,870	559,900	4.7%
	Capital	198,000	188,000	186,000	-1.1%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		1,526,921	1,607,696	1,951,815	21.4%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
INFORMATION TECHNOLOGY	1910- Information Technology	1,526,921	1,607,696	1,951,815	21.4%

Personnel

Change Support Technician from .5 FTE to 1 FTE. Re-class Systems Admin I to Systems Admin Manager.

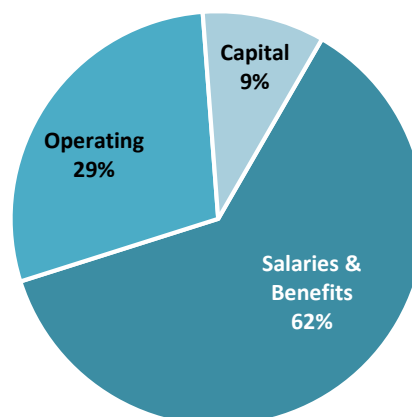
Operating

Increase due to software maintenance contracts.

Capital

Fund	Division	Project #	Project Name	FY23
General Fund				
10	IT	GF233	IT Vehicle Replacement	30,000
10	IT	GF080	City-Wide Switches & Routers	55,000
10	IT	GF265	General Fund Server Replacement	50,000
10	IT	GF311	Cooling System for City Hall	11,000
10	IT	GF313	Video Evidence Storage	40,000

Information Technology



Human Resources

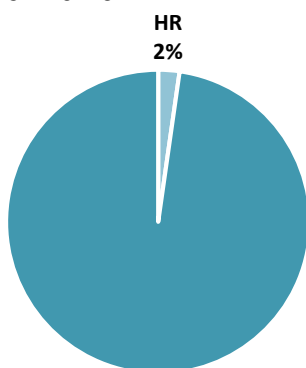
Major Objectives

- Accurately and efficiently process the City's payroll and related payments and tax filings
- Administer the City's employee benefits
- Monitor compliance with labor contracts, employee handbook, laws, rules, and regulations
- Support Strategic Plan objectives as they pertain to the City's workforce

Budget Allocation

Funded by the General Fund, making up 2% of the fund's expenditures.

General Fund



FY22 Accomplishments

- Updated cost share strategy for health insurance, resulting in more affordable healthcare premiums for employees
- Successfully implemented organization-wide Paid Parental Leave and Remote Work policies
- Received a risk management award from MMIA for efforts related to the annual wellness fair

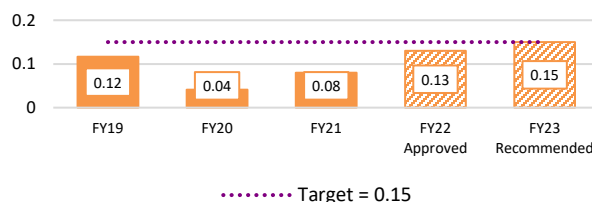
FY22 Strategic Plans

- 7.2 (a) Be a “Best in Class” Employer through review of employer contributions and cost share strategy for health insurance
- 7.3 (d) Diversity Goals through continued work on implementation of workforce action items for Inclusive City Charter

Performance Measures

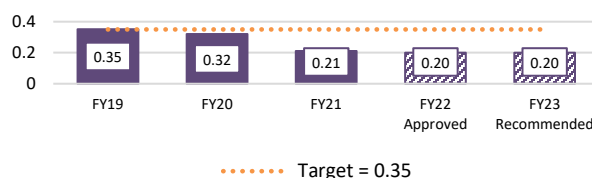
Selection Ratio

*Source = Internal Data/NeoGov



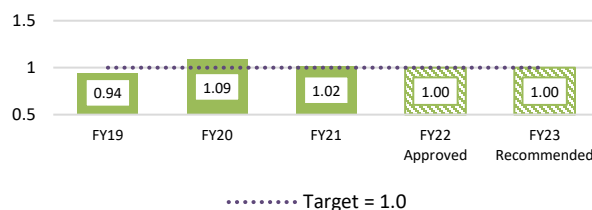
Turnover Rate

*Source = Internal Data



Work Comp Modification Factor

*Source = MMIA



FY23 Strategic Plan

- 7.2 Employee Excellence: Increase recruitment budget to reach diverse, well-trained, and qualified candidates
- 7.2 (a) Be a “Best in Class” Employer: Increase in training budget to support professional development opportunities for HR staff to in turn provide additional organizational-wide training activities initiatives, enhancing the attractiveness of the City as a place to work
- 7.2 (d) Set Diversity Goals: Maintain diversity advertisement budget for focused effort on achieving diversity goals and Inclusive City Charter initiatives

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
HUMAN RESOURCES	010- General Fund	616,143	757,411	1,012,909	33.7%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
HUMAN RESOURCES	Salaries & Benefits	476,144	518,354	734,999	41.8%
	Operating	139,999	239,057	277,910	16.3%
	Capital	-	-	-	0.0%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		616,143	757,411	1,012,909	33.7%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
HUMAN RESOURCES	2010- Human Resources	616,143	757,411	1,012,909	33.7%

Personnel

Add Human Resources Technician – 1 FTE

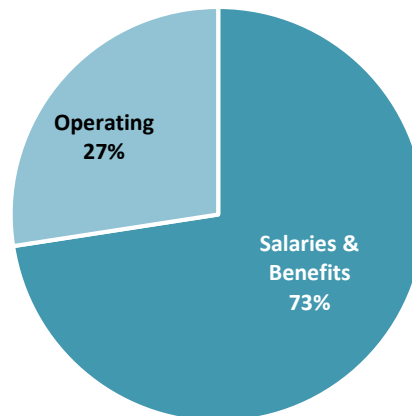
Operating

Increase due to maintenance contracts, training and certifications for HR staff, and technology and equipment for additional FTE

Capital

None

Human Resources



Planning (Community Development)

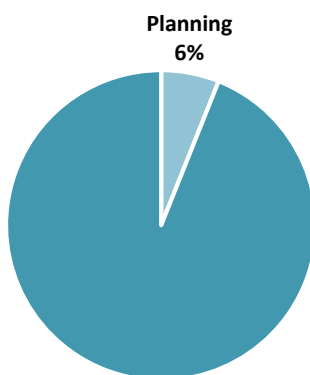
Major Objectives

- Plan for the growth and development of the City of Bozeman
- Oversee long-range planning, current development, historic preservation, and related advisory boards and commissions

Budget Allocation

Planning Fund – Special Revenue Fund

Special Revenue Funds



FY22 Accomplishments

- Filled several vacant positions in the department
- Implemented electronic plan review for planning
- Continued service provision despite micro and macro challenges

FY22 Strategic Plans

- Well Planned City 4.1 (a) - Informed Conversion of growth. Many work sessions with the City Planning Board and the City Commission resulted in the adoption of the 2020 Community Plan.
- High Performance Organization | Objective Item 7.3 (b) - System integration. New project management software will allow tracking for guaranteed timelines, as well as an efficient, paperless review system.

- High Performance Organization | Objective Items 7.3 (c) - Improve Department Collaboration. Development review coordinators will act as liaisons for customers, to manage project timelines, and assist in consistent cross-departmental review and communication related to planning items

Performance Measures

****Efforts are currently underway to implement technology systems needed to provide data (Avolve).*

- **Guarantee Review Timeframes:** Measure the median review timeframe for projects and plans by application type
- **Staff Capacity:** Calculate the median number of work days to review a building permit application for zoning compliance
- **Application Fees:** Analyze the percentage of fees intended to cover costs relative to both review timeframes and staffing levels

FY23 Strategic Plan

A Well Panned City

- Work to successfully implement the newly adopt 2020 Community Plan. (objective 4.1- Informed Conversation on Growth)
- Rewrite the Unified Development Code (UDC) to work toward a simplified, streamlined development review process (Objective 4.2- High Quality Urban Approach)

Sustainable Environment

- Switching to Electronic Plan Review (ERP) will drastically reduce paper use, as well as reduce applicant commute to and from planning office for project submittal. (Objective 6.3- Climate Action)

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
COMMUNITY DEVELOPMENT	100-Community Development Fund	2,330,696	3,070,802	3,886,309	26.6%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
COMMUNITY DEVELOPMENT	Salaries & Benefits	1,467,035	1,883,273	2,388,850	26.8%
	Operating	775,990	1,187,529	1,497,459	26.1%
	Capital	87,671	-	-	0.0%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		2,330,696	3,070,802	3,886,309	26.6%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
COMMUNITY DEVELOPMENT	1610- Planning Operations	1,341,215	2,051,981	2,481,648	20.9%
	1620- Development Review	696,491	704,113	1,005,228	42.8%
	1630- Long-Range Planning	292,990	314,708	298,254	-5.2%
	1660- Historic Preservation	-	-	101,179	New
TOTALS		2,330,696	3,070,802	3,886,309	26.6%

Personnel

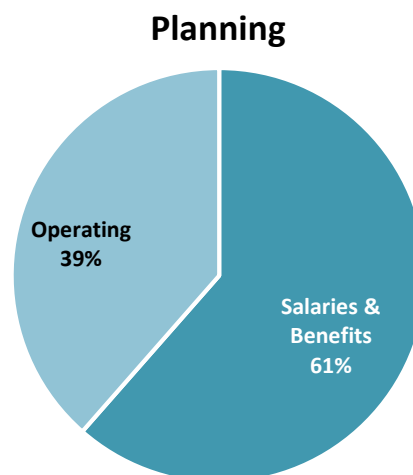
Added Planner III and Development Review Coordinator

Operating

Increase due primarily to Contracted Services

Capital

None



Municipal Court

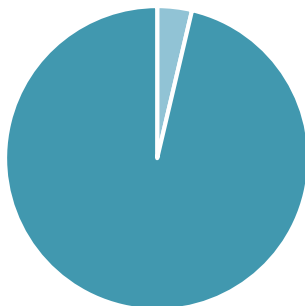
Major Objectives

- Continue providing an up-to-date court docket.
- Plan an efficient operating space for the new BPSC.
- Begin planning for a smooth transition to the new Bozeman Public Safety Center.
- Maintain an efficient collection system concentrating on CitepayUSA.com, Municipal Services Bureau, and collection of fines and restitution.

Budget Allocation

Funded mainly by the General Fund, Municipal Court makes up 4% of the fund's expenditures.

General Fund **Municipal Court**
4%



FY22 Accomplishments

- Kept docket up-to-date despite COVID related interference and employee shortages
- Maintained efficient court operations despite severe staffing shortage
- Maintained court, adjusting to COVID changes with minimal budget expense.
- Met legislative requirement to eliminate part-time judge and elect full-time judge.
- Updated all plans for transfer to Bozeman Public Safety Center.

Performance Measures

Number of Citations

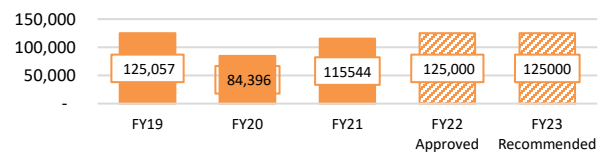
*Source = Full Court



Restitution Collected

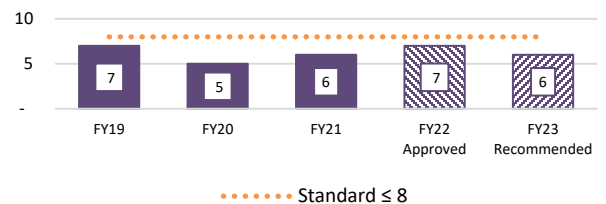
The target is to continuously increase the amount collected

*Source = Full Court



Number of Appeals

*Source = Full Court



FY23 Strategic Plan

- 1.3e Enhance our relationship with state and federal agencies
- 3.1 Public Safety – Support high quality public safety programs, emergency preparedness, facilities, and leadership
- 7.2a Be a “Best in Class” Employer – Enhance the attractiveness of the City as a place to work through salary and benefit packages, workplace amenities and facilities, as well as professional development

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
MUNICIPAL COURT	010- General Fund	908,462	989,647	1,652,946	67.0%
	178- Veteran Court	195,409	132,290	-	-100.0%
	196- COOCL Grant	96,647	141,869	-	-100.0%
TOTALS		1,200,518	1,263,806	1,652,946	30.8%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
MUNICIPAL COURT	Salaries & Benefits	835,991	947,953	1,515,140	59.8%
	Operating	362,637	313,968	136,836	-56.4%
	Capital	-	-	-	0.0%
	Debt Service	1,890	1,885	970	-48.5%
	Transfers	-	-	-	0.0%
TOTALS		1,200,518	1,263,806	1,652,946	30.8%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
MUNICIPAL COURT	1310-Municipal Court	1,200,518	1,263,806	1,456,905	15.3%
	1320- VETS Court	-	-	196,041	New
TOTALS		1,200,518	1,263,806	1,652,946	30.8%

Personnel

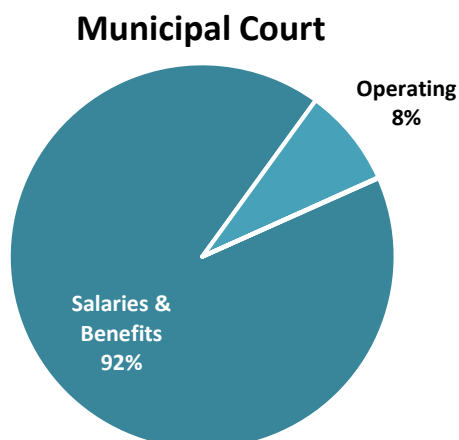
No FTE changes

Operating

Increase in grant funding operations that no longer have grant funding. Vets Court program is now funded in the General Fund.

Capital

None





Public Safety

Police- The Police Department budget accounts for costs associated with providing all law enforcement services within the city of Bozeman. The general fund budget primarily supports the operation of the patrol, investigative, and support services divisions. Officers from these divisions are responsible for detecting, preventing, and investigating all crimes occurring within the city as well as providing a broad range of public safety services.

Fire Department - The Fire Department provides fire, rescue, hazardous materials, and emergency medical services throughout Bozeman, while ensuring that firefighters are equipped and trained to nationally recognized consensus standards. Additionally the department maintains a fire prevention program that is comprised of fire and life safety inspections, community outreach, school programs, emergency preparedness, and public education.



Building Inspection (Community Development) - The Building Division unit accounts for expenditures utilized to monitor construction projects within the city of Bozeman jurisdictional area as allowed by state law. The intent of this budget unit is to provide guidance and to enforce the minimum building code standards in order to safeguard life, health, property, and public welfare by regulating and controlling the use, design, quality of materials, and construction of buildings and structures within the Bozeman city limits.

Parking (Economic Development)- The Parking Services Division (PSD), joined to the Economic Development Department, has responsibility for managing and enforcing public parking within the City of Bozeman, to include the Downtown (B-3), MSU & Bozeman High Residential Parking Permit Districts, Bridger Park Downtown Garage, the Black/Rouse/N Willson/S. Willson surface lots, and on all on-street parking.

Code Enforcement (Community Development)- The City of Bozeman's Code Compliance Officers address City and State ordinances and codes as they relate to the health, safety, and general quality of life concerns of our residents, neighborhoods, and community.

Police

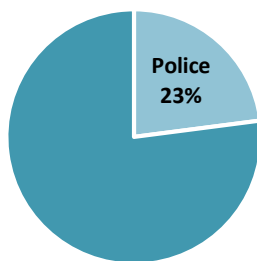
Major Objectives

- Detect, investigate, and proactively deter criminal activity and apprehend and hold criminal offenders accountable.
- Provide assistance to those who cannot care for themselves or those in danger of physical harm.
- Develop positive programs, in partnership with the members of our community, to address public safety issues through community engagement and outreach.

Budget Allocation

Funded primarily by the General Fund with additional programs funded by special revenue funds.

General Fund



FY22 Accomplishments

- Partnered with HRDC for Outreach Bozeman
- Increased transparency through implementation of new complaint policy, quarterly reports, and publishing of BPD policies on City website
- Addressed issues of bias-free policing, de-escalation, and use of force concerns by increasing training and updating related policies

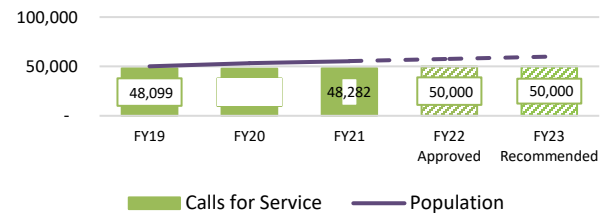
FY22 Strategic Plans

- 3.1 a: Develop a Criminal Justice Facility Plan - Continued to work with consultants on BPSC
- 3.1 d: Update Public Safety Technology Systems - Further increased functionality of records management system to increase efficiency, improve workflow, and increase accessibility of information.
- 3.2.c Develop a City/County Social Service Network. Worked with Gallatin County and other community partners.

Performance Measures

Total Calls for Service

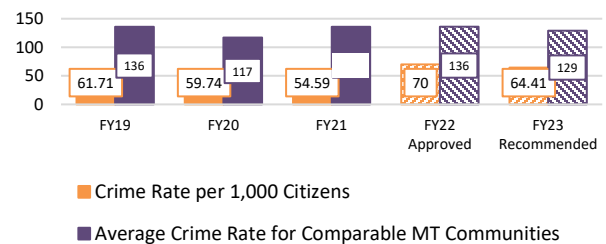
*Source = Zuercher



Crime Rate per 1,000 Citizens

The target is to have a lower crime rate than the average of comparable communities

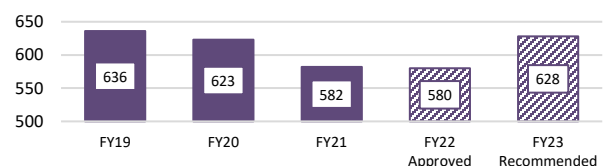
*Source = Zuercher



Mental Health-Related Calls for Service

The target is to improve service delivery and reduce repeat calls

*Source = Zuercher



FY23 Strategic Plan

- 1.1 b: Continue to strengthen and innovate in how we deliver information to the community and our partners.
- 3.1 d: Update Public Technology System – Begin the implementation of a body worn camera program by changing over the patrol car systems.
- 4.3 d: Explore sustainable technology – Begin replacing the BPD patrol car fleet with hybrid vehicles and explore all electric vehicle options.

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
POLICE	010- General Fund	9,453,639	10,399,231	10,293,820	-1.0%
	125- Drug Forfeiture	251,960	260,893	256,836	-1.6%
	138- Law & Justice Ctr. Prepaid Rent	19,125	19,125	19,125	0.0%
	139- Police Special Revenue	40,000	25,000	25,000	0.0%
	140- Police Domestic Violence	187,040	114,072	-	-100.0%
TOTALS		9,951,764	10,818,321	10,594,781	-2.1%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
POLICE	Salaries & Benefits	8,507,486	9,304,104	9,313,566	0.1%
	Operating	1,231,278	1,126,217	946,215	-16.0%
	Capital	213,000	388,000	335,000	-13.7%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		9,951,764	10,818,321	10,594,781	-2.1%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
POLICE	3010- Police Operations	7,539,794	8,168,397	7,745,844	-5.2%
	3020- Crime Control & Investigations	1,882,769	2,118,965	2,305,371	8.8%
	3040- Drug Forfeiture	251,960	260,893	256,836	-1.6%
	3070- Animal Control	277,241	270,066	286,730	6.2%
TOTALS		9,951,764	10,818,321	10,594,781	-2.1%

Personnel

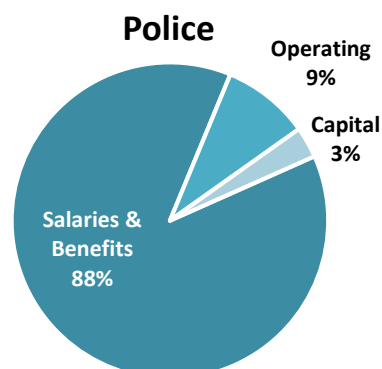
Added Bozeman Public Safety Center Special Service Office and .5 FTE Evidence Technician previously approved in BPSC mill levy.

Operating

No major changes

Capital

Fund	Division	Project #	Project Name	FY23
General Fund				
10	Police	GF053	Patrol Car & Equipment Replacement	189,000
10	Police	GF316	Police Body Camera System	146,000



Fire

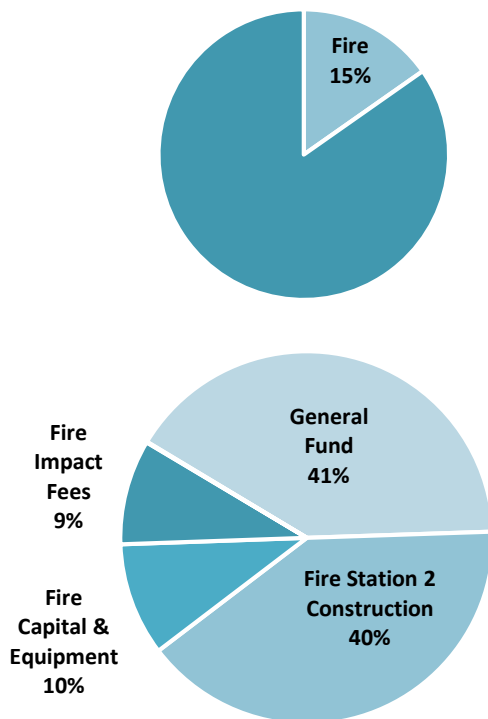
Major Objectives

- Move into the Bozeman Public Safety Center
- Design and begin construction of Fire Station 2
- Secure property for Fire Station 4
- Receive delivery of two new fire engines and place them into service

Budget Allocation

Fire is supported operationally through the General Fund and also by various special revenue funds.

General Fund



FY22 Accomplishments

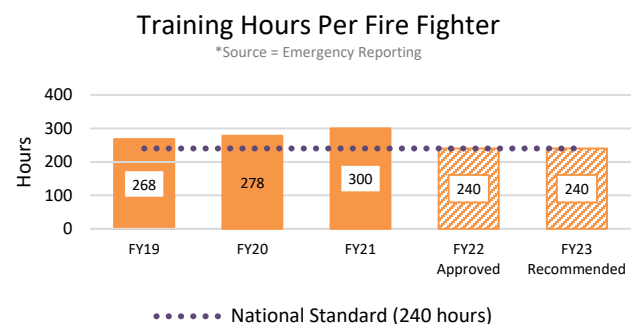
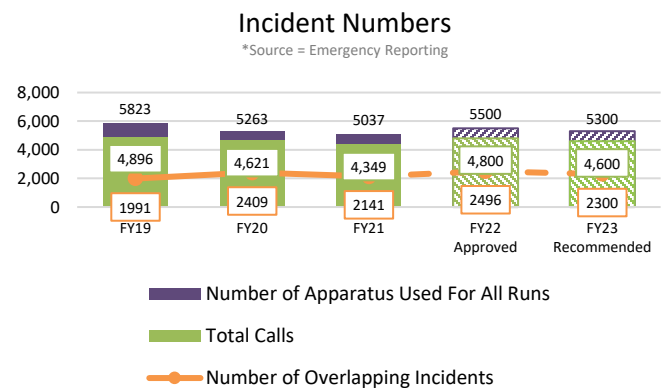
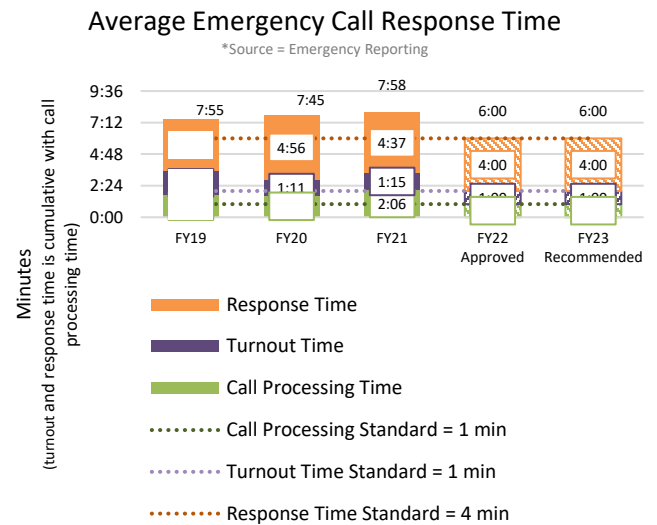
- Administered COVID and Flu vaccines
- Successfully passed bond for Fire Station 2
- Designed and ordered two new fire engines
- Fire, Building, and Planning moved to Avolve PDox

FY22 Strategic Plans

- 1.3. Public Agency Collaboration- COVID work with GCCHD, GCEM, BDH & AMR

- 3.1.d Implement the Fire Station Location Plan- Construction of BPSC/Fire Station 2 re-location plan/ Fire Station 4 property search
- 7.3.b System Integration – Avolve/Atlas work with Building, Engineering, Fire, and Planning

Performance Measures



FY23 Strategic Plan

- 3.1.b Improve Emergency Preparedness Plans
- 3.1.c Implement Fire Station Location Plan
- 3.1.d Update Public Safety Technology Systems

FY23 Budget

Department Budget by Fund

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FIRE	010- General Fund	5,779,015	5,967,525	6,844,488	14.7%
	113- Fire Impact Fees	22,500	25,560	1,525,560	5868.5%
	183- Fire Department Special Revenue	10,000	10,000	10,000	0.0%
	187- Fire Capital & Equipment	477,500	80,000	1,641,750	1952.2%
	572 - Fire Station 2 Relocation Const	-	-	6,730,000	New
TOTALS		6,289,015	6,083,085	16,751,798	175.4%

Department Budget by Category

Department	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FIRE	Salaries & Benefits	5,262,860	5,313,933	6,106,064	14.9%
	Operating	548,655	689,152	773,984	12.3%
	Capital	427,500	80,000	9,871,750	12239.7%
	Transfers	50,000	-	-	0.0%
TOTALS		6,289,015	6,083,085	16,751,798	175.4%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FIRE	3110- Fire Administration	471,987	552,834	8,851,572	1501.1%
	3120- Fire Operations	5,716,128	5,439,851	7,809,826	43.6%
	3130- Operational Readiness	51,500	51,000	51,000	0.0%
	3140- Fire Prevention	36,000	26,000	26,000	0.0%
	3160- Hazardous Materials	13,400	13,400	13,400	0.0%
TOTALS		6,289,015	6,083,085	16,751,798	175.4%

Personnel

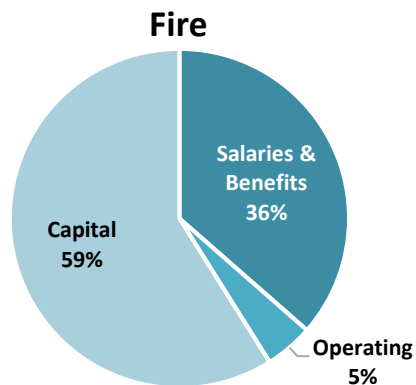
Added Battalion Chief (1 FTE) and QRV Firefighters (6 FTE)

Operating

Operational increases due to budget for Fire Station 2

Capital

Fund	Division	Project #	Project Name	FY23
Fire Impact Fee Fund				
113	Fire Impact Fee	FIF06	Fire Station 4 Land Acquisition & Design	1,500,000
Fire Capital & Equipment Fund				
187	Fire Capital & Equip	FE06	Radio Replacement Program	50,000
187	Fire Capital & Equip	FE12	Personal Protective Equipment	41,750
187	Fire Capital & Equip	FE18	Light Duty Vehicles	150,000
187	Fire Capital & Equip	FE20	Fire Engine Replacement	1,400,000
Construction Funds				
572	Fire	GF305	Fire Station #2 Relocation	6,730,000



Building Inspection

(Community Development)

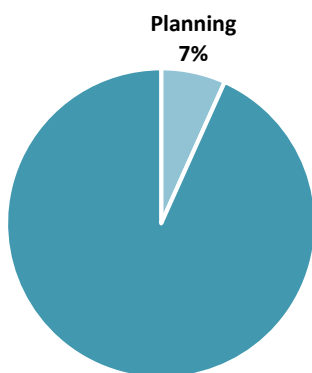
Major Objectives

- Continued training of staff to provide an adequate level of qualified staff to handle current and projected workload.
- Build a diverse workforce in both experience and education without sacrificing our work quality, service and minimum performance standards.
- Provide staff with the tools and training to be able to offer consistent inspections even as new construction methods are introduced to the community.

Budget Allocation

Department is funded through a Special Revenue Fund - Building Inspection Fund

Special Revenue Funds



FY22 Accomplishments

- Adoption of a new building code cycle
- Key strides in updating standard operating procedures and identifying processes ripe for improvement
- Hiring of CBO as well as several new staff resulting in the lowest division vacancy rates in years

FY22 Strategic Plans

- 4.2 A Well-Planned City – Adoption of the new building code
- 7.2 High Performance Organization – Only two vacancies, lowest in several years
- 7.3 High Performance Organization – Review and updating of SOPs, revision of division policies on select permits, and ideas for new policies

Performance Measures

****Performance Measures are currently under development and will be refined in FY23 to match systems necessary to collect data.*

- **Average Daily Inspections per Inspector:** Monitor the number of inspections performed daily relative to the number of building inspection staff.
- **Building Permit Valuation:** Track the value of both residential and commercial building permit valuations.
- **Residential Permits:** Track the number of Multi-Unit and Single Family residential permits issued.

FY23 Strategic Plan

- 4.1 Well-Planned City – Improve customer, public, and peer understanding of building processes through increased public presence and trainings
- 7.2 High Performance Organization – Invest in training new staff and provide opportunities for existing staff to continue providing best in class building services
- 7.3 High Performance Organization – Identify permit processes for more streamlined and effective outcomes

FY23 Budget

Department Budget by Fund

BUILDING INSPECTION	115- Building Inspection Fund	3,217,852	2,921,425	4,319,526	47.9%

Department Budget by Category

BUILDING INSPECTION	Salaries & Benefits	2,002,912	1,852,410	3,033,369	63.8%
	Operating	862,925	1,022,615	1,246,157	21.9%
	Capital	352,015	46,400	40,000	-13.8%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%

Department Budget by Division

COMMUNITY DEVELOPMENT	3210-Building Inspection	3,217,852	2,921,425	4,319,526	47.9%

Personnel

Re-class Building Inspector IV to Lead

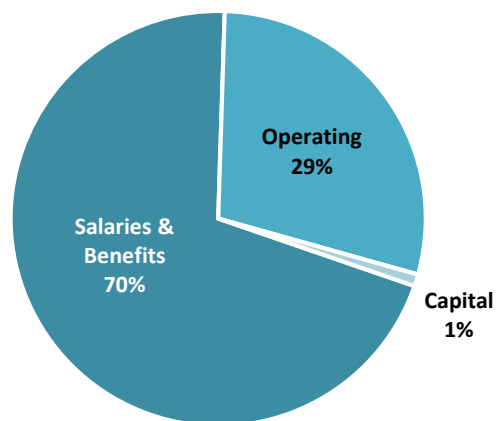
Operating

Minor increase due to maintenance contracts

Capital

Fund	Division	Project #	Project Name	FY23
Building Inspection Fund				
115	Building Inspection	BI03	Building Inspection Staff Vehicle	40,000

Building Inspection



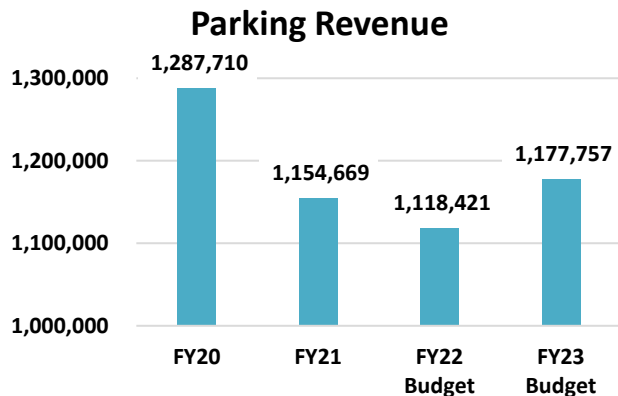
Parking (Economic Development)

Major Objectives

- Regulate the use of on-street and off-street public parking to the best use of our citizens through equitable enforcement and management practices.
- Operate the Parking Services Division in an effective and fiscally sustainable manner.
- Facilitate a prosperous local economic environment through the provision of safe, convenient, available, and cost-appropriate public parking resources.

Budget Allocation

Parking Fund is an enterprise fund.



FY22 Accomplishments

- Transitioned our parking software from T2 to Passport which will result in cost savings and a better experience for staff and customers.
- Created GIS layer to show median parking occupancy in the downtown core and surrounding neighborhoods.
- Conducted a manual occupancy count to inform next steps to complete Downtown Strategic Parking Management Plan.
- Researched, prepared, and presented a strategy for paid parking to the City Commission.

FY22 Strategic Plans

- 4.2 High Quality Urban Approach - implement parking policies and strategies that improve the urban environment, create tools such as the

Parking benefit area option to allow neighborhoods to manage their parking supplies

- 7.3 Best Practices, Creativity, and Foresight- push our license plate reader technology to the very edge of its capabilities, collaborating with our partners in GIS to find innovative ways to share data.
- 1.2 Community Engagement. In January, February, and March held community engagement sessions via WebEx

Performance Measures

****Systems are currently being implemented (FY22) to collect and analyze data.*

- **Median Parking Occupancy:** Track occupancy of block faces within the Downtown Parking Benefit Zone, public lots, and parking structures to monitor exceedance of target range of 75-85% average occupancy within all parking enforcement areas.
- **Parking Permit Utilization:** Track total number of parking permits available within restricted areas and total number of permits issued to monitor parking permit utilization and occupancy across permit area.
- **Parking Complaint Response:** Track the proportion of parking complaints in which parking enforcement officers are able to respond.

FY23 Strategic Plan

- 2.1 Infrastructure Investments – Identify sites for new or development in areas that lack adequate infrastructure and develop new financing strategies
- 4.1 Informed Conversation on Growth – Provide easy-to-use, accurate and informative tracking of land-use and infrastructure development trends
- 6.3 Climate Action – Reduce community and municipal Greenhouse Gas (GHG) emissions, increase supply of clean and renewable energy

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PARKING	650- Parking Enterprise Fund	1,228,464	1,251,364	1,644,027	31.4%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PARKING	Salaries & Benefits	449,382	498,019	541,987	8.8%
	Operating	464,082	633,345	667,040	5.3%
	Capital	315,000	120,000	435,000	262.5%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		1,228,464	1,251,364	1,644,027	31.4%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
Economic Development	3310- Parking Administration	369,967	491,718	482,633	-1.8%
	3320- Parking Operations/Enforcement	598,886	395,030	695,940	76.2%
	3330- Parking Garage Operations	259,611	364,616	465,454	27.7%
TOTALS		1,228,464	1,251,364	1,644,027	31.4%

Personnel

Parking Enforcement Officer II to Lead Parking Enforcement Officer

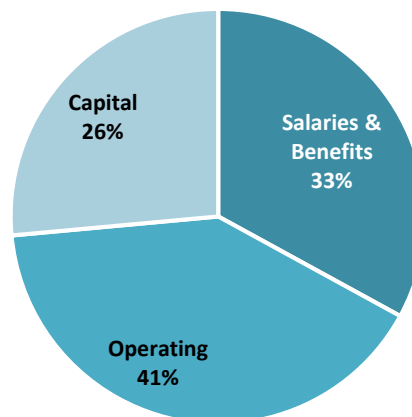
Operating

Increase in costs in contracted services

Capital

Fund	Division	Project #	Project Name	FY23
Parking Fund				
650	Parking	P025	Parking Vehicle Replacement	50,000
650	Parking	P2201	Pay Stations	250,000
650	Parking	P2202	Maintenance Manual	50,000
650	Parking	P2203	Lot Occupancy Technology	60,000
650	Parking	N/A	Annual Maintenance Projects	25,000

Parking



Code Enforcement

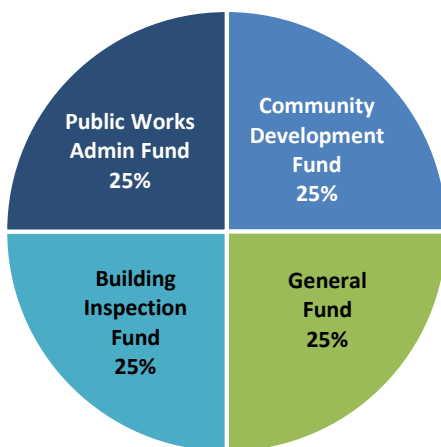
(Community Development)

Major Objectives

- Promote and maintain a safe and desirable living and work environment
- Maintain and improve the quality of life for community members
- Administer fair and unbiased enforcement to correct violations of State and Municipal Codes

Budget Allocation

Funding split with four funds:



FY22 Accomplishments

- Code Compliance Program Manager was hired, resulting in a more professional and experienced-based style of code compliance.
- A more equitable process in snow removal compliance and abatement.
- Initiation and (future) implementation of new Code Compliance case management software.

FY22 Strategic Plans

- Safe, Welcoming Community | Objective 3- Left notices for lack of snow removal for 500 residents.
- High Performance Organization | Objective 7.3 b- System Integration- Host Compliance software increases effectiveness in both enforcement and registration process for STRs.
- High Performance Organization | Objective 7.3c- Improve Collaboration- Continued collaboration

with Solid Waste and Forestry regarding code compliance issues, assisted Building Division with closing out sign permits.

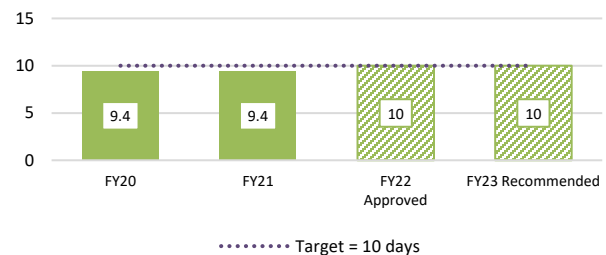
Performance Measures

****Performance Measures will be refined in FY23 to match systems necessary to collect data*

- **Compliance Management Program:** Track the median compliance time from complaint to closure for zoning code compliance complaints to show the effectiveness of the code compliance program and gauge our public education communication efforts.
- **Compliance Program Responsiveness:** Track the median length of time to complete the initial investigation to gauge responsiveness of the program

Median compliance time from complaint to closure (days)

*Source = Naviline



FY23 Strategic Plan

- High Performance Organization | Objective 7.3 b- System Integration- Identify key systems that if integrated would improve efficiency
- High Performance Organization | Objective 7.2b- Best in Class Employer- Professional Development Opportunities
- Sustainable Environment | Objective 6.3- Climate Action- Reduce community and municipal Greenhouse Gas (GHG) emissions, increase the supply of clean and renewable energy

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CODE ENFORCEMENT	100-Community Development Fund	214,887	277,444	382,692	37.9%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CODE ENFORCEMENT	Salaries & Benefits	162,237	224,094	307,042	37.0%
	Operating	17,650	18,350	35,650	94.3%
	Capital	35,000	35,000	40,000	14.3%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		214,887	277,444	382,692	37.9%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
COMMUNITY DEVELOPMENT	1650- Code Enforcement	214,887	277,444	382,692	37.9%

Personnel

Add 1 FTE (50% Community Development and 50% Building Inspection)

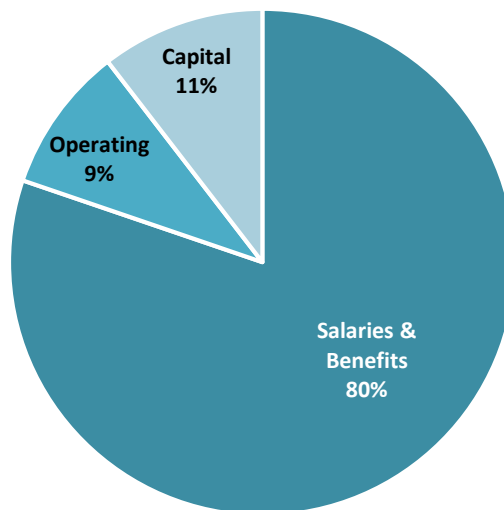
Operating

Typical operating costs for this program

Capital

Fund	Division	Project #	Project Name	FY23
Planning Fund				
100	Code Enforcement	CC001	Code Compliance Vehicle	40,000

Code Enforcement



PUBLIC WORKS



Public Works

Public Works Administration - Public Works administration oversees and supports the Public Works divisions.

Engineering - Provide professional level technical support to the other Public Works divisions and other City Departments.

GIS & Asset Management (Strategic Services) - Geographic Information System provides the foundation for data collection, analysis and visualization for many aspects of city government. Asset Management leverages this data to minimize risk and life-cycle costs to effectively deliver best-in-class service throughout the community.



Solid Waste - The Solid Waste Division (SWD) proudly serves the City of Bozeman Solid Waste customers by providing them with a myriad of programs and services that effectively and efficiently manage municipal solid waste generated within the Bozeman City limits.

Stormwater - Manage stormwater infrastructure through maintenance, improvement, and repair activities to ensure the adequate control and conveyance of urban stormwater runoff, reducing the City's liability associated with flooding. Protect and improve waterway health and treatment infrastructure projects to safeguard the public, environment, and local waterways from pollution.

Streets Maintenance - The goal of the Street Maintenance division is to help provide for a network of safe roadways for the traveling public and access to desired destinations in a quick, convenient, safe and comfortable manner while minimizing harmful effects on the environment.

Vehicle Maintenance - The Vehicle Maintenance budget unit accounts for the costs of repairing and maintaining vehicles of the City. The budget unit operates under an internal service fund. Charges are assessed against departments, which have vehicles repaired.

Wastewater – Operations - Providing and maintaining a wastewater collection system for the City. The Division maintains a program of inspecting, cleaning, root cutting, repairing sanitary sewer mains and manholes, and tapping for new wastewater stubs. Wastewater operations is also responsible for maintaining the City's eight sanitary sewer lift stations.

Wastewater - Water Reclamation Facility (WRF) - The WRF is an award-winning plant with the main objective being to protect and enhance the water quality of the East Gallatin River where it discharges. Through its beneficial reuse program, the WRF maintains compliance with the Montana Pollutant Discharge Elimination System (MPDES) discharge permit administered by the DEQ.

Water – Operations - Operating and maintaining the City's water transmission and distribution system. We are responsible for: locating, maintaining, and repairing existing water lines and appurtenances; overseeing installation of new water lines; installing and rotating water meters and reading all meters monthly.

Water - Water Treatment Plant (WTP) - Water Treatment Plants maintain a quality drinking water supply. The City has 2 WTPs: 22 MGD Sourdough Plant and 3.7 MGD Lyman Creek Plant. All plants are operated 24 hours per day, 365 days per year.

Water - Water Conservation - Protect and enhance water resources through conservation in order to meet the IWRP's 50-year demand reduction target.

Public Works Admin

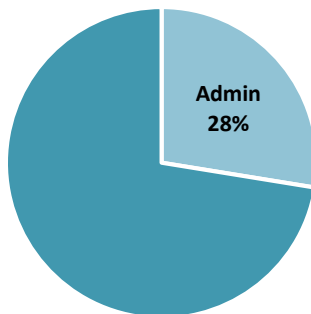
Major Objectives

- Coordinate the activities of the Public Works Department.
- Establish and maintain policies, procedures, and protocol for the department's functions.
- Provide general oversight of activities affected by new federal and state mandates.
- Assure master plan implementation is cost-effective and that infrastructure improvements are constructed in a quality manner to provide reliable service for immediate and long-term needs.

Budget Allocation

Public Works Admin Internal Service Fund

Public Works Internal Service Fund



FY22 Accomplishments

- The Administrative Division successfully split the Public Works Department into two Divisions with a Director of Utilities and a Director of Transportation and Engineering.
- Secured a 3400 square foot office suite at 7 E Beall.
- Worked to increase our outreach efforts on various projects and initiatives

FY22 Strategic Plans

- 1.1 Outreach – Improved the Bozeman Street Report webpage and currently working with The Nest on the S. 6th Reconstruction project outreach
- 4.3 Strategic Infrastructure Choices – Davis Lane Lift Station/Norton Ranch Interceptor & Front Street Sewer

Performance Measures

This function oversees the performance of all of Public Works.

FY23 Strategic Plan

Oversee all of Public Works Strategic Plan efforts in FY23.



FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS ADMIN	750- Public Services Admin.	1,013,370	1,986,146	1,713,304	-13.7%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS ADMIN	Salaries & Benefits	638,760	902,197	777,101	-13.9%
	Operating	355,277	598,949	936,203	56.3%
	Capital	19,333	485,000	-	-100.0%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		1,013,370	1,986,146	1,713,304	-13.7%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS ADMIN	4010- Public Works Admin	1,013,370	1,986,146	1,455,604	-26.7%
	4090- Director of Utilities	-	-	257,700	New
TOTALS		1,013,370	1,986,146	1,713,304	-13.7%

Personnel

No FTE changes

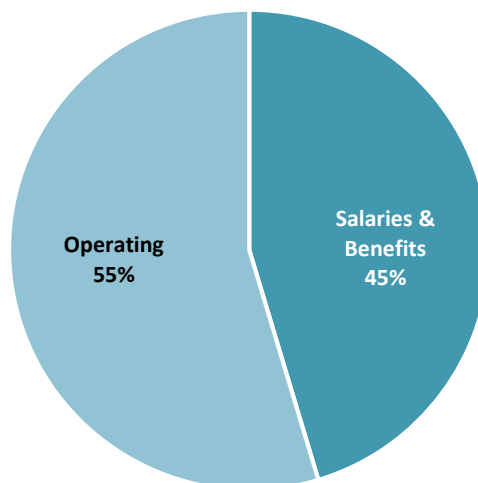
Operating

Increase in operating due to scanning project and other increases in software maintenance costs.

Capital

None

Public Works Administration



Engineering

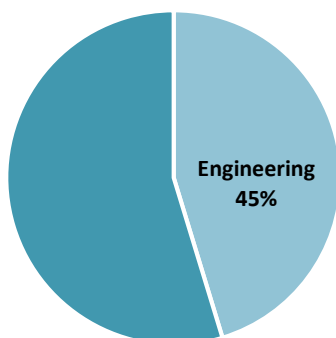
Major Objectives

- Design and oversee construction of the annual street, water, and wastewater replacement projects
- Review and ensure that public infrastructure installed by private sector conforms to the City's standards
- Develop and implement the City's water, wastewater, stormwater, water resources, and transportation master plans and associated capital budgets

Budget Allocation

Engineering personnel and basic operating costs are funded Public Works Admin Internal Service Fund:

Public Works Internal Service Fund



FY22 Accomplishments

- Griffin Drive Reconstruction (Western Half)
- Completion of Norton/Davis Lift Station and Trunk Sewer
- WRF Solids Handling Expansion (50% Complete)
- Sourdough Fuels Reduction – Phase 1 and 2
- North 17th Ave Water Renovations
- Wastewater Facility Model Update – Phase 1 complete, beginning Phase 2
- Various chip seal and mill overlay work
- Development Review

FY22 Strategic Plans

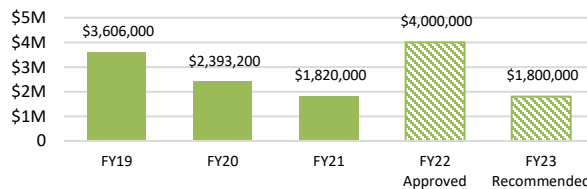
- Davis Lift Station/E. Norton Interceptor and Trunk Sewer (4.3)
- Completed Street Improvements on Griffin Drive, including bike and pedestrian facilities (4.5)

- Hired new TDM coordinator to work on the enhancement of non-motorized transportation (4.3f)
- Participated in Avolve system implementation for development review and expanded use of Smartsheets for better collaboration (7.3)

Performance Measures

Value of Internal Design Work

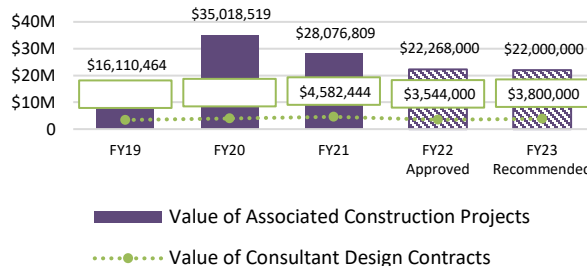
*Source = Internal Tracking



Value of Consultant Work

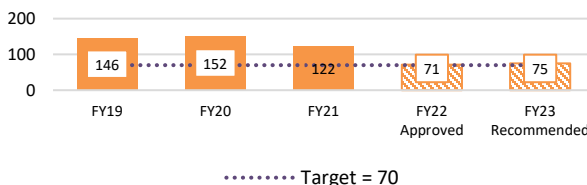
*Actual FY19 & FY20 numbers will vary due to the start/completion date of the approved projects.

*Source = Internal Tracking



Development Application Plan Reviews Per FTE

*Source = Internal Tracking



FY23 Strategic Plan

- Work with new Director of Transportation and Engineering on priorities including:
 - o Design standards
 - o Comprehensive City Stormwater Master Plan
 - o Modernize old processes (Avolve, Smartsheets, Field bases system for quicker occupancy inspections, training, SOP, etc.)

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
ENGINEERING	750- Public Services Admin.	1,544,935	1,894,229	2,815,707	48.6%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
ENGINEERING	Salaries & Benefits	1,157,588	1,285,464	2,004,455	55.9%
	Operating	311,809	601,565	811,252	34.9%
	Capital	68,338	-	-	0.0%
	Debt Service	7,200	7,200	-	-100.0%
	Transfers	-	-	-	0.0%
TOTALS		1,544,935	1,894,229	2,815,707	48.6%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS ADMIN	4020- Engineering	1,544,935	1,894,229	2,815,707	48.6%

Personnel

No FTE changes

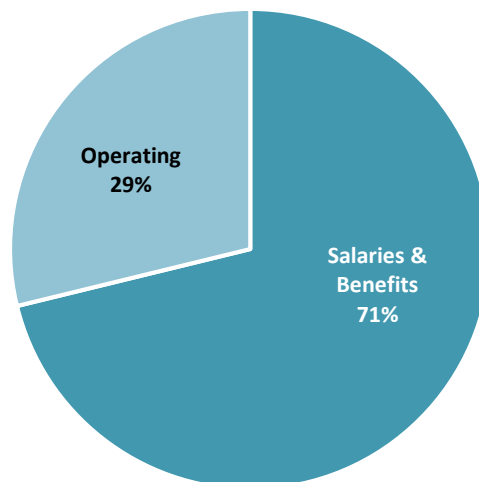
Operating

Increase in outside consulting work for the division

Capital

Oversees capital in the Impact Fee Funds and the Arterial & Collector Fund. See Capital Expenditures section for detailed listing.

Engineering



GIS/Asset Management (Strategic Services)

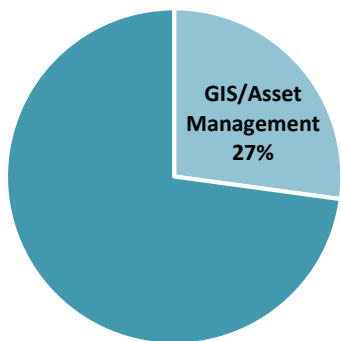
Major Objectives

- Reduce operations & maintenance costs by leveraging data to be more efficient
- Plan for future growth while mitigating issues related to aging infrastructure
- Measure, monitor and communicate performance for city services
- Engage citizens and provide transparency to effectively communicate value

Budget Allocation

Funded by the Public Works Admin Internal Service Fund

Public Works Internal Service Fund



FY22 Accomplishments

- Cityworks for Water Conservation
- Community Dashboard for Climate Plan
- Avolve for Engineering
- ArcGIS Portal for Police
- Recreation Marijuana Tool
- 3D Mapping for Community Development
- Aerial Photography
- ESRI Community Base Maps
- Curb Box Program for Water/Sewer

FY22 Strategic Plans

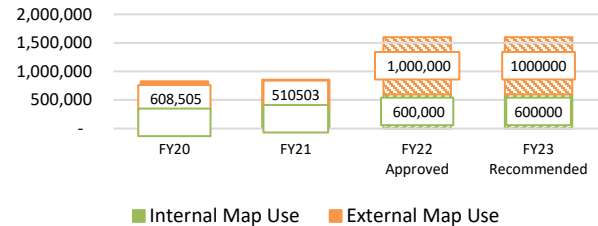
- 4.1 Community Plan
- 4.5 Housing and Transportation
- 7.4 Performance Metrics

Performance Measures

GIS Web Map Use

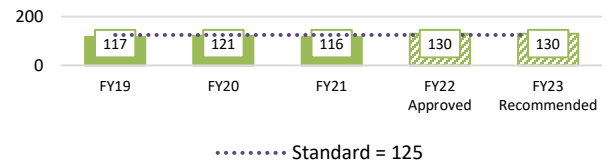
Target is to continuously increase web map use

*Source = Geocortex Analytics



Cityworks Users

*Source = Cityworks



Asset Management Report Card

Grades reflect GIS/AM work in support of the Divisions

*Source = GIS/AM Staff

	Parks	Forestry	Streets	Water/ Waste water	Storm water	Water Conservation
Level of Service (defined)	A	B-	A-	A+	A+	B
Overall Risk (analyzed)	B+	B-	B	A+	A-	B
Deferred Maintenance (declining)	C	C+	A+	A-	A-	C-
Preventative Maintenance (in place)	C+	B	A	A+	A+	C
Measured Outcomes (communicated)	B	A	C	B	A-	C
Overall Grade	B-	B-	B+	A	A	C

Denotes improvement from last year

Denotes decline from last year

FY23 Strategic Plan

- Improve Communication between Divisions with Community Dashboards (7)
- Data Analysis Tools (7.4a)- ArcGIS Urban 3-D and Geocortex CIP Viewer
- System Integration (7.3b &c)- Intergrate Avolve with Cityworks

FY23 Budget

Department Budget by Fund

GIS/ASSET MANGT	750- Public Services Admin.	1,241,225	933,478	1,688,020	80.8%

Department Budget by Category

GIS/ASSET MANAGEMENT	Salaries & Benefits	664,031	503,205	870,788	73.0%
	Operating	387,194	430,273	767,232	78.3%
	Capital	- 190,000		50,000	100.0%
	Transfers -	-	-		0.0%

Department Budget by Division

STRATEGIC SERVICES	4025- GIS/Asset Mgmt	1,241,225	933,478	1,688,020	80.8%

Personnel

No FTE changes

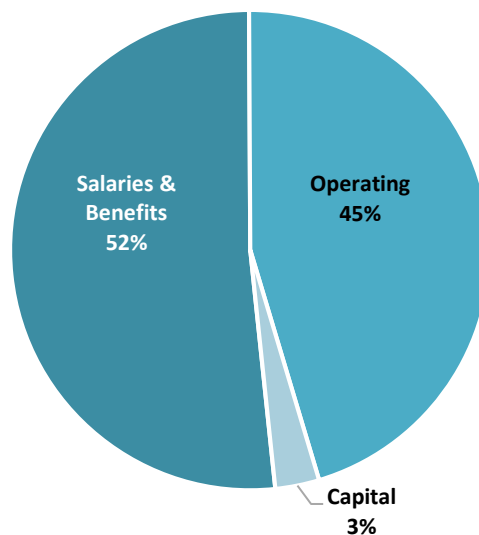
Operating

Increases due to software maintenance contracts and software purchases

Capital

Fund	Division	Project #	Project Name	FY23
Public Works Administration Fund				
750	Public Works Admin	GIS04	Aerial Photography	50,000

GIS Asset Management



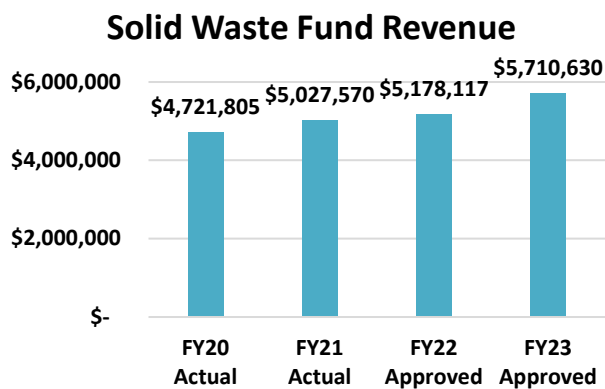
Solid Waste

Major Objectives

- Offer quality service to the residents of Bozeman
- Promote waste reduction thru recycling efforts
- Optimize operational efficiencies

Budget Allocation

Solid Waste Fund – Enterprise Fund



The Division also oversees the Landfill Post Closure fund, which is funded by a mill levy.

FY22 Accomplishments

- Increase in landfill diversion rates- Collected 1,209 tons of co-mingled recycling (8.5% increase), 796 tons of commercial cardboard, 277 tons of yard waste and 329 tons of food scraps
- Provided Landfill Condensate Hauling Program in-house creating \$100,650 in savings per year
- City/Private partnership composting feedstocks at SWD facility

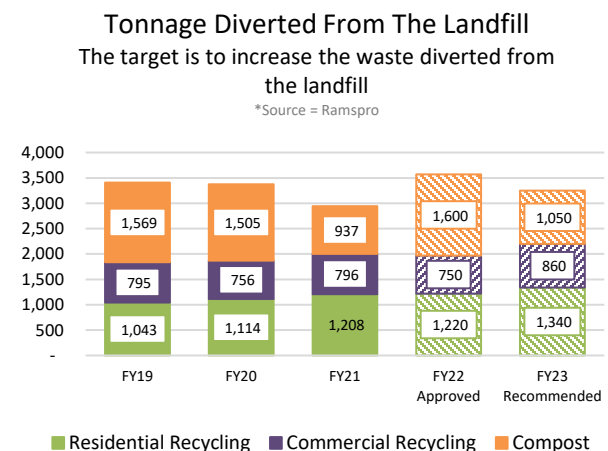
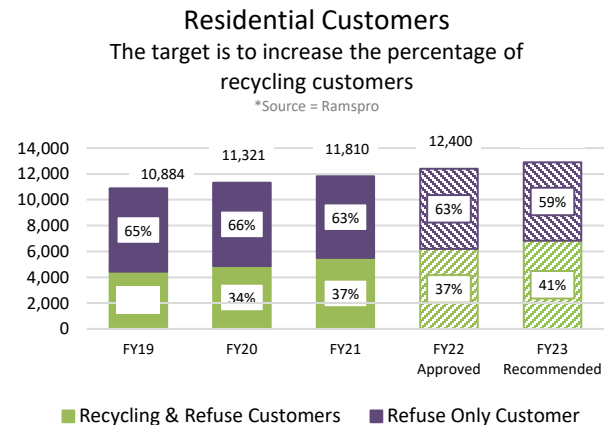
FY22 Strategic Plans

- 6.3b Increase Solid Waste Recycling Services. Adopt incentive programs to increase the public's utilization of city recycling and solid waste services.

Performance Measures

- **Tonnage per Residential Customer:** Measure the pounds of refuse and recycling per customer per collection event to measure the impact of the waste diversion programs.

****Methodology is currently being developed based on recently implemented systems to track the necessary data.*



FY23 Strategic Plan

- 1.3c Enhance our relationship with Montana State University
- 6.3b Increase Solid Waste Recycling Services. Adopt incentive programs to increase the public's utilization of city recycling and solid waste service
 - o Efforts underway in a feasibility study on City-wide recycling and organics collection program delivery due spring of 2022.
 - o Adding ReCollect Software to our webpage

FY23 Budget

Department Budget by Fund

SOLIDWASTE	640- Solid Waste Fund	4,943,893	5,557,464	5,982,727	7.7%
	641 - Landfill Post Closure	310,000	359,000	599,000	66.9%

Department Budget by Category

SOLIDWASTE	Salaries & Benefits	1,568,206	1,636,742	2,053,696	25.5%
	Operating	3,317,687	3,509,722	3,924,031	11.8%
	Capital	368,000	770,000	604,000	-21.6%
	Transfers -	-	-		0.0%

Department Budget by Division

PUBLIC WORKS	5810-Collection Operation	4,420,004	4,993,495	5,280,221	5.7%
	5820- Recycling	523,889	563,969	702,506	24.6%
	5910- Landfill Post Closure	310,000	359,000	599,000	66.9%

Personnel

Add 1 FTE

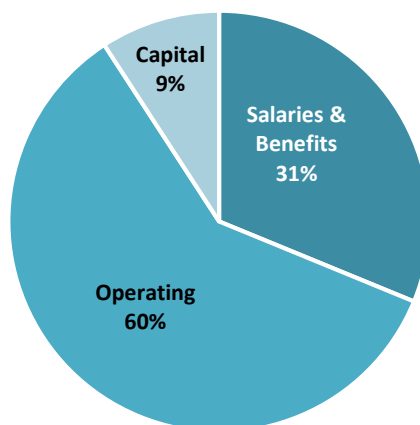
Operating

Overall increase to provide services

Capital

Fund	Division	Project #	Project Name	FY23
Solid Waste Funds				
640	Solid Waste	SW56	Collections Front Load Truck	300,000
641	Landfill	SW69	Landfill Gas Wells	126,000
641	Landfill	SW70	Landfill Leachate Piping	178,000

Solid Waste



Stormwater

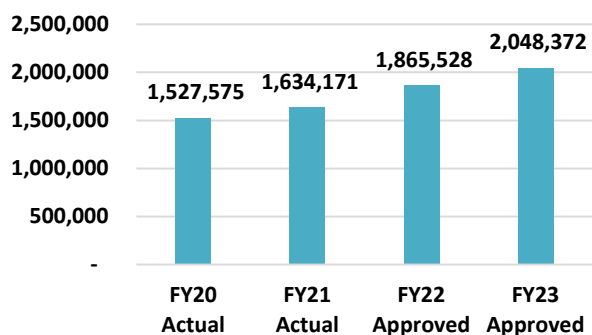
Major Objectives

- Protect the public from flooding and pipe failures
- Improve stream health
- Comply with environmental regulations

Budget Allocation

Stormwater Fund – Enterprise Fund

Storm Water Fund Revenue



FY22 Accomplishments

- Operators maintained 19% of the Storm Sewer infrastructure
- Staff improved workflows and documents required by the MS4 Permit
- In progress on a renovation project to extend the life of one of Bozeman's oldest and largest stormwater mains

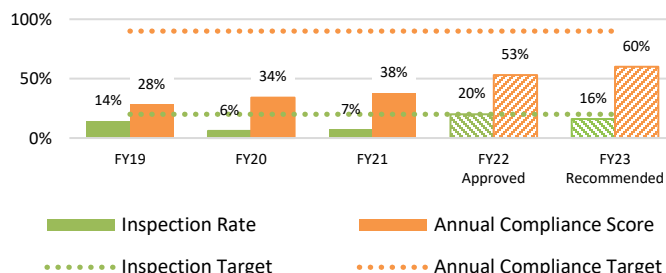
FY22 Strategic Plans

- An Engaged Community -1.2 Community Engagement
- 4.3 Strategic Infrastructure Choices
- 6.1 Clean Water Supplies

Performance Measures

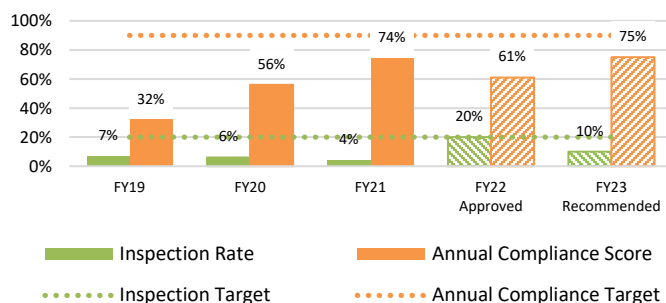
Construction Site Management Program

*Sources = Cityworks



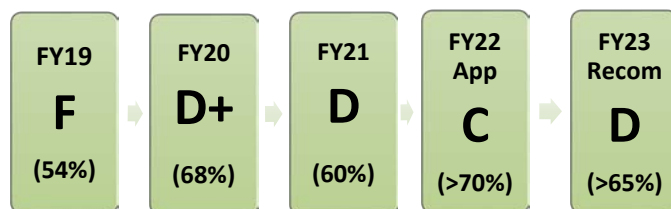
Stormwater Facility Management Program

*Source = Cityworks



Stormwater River Impact Report Card

*Source = COB Stormwater Management Plan



** See the City of Bozeman and Montana State University Stormwater Management Plan for more information at <https://www.bozeman.net/government/stormwater/learn-about-stormwater>.

FY23 Strategic Plan

- Continue working towards strategic vision 4 for a Well-Planned City
- Work towards vision statement 7 High Performing Organization

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
STORMWATER	670- Stormwater Fund	1,853,508	2,275,852	2,473,695	8.7%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
STORMWATER	Salaries & Benefits	640,866	676,084	801,862	18.6%
	Operating	317,907	445,033	804,848	80.9%
	Capital	700,000	960,000	672,250	-30.0%
	Debt Service	194,735	194,735	194,735	0.0%
	Transfers	-	-	-	0.0%
TOTALS		1,853,508	2,275,852	2,473,695	8.7%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
STORMWATER	4510- Admin., Enforc. & Mapping	1,546,012	1,323,790	2,184,107	65.0%
	4520- Operations & Mtc.	307,496	277,062	289,588	4.5%
	4530- Construction	-	675,000	-	-100.0%
TOTALS		1,853,508	2,275,852	2,473,695	8.7%

Personnel

Add 1 FTE (75% Stormwater / 25% Community Development)

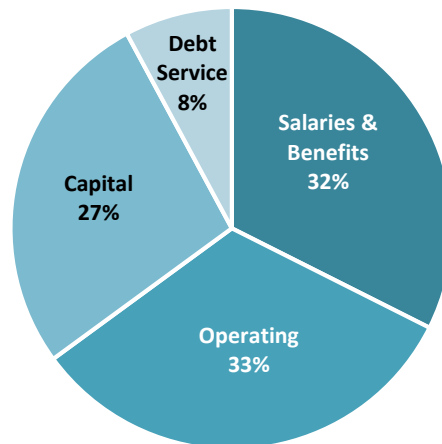
Operating

Overall increase to provide services

Capital

Fund	Division	Project #	Project Name	FY23
Stormwater Fund				
670	Stormwater	STDM04	Historic Pipe Replacement Program	310,000
670	Stormwater	STDM05	Annual Unplanned Pipe Rehabilitation	47,250
670	Stormwater	STDM17	Stormwater Facility Plan Phase 2	175,000
670	Stormwater	STOP09	Stormwater Sidewalk Machine	140,000

Stormwater



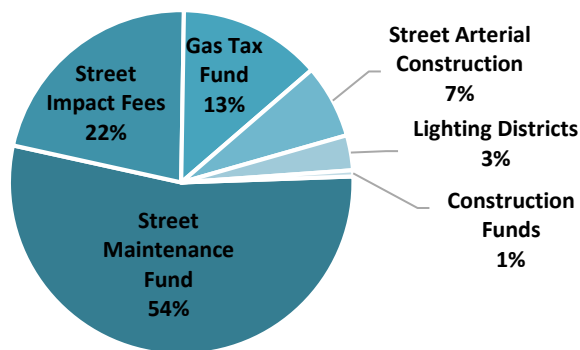
Street Maintenance

Major Objectives

- Implement an efficient pavement management plan, in turn creating yearly maintenance programs for failing street infrastructure.
- Utilize pavement condition assessment for planning and scheduling our repairs from potholes to complete reconstruction
- Maintain streets and alley right-of-ways to allow traffic to move in a safe and prudent manner.

Budget Allocation

Street Maintenance is primarily funded by special revenue. Street projects are funded by Street Impact Fees and the Arterial & Collector Fund.



FY22 Accomplishments

- With the help of HR, staff vacancies never exceed 20%. Went into winter with every team member having their Commercial Driver's License.
- No pothole damage claims.
- Milled and overlaid Westridge and N. 25th

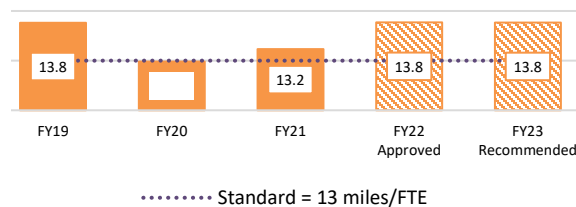
FY22 Strategic Plans

- 1.1 Outreach- continue our engagement with citizens by working with the Neighborhoods Coordinator to develop and install pop-up traffic calming projects.
- 4.3c Strategic Infrastructure Choices – prioritize long-term investment and maintenance for existing and new infrastructure.
- 6.2 Protect Local Air Quality- Continue year round sweeping to keep the fine particles from becoming airborne.

Performance Measures

Street Mileage per Full Time Employee

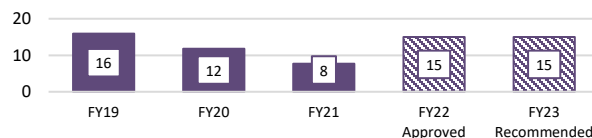
*Source = GIS & NeoGov



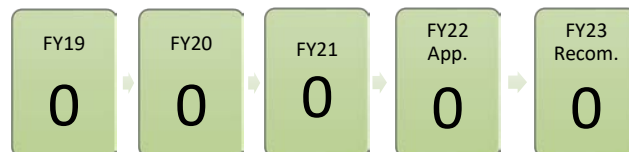
Number of Potholes Filled per Street Mile

Standard is to fill potholes at a rate to sustain 0 MMIA pothole claim payouts

*Source = Cityworks



Number of Paid Pothole Related MMIA Claims*



The COB Streets Department's standard is to have 0 paid pothole related claims

*Source = MMIA

FY23 Strategic Plan

- 4.3d Strategic Infrastructure Choices: Explore Sustainable Technology - Always look at ways to purchase or up fit vehicles and equipment with non-fossil fuel energy sources such as electricity and solar power.
- 4.5a Enhance Non-motorized Transportation - Continue to explore other sources of revenue such as Montana Department of Transportation for the preventative maintenance of separated transportation paths.
- 6.1 Clean Water Supplies – Continue to use drought tolerant and low water usage landscaping on medians.

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
STREETS	010- General Fund	-	-	-	0.0%
	108- Community Transportation Fund	5,000	5,000	-	-100.0%
	110- Gas Tax Fund	2,344,500	2,294,500	2,333,641	1.7%
	111- Street Maintenance Fund	6,473,105	7,779,645	9,395,234	20.8%
	114- Street Impact Fees	6,230,001	3,943,392	3,793,392	-3.8%
	141- Street Arterial Construction	1,588,500	2,911,000	1,203,000	-58.7%
	Various- Lighting Districts	528,934	571,616	571,616	0.0%
	504- Construction Funds	2,178,000	2,112,724	100,000	-95.3%
TOTALS		19,348,040	19,617,877	17,396,883	-11.3%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
STREETS	Salaries & Benefits	1,829,674	1,917,417	2,513,005	31.1%
	Operating	5,452,399	5,722,658	5,985,003	4.6%
	Capital	10,505,000	10,219,763	6,070,990	-40.6%
	Debt Service	310,800	344,418	88,973	-74.2%
	Transfers	1,250,167	1,413,621	2,738,912	93.8%
TOTALS		19,348,040	19,617,877	17,396,883	-11.3%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS	4110- Street Operations	11,326,597	10,220,767	11,356,642	11.1%
	4120- Street Maintenance	2,344,500	2,404,500	2,333,641	-2.9%
	4130- Street Construction	4,639,147	5,909,825	2,157,771	-63.5%
	4150- Street Lighting	586,934	648,216	645,279	-0.5%
	4171- Traffic Signs & Markers	450,862	434,569	903,550	107.9%
TOTALS		19,348,040	19,617,877	17,396,883	-11.3%

Personnel

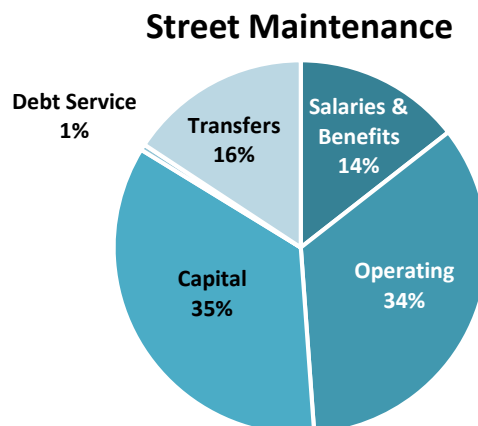
Add Street Operators (1 FTE) and two Signs & Signals Operator I (2 FTE)

Operating

Operational costs increasing with maintaining more roads and increase in general construction costs.

Capital

There are many capital projects planned for FY23. See Capital Expenditures section for the detailed capital listing for the Street maintenance Fund, Gas tax Fund, Street Impact Fee Fund, and Arterial & Collector Fund.



Vehicle Maintenance

Major Objectives

- To maintain vehicles and equipment in good running condition thereby enabling various City personnel to perform daily assignments safely and without delay due to mechanical failure or breakdown.
- The Division emphasizes the importance of having a well-structured preventative maintenance program online for all equipment and vehicles.

Budget Allocation

Internal Service Fund- Vehicle Maintenance Internal Service Fund and its services are billed out to other funds

FY22 Accomplishments

- Maintained emergency services fleet (Fire and Police) at the highest level
- Maintained and repaired essential services (Streets, Solid Waste, and Water/Wastewater) at the highest level

FY22 Strategic Plans

- 4.3d Strategic Infrastructure Choices – Explore sustainable technology by pursuing and preparing for an electric and alternative fueled fleet.
- 6.2 Protect Local Air Quality- Maintain a robust preventative maintenance program so engines do not exceed their design emission levels.
- 7.2 Employee Excellence- Offer the best in class work place amenities and facilities.

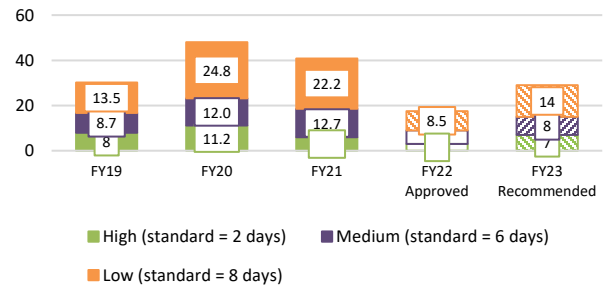
Performance Measures

- **Preventative and Reactive Maintenance:** Calculate and monitor preventative vs reactive maintenance.

****Working with Asset Management to implement the necessary system changes to be able to accurately track this information for future years*

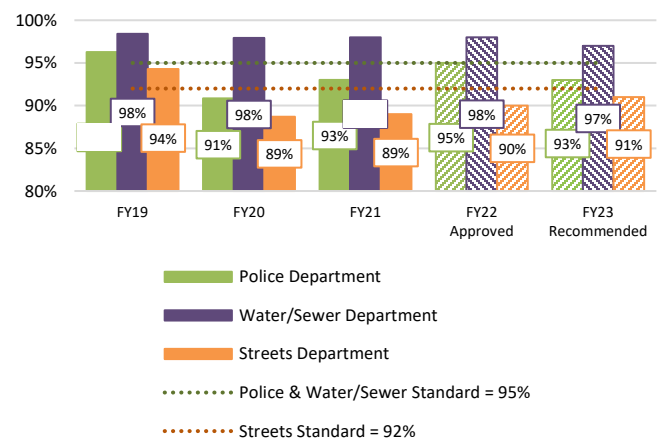
Days from Initiation to Completion for Internal Vehicle Service Requests (by priority)

*Source = Cityworks



Fleet Operational Time

*Source = Cityworks



FY23 Strategic Plan

- 7.2 Protect local Air Quality- Any time we diagnose an emissions problem it is repaired.
- 7.2 Employee Excellence- Our mechanics are the best in the valley maybe even the state.
- 7.3c Best Practices, Creativity & Foresight- Improve Departmental Collaboration. Work with departments on their vehicle purchases considering serviceability, environmental and climate influence and alternative propulsion systems.

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
VEHICLE MAINTENANCE	710- Vehicle Maintenance Fund	1,444,636	1,833,724	2,107,737	14.9%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
VEHICLE MAINTENANCE	Salaries & Benefits	588,729	749,210	947,078	26.4%
	Operating	855,907	1,084,514	1,115,659	2.9%
	Capital	-	-	45,000	New
TOTALS		1,444,636	1,833,724	2,107,737	14.9%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS	6010- Vehicle Maintenance Shop	1,444,636	1,833,724	2,107,737	14.9%

Personnel

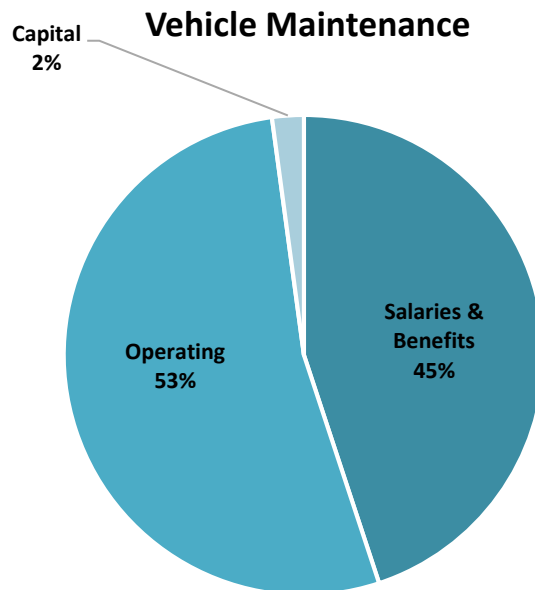
Add Assistant Superintendent (1 FTE)

Operating

Increases in costs for services

Capital

Fund	Division	Project #	Project Name	FY23
Vehicle Maintenance Fund				
710	Vehicle Maintenance	VM04	Forklift Replacement	45,000



Wastewater- Operations

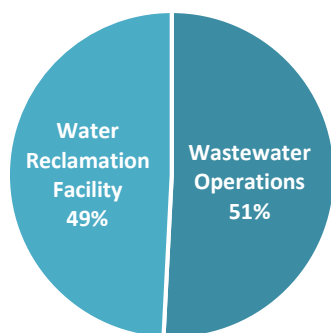
Major Objectives

- Maintain over 240 miles of wastewater collection system including manholes, wastewater collection, and lift stations
- Clean collections system to minimize stoppages
- Video inspect sewer infrastructure to determine problems to help troubleshoot and prioritize repair and deferred maintenance

Budget Allocation

Operations are funded by the Wastewater Enterprise Fund and new capacity projects are funded by the Wastewater Impact Fee Fund.

Distribution of Wastewater Budget



FY22 Accomplishments

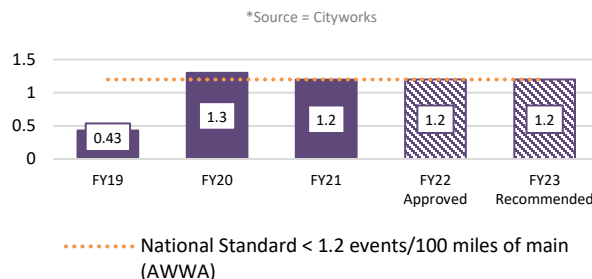
- Continued to keep a low number of sanitary sewer overflow events by way of preventative maintenance

FY22 Strategic Plans

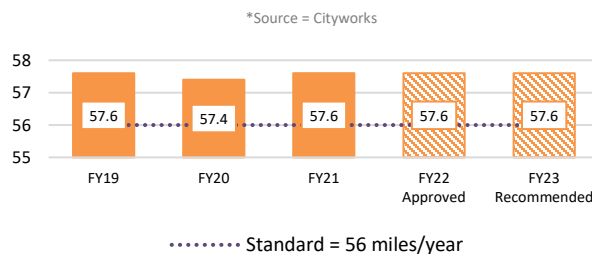
- 4.3b Strategic Infrastructure Choices – Increase capacity to sewer pipes to accommodate development projects.
 - o Helped oversee and inspect the construction of Davis Lane lift station and sewer trunk main. The lift station and truck main are now operational.

Performance Measures

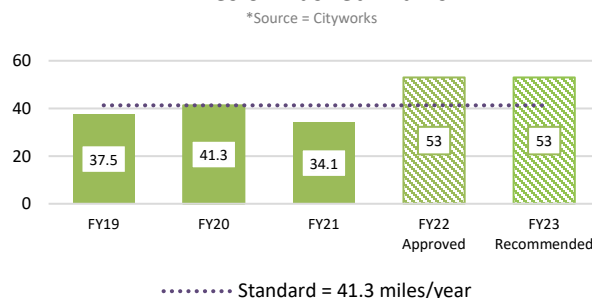
Number of Overflow Events per 100 Miles of Main



Miles of Root Cut Mains



Miles of Flushed Mains



FY23 Strategic Plan

- 4.3 Strategic Infrastructure Choices
 - o Relining of sewer main south of College and 19th Ave and from behind Walmart to Rouse
 - o Replacing sewer main from Mendenhall to Main on Bozeman and from Bozeman to Church on Main

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WASTEWATER OPERATIONS	620- Wastewater Fund	3,579,910	3,685,220	4,876,970	32.3%
	630- Wastewater Impact Fee	1,508,452	4,647,102	2,529,103	-45.6%
TOTALS		5,088,362	8,332,322	7,406,073	-11.1%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WASTEWATER OPERATIONS	Salaries & Benefits	942,035	973,059	1,268,291	30.3%
	Operating	1,901,910	1,729,846	1,988,264	14.9%
	Capital	1,675,000	5,060,000	2,983,100	-41.0%
	Debt Service	530,012	530,012	1,127,013	112.6%
	Transfers	39,405	39,405	39,405	0.0%
TOTALS		5,088,362	8,332,322	7,406,073	-11.1%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS	5210- Wastewater Operations	3,883,957	7,114,267	6,048,018	-15.0%
	5220- Utilities Locates	92,900	106,550	126,550	18.8%
	5230- Wastewater Services	5,000	5,000	5,000	0.0%
	5240- Wastewater Construction	1,064,405	1,064,405	1,184,405	11.3%
	5250- Manholes	25,000	25,000	25,000	0.0%
	5260- Televising	12,100	12,100	12,100	0.0%
	5280- Main Repairs	5,000	5,000	5,000	0.0%
TOTALS		5,088,362	8,332,322	7,406,073	-11.1%

Personnel

No FTE changes

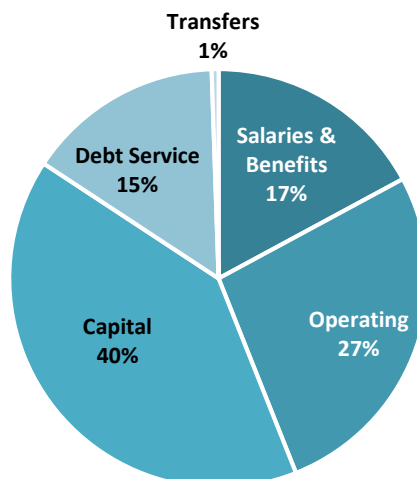
Operating

Minor increase in operating expenses

Capital

See Capital Expenditures section for the detailed capital listing for the Wastewater Fund and Wastewater Impact Fee Fund.

Wastewater Operations



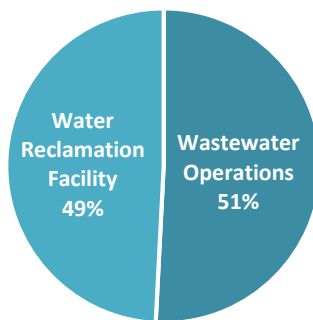
Wastewater- Water Reclamation Facility

Major Objectives

- Protect and enhance the water quality of the East Gallatin River
- Consistently achieve compliance with all aspects of the city's Discharge permit (MPDES) and in most cases be below allotted limit.
- Comply with all EPA 503 Bio-solids requirements and regulations, minimizing unpleasant odors.
- Maintain the mechanical reliability of the WRF to ensure uninterrupted operations.

Budget Allocation

Distribution of Wastewater Budget



FY22 Accomplishments

- Met Montana Department of Environmental Quality discharge permit requirements. No permit violations.
- Maintained an aggressive, proactive preventative vs. corrective maintenance program with no major breakdowns.
- Continued with optimization of WRF biogas system, saving on natural gas expense

FY22 Strategic Plan

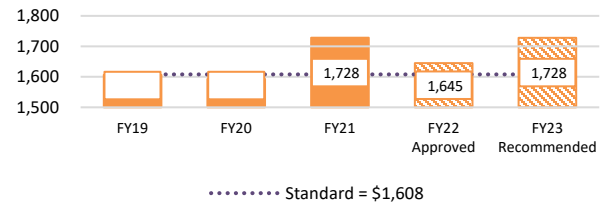
- 1.3c) Enhance our relationship with State and Federal Agencies: Projects with MSU include Wastewater surveillance testing for COVID-19 and the ongoing Wetland pilot project.
- 6.1a) The WRF main objective is to protect the East Gallatin River. The Bozeman WRF discharges a best in class product to the outflow. Because the WRF is a biological nutrient removal facility

(BNR) no chemicals are used in the processing of the wastewater.

Performance Measures

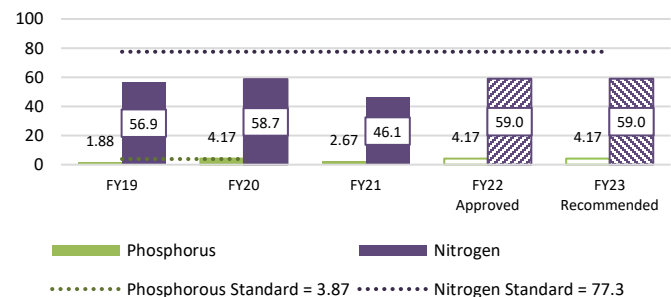
Total O&M Dollars per Million Gallons of Wastewater Flow Treated Annually

*Source = Hach WIMS



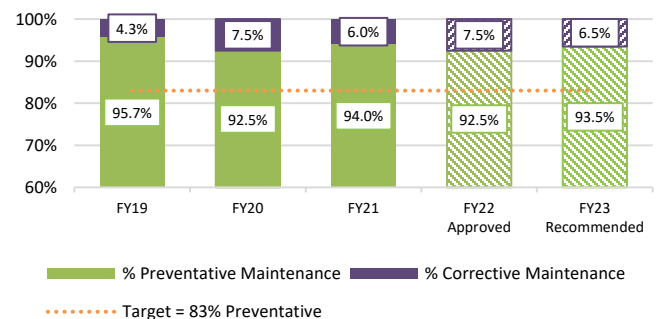
Loading Per Million Gallons of Wastewater Flow Treated Daily

*Source = Hach WIMS



Preventative vs. Corrective Maintenance

*Source = JobCal



FY23 Strategic Plan

- 1.3 Public Agencies Collaboration – WRF collaborates with MSU and DEQ and also provides educational tours for students of all ages.
- 6.1 Clean Water Supplies - The WRF will continue to recycle the city of Bozeman wastewater to a best in class product.
- 6.3 Climate Action – Continue work on the in-house biogas optimization plan.

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WATER RECLAMATION FACILITY	620- Wastewater Fund	7,102,531	7,054,131	7,170,088	1.6%
	630- Wastewater Impact Fee	-	300,000	-	-100.0%
TOTALS		7,102,531	7,354,131	7,170,088	-2.5%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WATER RECLAMATION FACILITY	Salaries & Benefits	1,240,921	1,313,193	1,520,764	15.8%
	Operating	2,737,610	2,941,938	3,297,625	12.1%
	Capital	1,885,000	1,860,000	730,000	-60.8%
	Debt Service	1,239,000	1,239,000	1,621,699	30.9%
	Transfers	-	-	-	0.0%
TOTALS		7,102,531	7,354,131	7,170,088	-2.5%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS	5610- WRF Operations	6,070,039	6,030,074	5,899,863	-2.2%
	5620- Laboratory	463,492	454,157	645,325	42.1%
	5630- Sludge Injection	554,200	555,100	610,100	9.9%
	5640- Pretreatment	14,800	14,800	14,800	0.0%
	5650- WRF Construction	-	300,000	-	-100.0%
TOTALS		7,102,531	7,354,131	7,170,088	-2.5%

Personnel

No FTE changes

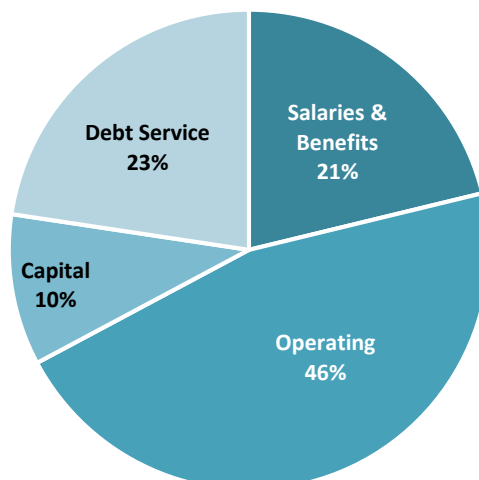
Operating

Minor inflationary costs for operation

Capital

Annual projects, see Capital section for all the detailed capital listing for the Wastewater fund, and Wastewater Impact Fee fund.

Water Reclamation Facility



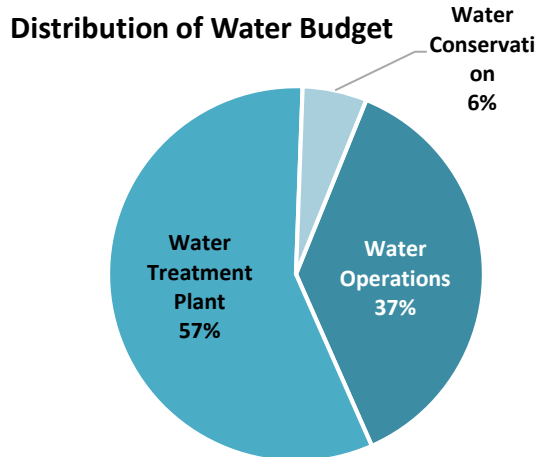
Water- Operations

Major Objectives

- Maintain over 300 miles of the water distribution system, hydrants, valves, meters and pressure reducing valves.
- Respond to water distribution problems 24 hours a day, 7 days a week.

Budget Allocation

Operations are funded by the Water Enterprise Fund and new capacity projects are funded by the Water Impact Fee Fund.



FY22 Accomplishments

- Repaired and replaced over 1200 meters with new styles meters
- Oversaw the rehab of Pear Street “blowout”

FY22 Strategic Plans

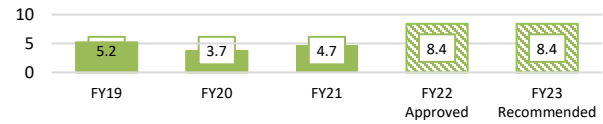
- 6.1 Clean Water Supplies – Finished the lead service water replacement by replacing the last known lead service in Bozeman
- 7.2a Employee Excellence – Adjusted crew schedules to accommodate a better work-life balance

Performance Measures

Water Main Breaks/Leaks 100 Miles of Pipe

National Standard (AWWA) ≤ 8.4

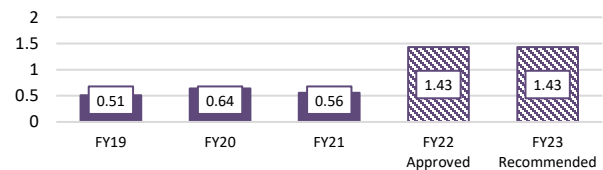
*Source = Cityworks



4-12 Hour Disruption of Water Service/1,000 Accounts

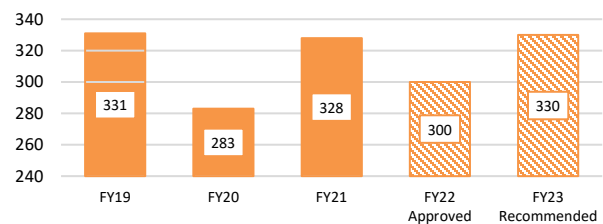
National Standard (AWWA) ≤ 1.43

*Source = Cityworks



New Water Service Line Inspections

*Source = Cityworks



FY23 Strategic Plan

- 1.3c Public Agencies Collaboration – Establish updated memorandum of understanding with Montana State University and continue to assist them with water and sewer issues.
- 6.1 Clean Water Supplies and Commission Priority for Water Conservation – Install another new meter gateway to increase communications between meters and the Dropcountr system. Continue replacing meters to accomplish the same goal.

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WATER OPERATIONS	600- Water Fund	4,585,224	7,563,729	6,700,496	-11.4%
	610- Water Impact Fees	1,036,291	856,241	815,629	-4.7%
TOTALS		5,621,515	8,419,970	7,516,125	-10.7%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WATER OPERATIONS	Salaries & Benefits	1,212,444	1,271,386	1,606,675	26.4%
	Operating	2,219,571	2,425,684	2,721,380	12.2%
	Capital	1,589,500	4,119,500	2,703,682	-34.4%
	Debt Service	-	3,400	-	-100.0%
	Transfers	600,000	600,000	484,388	-19.3%
TOTALS		5,621,515	8,419,970	7,516,125	-10.7%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS	5010- Water Operations	2,624,554	4,925,350	3,657,410	-25.7%
	5020- Utility Locates	93,750	107,475	127,475	18.6%
	5030- Water Services	35,000	35,000	35,000	0.0%
	5040- Water Construction	2,162,500	2,657,500	2,839,388	6.8%
	5060- Meter Reading	588,211	577,145	746,352	29.3%
	5070- Hydrants	80,000	80,000	73,000	-8.8%
	5080- Water Valves	17,500	17,500	17,500	0.0%
	5090- Main Repairs	20,000	20,000	20,000	0.0%
TOTALS		5,621,515	8,419,970	7,516,125	-10.7%

Personnel

No FTE changes

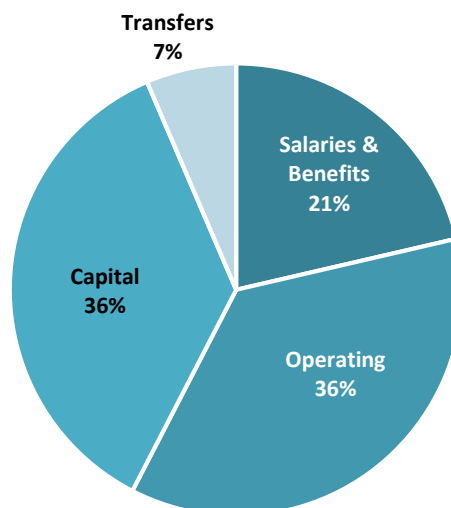
Operating

Inflationary increases in the costs of operations

Capital

See Capital Expenditures section for all the detailed capital listing for the Water Fund and Water Impact Fee Fund.

Water Operations



Water- Water Treatment Plant

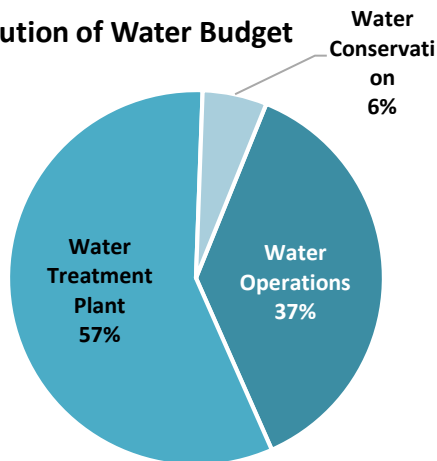
Major Objectives:

- Protect public health through optimization of the Sourdough and Lyman Creek Plants.
- Maintain high-quality drinking water of low turbidity, void of contaminants, and meeting water supply demands of the City.
- Monitoring and maintaining WTP facilities to ensure current needs are met and to anticipate future water quality and quantity needs.

Budget Allocation

Operations are funded by the Water Enterprise Fund and new capacity projects are funded by the Water Impact Fee Fund.

Distribution of Water Budget



FY22 Accomplishments

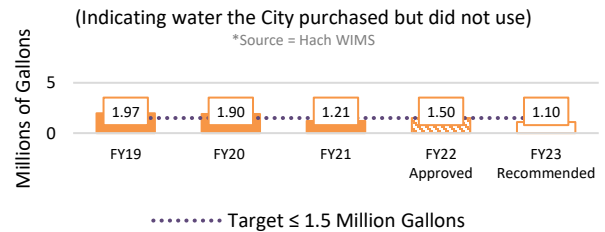
- Reduced overflow when using Hyalite Lake water to 1.13 MGD so far
- Optimized chemical use for residuals handling with a 50% reduction in chemicals used for residuals treatment
- Began recycling backwash water to head of the plant January 2021 resulting in over 50 MG recycled and about 1 MG of sludge production in FY22
- Sourdough Fuels Reduction Project started

FY22 Strategic Plans

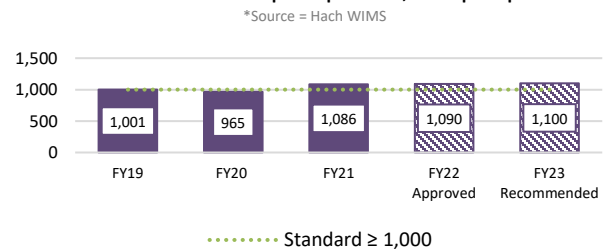
- 6.1 Clean Water Supplies
- 7.3 Best Practices, Creativity & Foresight
- 7.4 Performance Metrics

Performance Measures

Purchased Median Daily Surplus Hyalite Water

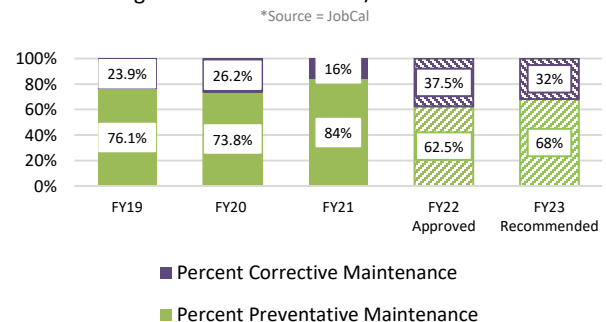


Number of samples per 10,000 people



Corrective vs Preventative Maintenance

Target = 60% Preventative / 40% Corrective



FY23 Strategic Plan

- 6.1 Clean Water Supplies
- 7.3 Best Practices, Creativity & Foresight
 - 7.3c Improve Departmental Collaboration
 - 7.3d Update Departmental Plans
- 7.4 Performance Metrics- Continue to improve on performance measures through plant optimization and data collection

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WATER PLANT	600- Water Fund	5,111,197	5,282,560	11,531,710	118.3%
	610- Water Impact Fees	525,000	1,350,000	-	-100.0%
TOTALS		5,636,197	6,632,560	11,531,710	73.9%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WATER PLANT	Salaries & Benefits	918,347	947,205	1,068,550	12.8%
	Operating	2,207,220	2,206,725	2,801,025	26.9%
	Capital	1,345,000	2,185,000	6,350,000	190.6%
	Debt Service	1,165,630	1,293,630	1,312,135	1.4%
	Transfers	-	-	-	0.0%
TOTALS		5,636,197	6,632,560	11,531,710	73.9%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS	4610- Water Plant Operations	5,111,197	5,282,560	11,031,710	108.8%
	4620 - Water Plant Construction	525,000	1,350,000	500,000	-63.0%
TOTALS		5,636,197	6,632,560	11,531,710	73.9%

Personnel

No FTE changes

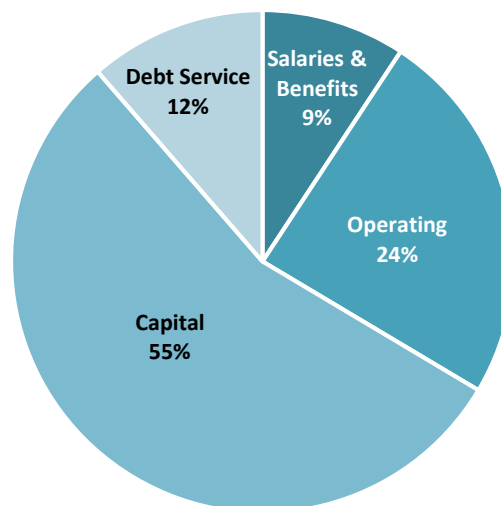
Operating

No major changes

Capital

See Capital Expenditures section for the detailed capital listing for the Water Fund and Water Impact Fee Fund.

Water Treatment Plant



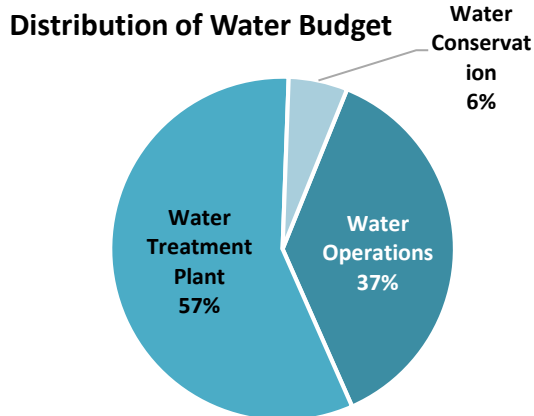
Water Conservation

Major Objectives

- Establishing and strengthening the community's water conservation ethic.
- Ensuring adequate water supplies are available; to meet current and future demands, in times of drought, for emergency response and long term drought mitigation

Budget Allocation

Funded by the Water Enterprise Fund



FY22 Accomplishments

- Successfully implemented first city-wide drought declaration
- Completed first water distribution system audit since 2015
- Developed a water conservation measure Decision Support System (DSS) model

FY22 Strategic Plans

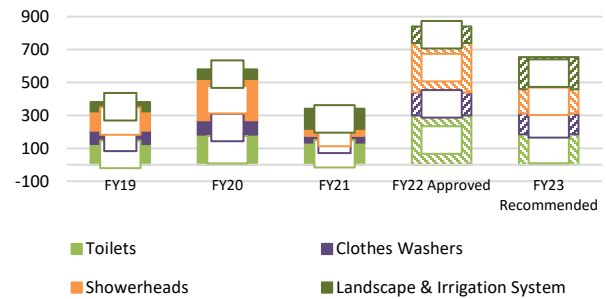
- An Engaged Community: 1.1 Outreach, 1.2 Community Engagement - Public school education partnership with MOSS, sprinkler system assessments, G3 watershed wise landscaping classes
- An Innovative Economy: 2.2 Infrastructure Investments – Water distribution system audit, City facility irrigation system audits
- A Sustainable Environment: 6.1.a Watershed Management Safe Community & 6.3 d Climate Change Adaptation and Mitigation: Ongoing drought monitoring and public education campaign, outdoor water use efficiency campaign

Performance Measures

Water Conservation Rebates

The target is to continuously increase the rebate program

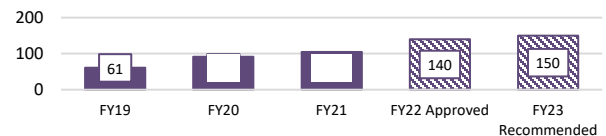
*Source = GIS Rebate Tracking Database



Number of Outdoor Sprinkler System Assessments

Target = 200 assessments

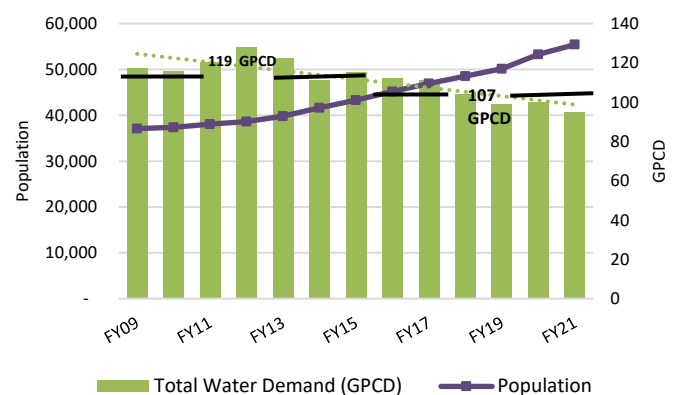
*Source = Internal Tracking System



Gallons Per Capita Per Day (GPCD) Water Demand & Population

The target is to show a long term decreasing GPCD trend independent of annual weather anomalies

*Source = Naviline & US Census



FY23 Strategic Plan

- An Engaged Community: 1.1 Outreach and 1.2 Community Engagement
- A Well-Planned City: 4.3d Explore Sustainable Technology to Advance Environmental Sustainability
- A Sustainable Environment: 6.1a Watershed Management

FY23 Budget

Department Budget by Fund

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WATER CONSERVATION	600- Water Fund	658,829	708,726	1,117,960	57.7%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
WATER CONSERVATION	Salaries & Benefits	160,229	167,026	500,310	199.5%
	Operating	460,100	467,200	615,150	31.7%
	Capital	36,000	72,000	-	-100.0%
	Debt Service	2,500	2,500	2,500	0.0%
	Transfers	-	-	-	0.0%
TOTALS		658,829	708,726	1,117,960	57.7%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PUBLIC WORKS	4640- Water Conservation	658,829	708,726	1,117,960	57.7%

Personnel

Add 2 Water Conservation Specialists (2 FTE)

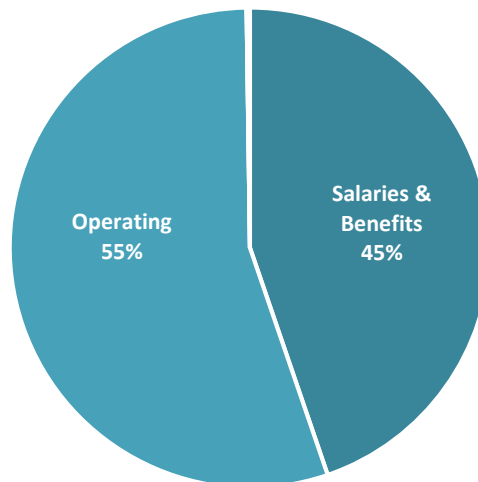
Operating

Increases in operations with expanding program

Capital

None

Water Conservation



PUBLIC WELFARE



Public Welfare

Recreation (Parks & Recreation)- The Recreation Division is responsible for identifying the recreation needs of our growing community and offering quality programs in diverse interest areas that satisfy those needs. The division has a committed staff that remains focused on program quality and customer satisfaction while offering all-inclusive opportunities in outdoor recreation, sports, fitness, and cultural arts. The Aquatics Division is comprised of one year-round indoor facility, the Swim Center and one outdoor seasonal facility, Bogert Pool.



Forestry (Parks & Recreation)- The Forestry Division is committed to providing a healthy, safe, and aesthetically pleasing community forest. Environmental, economic, and social benefits from the urban forest raise the standard of living for Bozeman residents.

Parks (Parks & Recreation)- The Parks Division is responsible for the overall development and maintenance of 44 public parks, 52 + miles of trails and associated sports fields and open space within the City limits.

Cemetery (Parks & Recreation)- The 73+acre Sunset Hills Cemetery, the only City owned and maintained cemetery, is a virtual arboretum of stately pine, fir, spruce, ash, maple, cedar and various ornamental trees, which are maintained by the Forestry Division with assistance from the Cemetery Division. The cemetery currently contains over 16,000 burial sites, three columbaria, nine dedicated affiliation areas and ample room for expansion.



Library- The Bozeman Public Library creates opportunities that inspire curiosity, exploration and connection. The Library is the community cultural center that connects all Bozeman citizens to their neighbors and the world.

Economic Development - Our community strengthens and diversifies the local economy by supporting business sectors that create & sustain mid- to high-paying jobs, enhancing the high quality of life in the greater Bozeman.

Sustainability (Strategic Services) - Coordinates with city departments and community stakeholders to promote a sustainable environment and reduce greenhouse gas emissions.

Affordable Housing (Community Development) - As Bozeman grows, the city is working to develop a long-term plan to meet the housing needs of its residents through the Affordable Housing Program.

Recreation (Parks & Recreation)

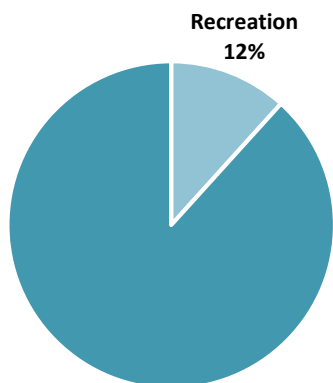
Major Objectives

- Provide diverse and inclusive recreational opportunities and facilities that promote health and wellness and improve the quality of life for the Bozeman community.
- Provide recreation and fitness opportunities to the community in an environment that encourages and instructs individuals how to be safe in, on, and around water.

Budget Allocation

Funded by the General Fund

General Fund



FY22 Accomplishments

- Partnered on Community Art Projects and Events:
 - Random Acts of Silliness (Fairy Village, Cabinets of Curiosity)
 - Mountain Time Arts (Teepee Installation)
 - Friends of Story Mansion (monthly community events including Story Under the Stars)
 - Bike Your Park event
- Expanded Programming
- Facility Bond Project (Lindley Center)
- Maintained and programmed a five-day week with limited staff
- Added heat-recovery ventilator to protect electronics
- Received \$15,000 donation to update lockers in locker rooms

FY22/FY23 Strategic Plans

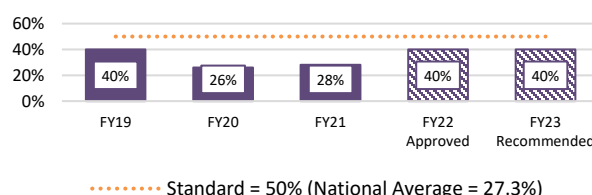
- An Engaged Community 1.4 Business and Institutional Partnerships
- A Safe Welcoming Community 3.4 Active Recreation
- A Creative Learning Culture 5.3 Partnerships for Education and Learning

Performance Measures

Recreation

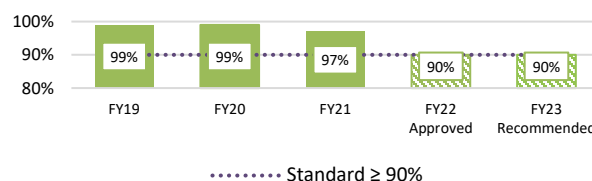
Recreation Program Cost Recovery

*Source = Naviline & COB Finance Department



Percentage of Participants Satisfied with Recreation Programs

*Source = Digital Surveys

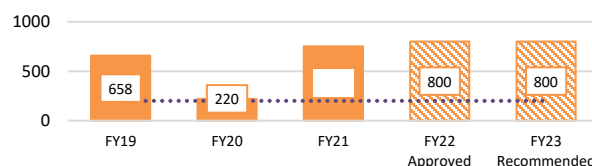


Aquatics

Number of Individuals on the Aquatics Program Wait Lists

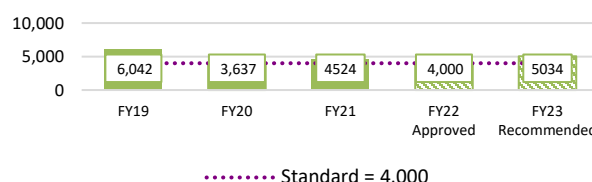
Standard ≤ 200

*Source = Sportsman



Visitation per FTE

*Source = Sportsmans



FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
RECREATION	010- General Fund	2,182,249	2,275,169	2,933,988	29.0%
	189- Story Mansion Operating	35,048	47,579	48,600	2.1%
	573- Rec Bonds Construction	-	-	2,268,520	New
TOTALS		2,217,297	2,322,748	5,251,108	126.1%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
RECREATION	Salaries & Benefits	1,164,451	1,190,722	1,928,160	61.9%
	Operating	891,158	801,338	852,084	6.3%
	Capital	157,000	326,000	2,468,520	657.2%
	Debt Service	4,688	4,688	2,344	-50.0%
	Transfers	-	-	-	0.0%
TOTALS		2,217,297	2,322,748	5,251,108	126.1%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PARKS AND RECREATION	8010- Recreation Operations	657,550	640,734	1,071,605	67.2%
	8020- Swim Center	1,066,584	1,048,459	3,393,103	223.6%
	8030- Bogert Pool	85,976	90,990	90,990	0.0%
	8040- Facilities: Lindley, Beall & Story	328,159	465,915	628,210	34.8%
	8050- Recreation Programs	79,028	76,650	67,200	-12.3%
TOTALS		2,217,297	2,322,748	5,251,108	126.1%

Personnel

Add 2 FTE and 3 Short-Term Workers @ 0.66 FTE

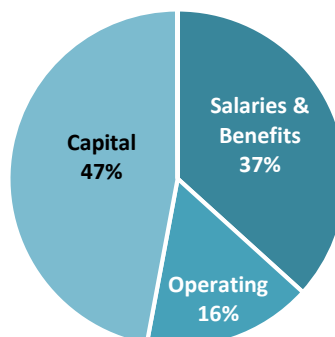
Operating

Increases in consultants and professional services, training, and equipment necessary for additional staff.

Capital

Fund	Division	Project #	Project Name	FY23
General Fund				
10	Recreation	GF355	Westside Recreation and Library Design	200,000
Construction Funds				
573	Recreation	GF137	Swim Center Renovation	1,265,400
573	Recreation	GF238	Bogert Pool Renovation	585,800
573	Recreation	GF140	Lindley Parking Lot Resurfacing	82,320
573	Recreation	GF209	Lindley Center Renovation	335,000

Recreation



Forestry (Parks & Recreation)

Major Objectives

- Continue both reactive and proactive maintenance for Bozeman's 25,000+ public trees in boulevards, developed city parks, and city-owned properties.
- Manage potential risk factors through site inspections, proper pruning, and high-risk tree removals.
- Identify and correct encroaching vegetation utilizing Forestry staff (public trees) and Code Compliance (private trees).
- Maintain Cost Share and Voucher Replacement programs, while increasing Public Outreach to improve tree diversity and resident interaction.

Budget Allocation

Funded by the Tree Maintenance Special Revenue Fund

FY22 Accomplishments

- Frost Bites Round 2 (removal of 600+ frost damaged trees)
- Installed 307 new trees, serviced 1065 existing trees, and reviewed all development plans for compliance and appropriate tree plantings
- Partnered with Gallatin Watershed Council to plant City boulevard trees in underserved neighborhoods

FY22 Strategic Plans

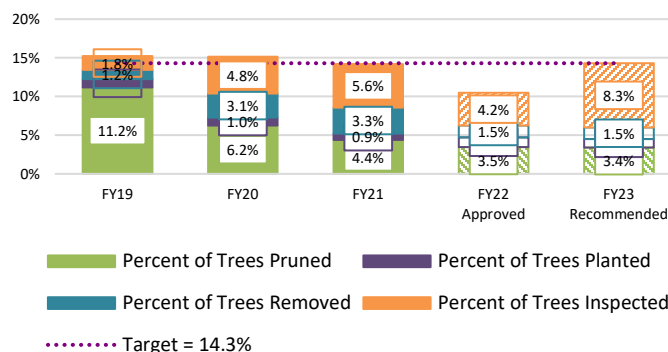
- Sustainable Environment 6.2 Protect Local Air Quality- Healthy established trees and increased plantings improve air quality
- Sustainable Environment 6.3 Climate Action d) resiliency/preparedness for climate change- Trees reduce cooling needs, provide habitat, reduce watering needs for turf, sequester carbon, reduce severity of flooding/drought
- Sustainable Environment 6.5 Parks, Trails & Open Space – Tree maintenance extends beyond boulevards into PTOS. Higher capacity for larger, mature trees and community engagement.

Performance Measures

Percent of Trees Planted, Pruned, Removed, or Inspected

Standard: 7-year cycle (14.3% of population)

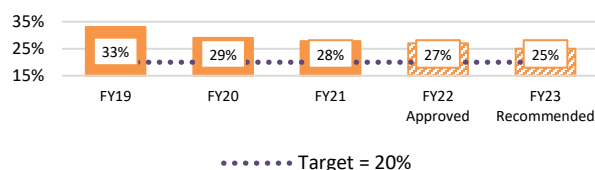
Source = GIS Work Tracking System



Percent of Population That is Ash

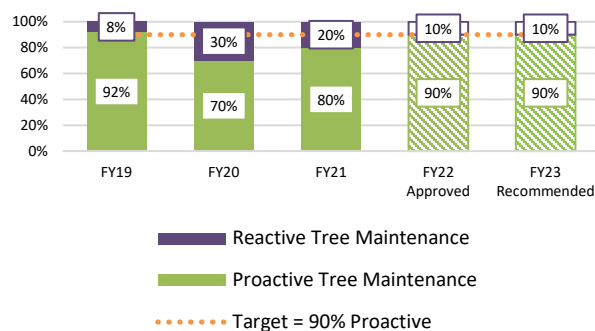
Standard: Reduce Ash to 20% of Population

Source = GIS Work Tracking System



Proactive vs. Reactive Maintenance

Source = GIS Work Tracking System



FY23 Strategic Plan

- 6.2 Protect Local Air Quality
- 6.3 Climate Action -d) Climate Change Adaptation and Mitigation - Increase the community's resiliency and preparedness in response to climate change.
- 6.5- Tree maintenance extends beyond boulevards into PTOS.

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FORESTRY	112- Tree Maintenance Fund	777,909	949,280	1,048,074	10.4%

Department Budget by Category

Division	Category	FY21 Actual	FY22 Budget	FY23 Approved	% Change
FORESTRY	Salaries & Benefits	481,089	473,159	648,657	37.1%
	Operating	296,820	316,121	324,417	2.6%
	Capital	-	160,000	75,000	-53.1%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		777,909	949,280	1,048,074	10.4%

Department Budget by Division

Department	Division	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PARKS AND RECREATION	7710- Tree Maintenance	777,909	949,280	1,048,074	10.4%

Personnel

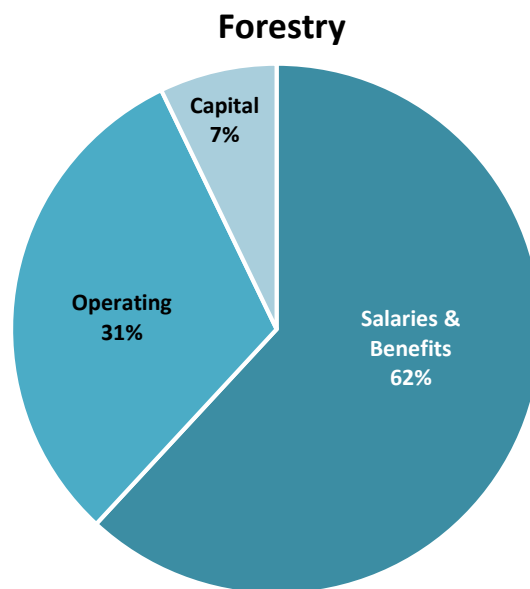
No FTE changes

Operating

Increase in District administrative costs

Capital

Fund	Division	Project #	Project Name	FY23
Tree Maintenance Fund				
112	Tree Maintenance	FOR17	Forestry Brush Chipper	75,000



Parks (Parks & Recreation)

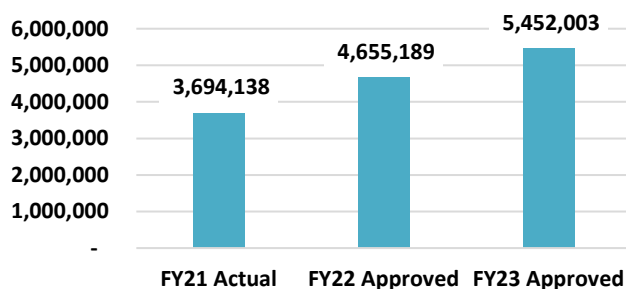
Major Objectives

- Continue adding, upgrading, and maintaining safe and quality sports fields, trail corridors, community gathering areas, and playground equipment.
- Provide expanded maintenance and care to restrooms, litter control, pet waste disposal, turf care, and water conservation efforts.
- Improve, maintain, and expand the trail system in coordination with development and our partners.
- Continue to upgrade park signage for uniformity and less maintenance.

Budget Allocation

With the New District Parks will be funded through a special assessment in a special revenue fund. It's the second year of the Parks & Trails District Special Revenue fund.

Parks & Trails Revenue



FY22 Accomplishments

- Purchased 12-acre expansion of Burke Park
- Completed the Front Street Connector Trail
- Installed a new playground in Oak Meadows Park

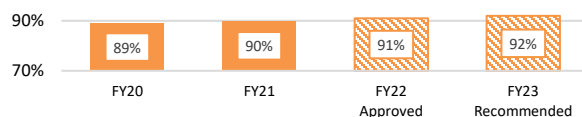
FY22 Strategic Plans

- 3.4 Active Recreation – New park added to the system
- 4.3 Strategic Infrastructure – Parks & Trails District
- 6.5 Parks, Trails & Open Space – PROST update

Performance Measures

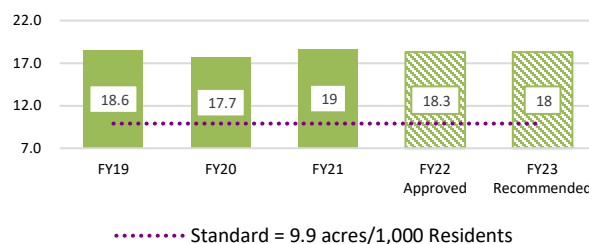
Percent of City Limits within 1/2 mile of a Park

*Source = National Recreation & Park Association & City GIS data



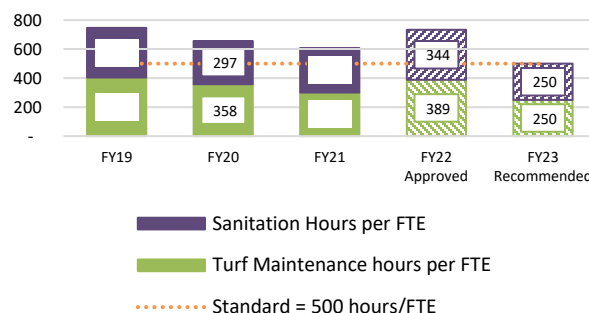
Acres of Parkland/1,000 Residents

*Source = National Recreation & Park Association & City GIS Data



Hours spent on Sanitation & Turf Maintenance per FTE

*Source = Cityworks



FY23 Strategic Plan

- 3. A Safe, Welcoming Community - Active Recreation- Facilitate and promote recreational opportunities and active health programs and facilities. (Maintaining and operating high quality playgrounds, sports fields, trail corridors.)
- 4. High Quality Urban Approach Prioritize long-term investment and maintenance for existing and new infrastructure
- 6. Sustainable Environment – Support the maintenance and expansion of the interconnected system of parks, trails, and open space

FY23 Budget

Department Budget by Fund

PARKS	128- FWP Management Areas	2,000	2,000	2,000	0.0%
	132 - Bogert Park	5,000	12,000	12,000	0.0%
	184- Parks Master Plan Development	5,000	5,000	5,000	0.0%
	195 - Parks & Trails Mtc District	3,632,174	5,092,179	6,043,304	18.7%
	199- Sports Park	51,000	51,000	176,795	246.7%
	850- Parkland Trust	5,000	5,000	5,000	0.0%

Department Budget by Category

PARKS	Salaries & Benefits	1,501,072	1,678,203	2,672,273	59.2%
	Operating	1,986,102	2,303,976	2,573,031	11.7%
	Capital	213,000	1,185,000	873,000	-26.3%
	Debt Service	-	-	125,795	0.0%

Department Budget by Division

PARKS AND RECREATION	7610- Parks Operations	3,700,174	5,167,179	6,244,099	20.8%

Personnel

Add Administrative Assistant (1 FTE), Parks Lead Worker (1 FTE), Parks Worker (4 FTE), Parks Maintenance (1 FTE), Parks Worker – Sports Turf (1 FTE), and 2 Seasonal Staff @ .25 FTE each.

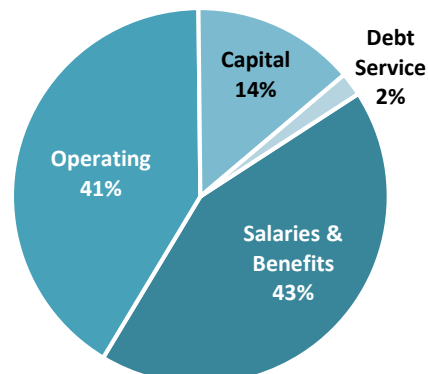
Operating

Increases in operational costs with the increase in level of service

Capital

Fund	Division	Project #	Project Name	FY23
Parks & Trails District				
195	Parks & Trails District	GF031	Park Improvement Grant	150,000
195	Parks & Trails District	GF092	Playground Equipment	130,000
195	Parks & Trails District	GF115	Park Vehicle Replacements	47,000
195	Parks & Trails District	PTD01	Large Deck Mower	70,000
195	Parks & Trails District	PTD02	Parks Restroom Upgrades	80,000
195	Parks & Trails District	PTD03	Playground Equipment	210,000
195	Parks & Trails District	PTD04	Park Vehicles	106,000
195	Parks & Trails District	PTD05	Toolcat Multi-Purpose Vehicle	80,000

Parks



Cemetery (Parks & Recreation)

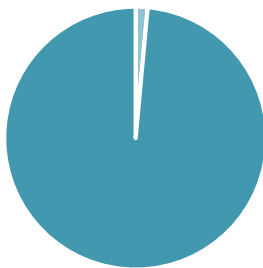
Major Objectives

Develop new cemetery blocks and lots for interments as demand dictates. Provide an easily accessible, safe, and serene setting for cemetery/gravesite visitation. Continued excellence in providing professional and dignified interment services.

Budget Allocation

Funding through the General Fund

General Fund
Cemetery 1%



FY22 Accomplishments

- Construction continuing on the Southwest Montana Veteran's Cemetery, with the terraced retaining wall complete (420+ individual blocks), rough grade established and irrigation and sod in the summer of 2022.
- Scheduled installation of a new 80-niche columbarium (GF252) during summer of 2022. The current columbariums are full.
- GF 231-Continued fine tuning of the pump station and irrigation system in Sunset Hills Cemetery. Operated cemetery on drastic water reduction during 2021 drought.

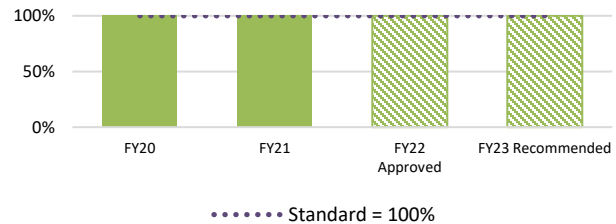
FY22 Strategic Plans

- Sustainable Environment
- Climate Action-Ensure adequate supplies of clean water for today and tomorrow
 - Project GF231 - converted the cemetery from treated water to surface water. Saving 258 acre feet of treated water per year on an average.

Performance Measures

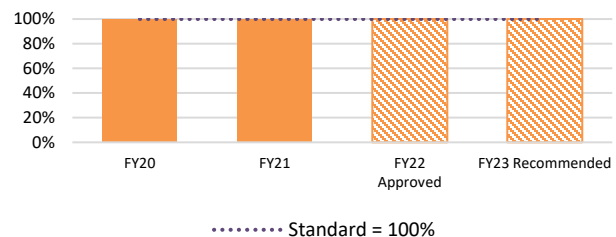
Percent Burial and Interments Performed within 24 Hours of Funeral Home Notice

*Source = Cemetery staff



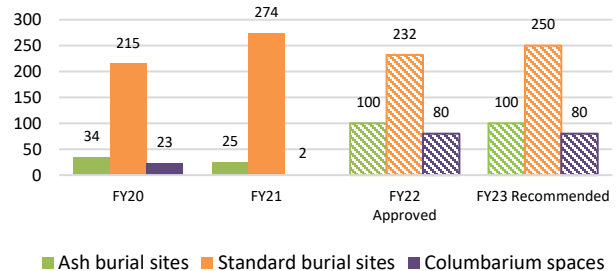
Percent Customer Inquiries Responded to within 24 Hours

*Source = Cemetery staff



Block/Lot and Niche Availability

*Source = Cemetery staff



FY23 Strategic Plan

- 6.A Sustainable Environment - We cultivate a strong environmental ethic; protect our clean air, water, open spaces and climate; and promote environmentally sustainable businesses and lifestyles
- 6.1-Clean Water Supplies- Ensure adequate supplies of clean water for today and tomorrow. GF 231- Cemetery Irrigation Project
- 6.2- Protect local air quality- The cemetery's diverse array of trees, turf and open space

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CEMETERY	010- General Fund	564,835	579,385	655,696	13.2%

Department Budget by Category

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
CEMETERY	Salaries & Benefits	363,299	349,562	417,475	19.4%
	Operating	156,536	156,823	175,221	11.7%
	Capital	45,000	73,000	63,000	-13.7%
	Debt Service	-	-	-	0.0%
	Transfers	-	-	-	0.0%
TOTALS		564,835	579,385	655,696	13.2%

Department Budget by Division

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
PARKS AND RECREATION	7210- Cemetery Operations	564,835	579,385	655,696	13.2%

Personnel

No FTE changes

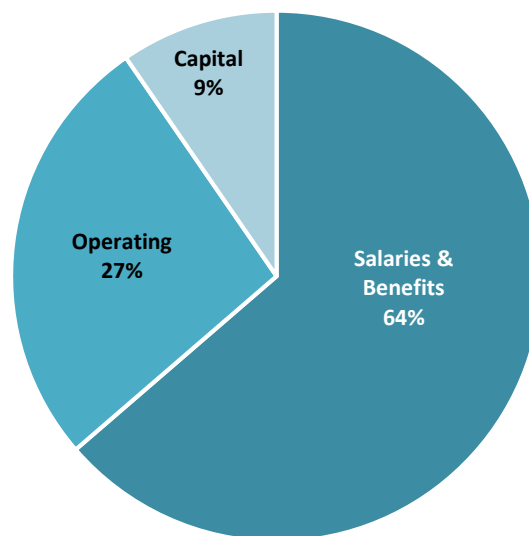
Operating

Small equipment purchase increase operating costs

Capital

Fund	Division	Project #	Project Name	FY23
General Fund				
10	Cemetery	GF116	Cemetery Vehicle Replacement	63,000

Cemetery



Library

Major Objectives

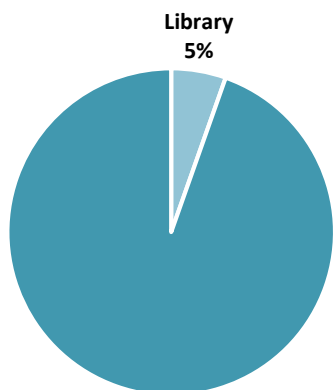
- Space - Design & Implement an expansion to ensure that the Library has adequate space to Bozeman's growing needs.
- Technology - Use technology & digital resources to enhance the Library experience.
- Programming - Provide unique programming to inform & enrich the lives of target audiences of Library users.
- Outreach - Engage new & broader audiences in taking advantage of the Library's resources.

Budget Allocation

Funded through the General Fund

A construction fund is setup for Library Maintenance which is funded by up to 2% of unspent appropriation from the prior year. There is a donation for the Library expansion project in the Construction Fund as well in FY23.

General Fund



FY22 Accomplishments

Goal 1: Space – Strategy 1: Assess the Library's current space to determine if existing spaces can be reconfigured for new uses and follow through on new configurations.

Goal 2: Technology – Strategy 2: - Provide opportunities and tools for Library users to create, innovate and share original material.

Goal 4: Outreach – Strategy 4: - Create partnerships to provide services to targeted populations who could benefit from the Library's resources.

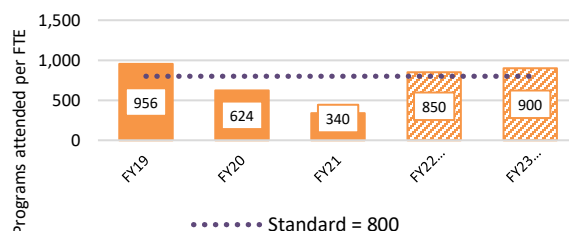
FY22 Strategic Plans

5.1 a) Library Expansion Planning

Performance Measures

Program Attendance per FTE

*Source = Library Tracking System

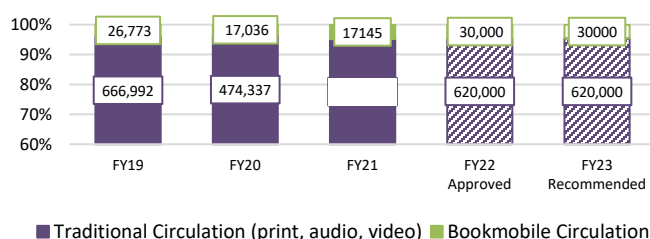


Library* vs Bookmobile Circulation Trends

Standard is to see increased bookmobile use

*Library circulation refers to all traditional hard copy print, audio, & video circulation

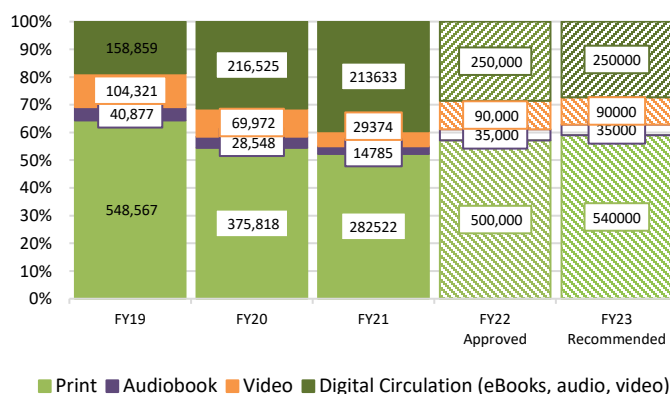
Source = Workflows



Circulation Trends

Standard is to increase digital circulation

*Source = Workflows



FY23 Strategic Plan

- Strategic Plan 5.1 a) Library Expansion Plan

FY23 Budget

Department Budget by Fund

LIBRARY	010- General Fund	2,478,892	2,522,624	3,238,845	28.4%
	561- Library Depreciation Fund	72,000	4,144,000	225,000	-94.6%

Department Budget by Category

LIBRARY	Salaries & Benefits	1,802,659	1,872,088	2,422,788	29.4%
	Operating	676,233	650,536	808,924	24.3%
	Capital	72,000	4,144,000	225,000	-94.6%
	Debt Service -	-		7,133	0.0%

Department Budget by Division

LIBRARY	7810- Library Operations	1,000,265	5,112,218	1,359,873	-73.4%
	7820- Technical Services	337,626	358,628	438,949	22.4%
	7830- Information Services	528,224	541,980	892,272	64.6%
	7840- Children's Services	287,813	237,975	290,566	22.1%
	7850- Circulation Services	396,964	415,823	482,185	16.0%

Personnel

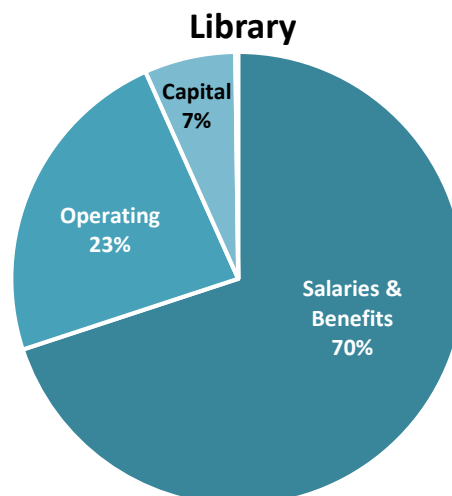
Add Librarian I (1 FTE)

Operating

Slight increase in cost of operation

Capital

Fund	Division	Project #	Project Name	FY23
Construction Funds				
561	Library Deprec Fund	LIB29	Expansion of Auto Material Handler	50,000
561	Library Deprec Fund	LIB30	Library Lighting Upgrade	175,000



Economic Development

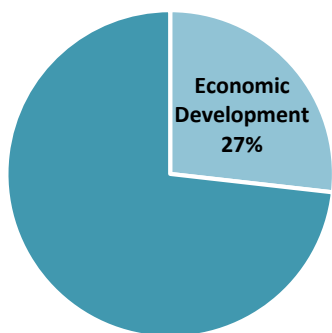
Major Objectives

- Increasing economic activity that improves our community's prosperity;
- Supporting innovation and encouraging growth in mid-to-high wage sectors; and
- Facilitating the creation of mid-to-high paying jobs/high quality employment to match the high quality of life.

Budget Allocation

Funded operationally from the General Fund. Oversees the programming of Special Revenue funds, including Urban Renewal Districts.

General Fund



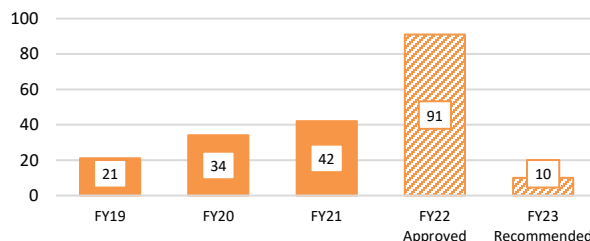
FY22 Accomplishments/ FY22 Strategic Plan

- 2.1 Business Growth - Support retention and growth of both the traded and local business sectors while welcoming and encouraging new and existing businesses, in coordination with the Economic Development Plan.
- 2.2 Infrastructure Investments - Strategically invest in infrastructure as a mechanism to encourage economic development. a) Identify Commercial/Industrial Infrastructure Needs. Identify sites for new or redevelopment in areas that lack adequate infrastructure and develop new financing strategies to fund these investments.
- 2.3 Workforce Development - Support education and workforce development initiatives to improve the skills of our citizens.

Performance Measures

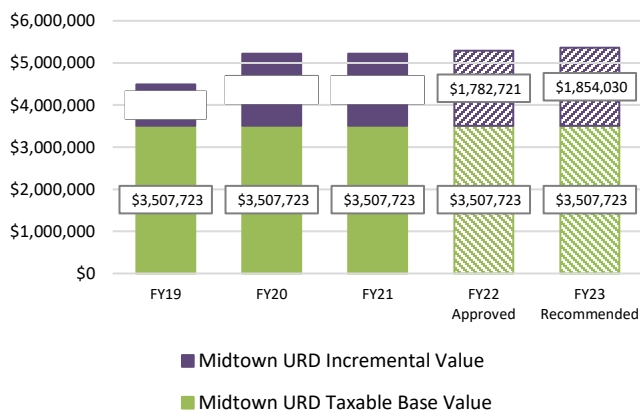
Jobs created through the Big Sky Trust Fund Program

*Source = Big Sky Trust Fund



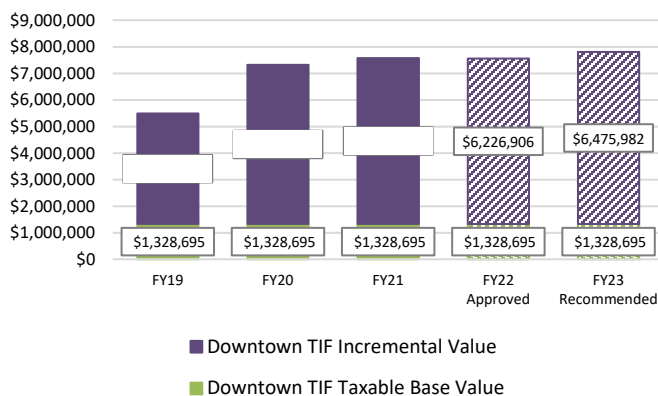
Midtown TIF Incremental Taxable Value

*Source = MT Department of Revenue



Downtown TIF Incremental Taxable Value

*Source = MT Department of Revenue



FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
ECONOMIC DEVELOPMENT	010- General Fund	467,010	644,996	538,042	-16.6%
	116- Downtown TIF District	2,026,653	2,052,225	5,227,099	154.7%
	119- Economic Development Loan	31,000	31,000	31,000	0.0%
	123- Big Sky Economic Development Grant	50,000	50,000	50,000	0.0%
	143- North 7th Corridor TIF District	1,164,755	1,555,054	4,649,763	199.0%
	144-North East Urban Renewal TIF District	273,201	279,467	1,137,624	307.1%
	145-Mandeville TIF District	-	-	100,000	New
	176- Downtown BID	175,750	175,788	268,836	52.9%
	186- Development Impacts (Big Box)	5,000	5,000	5,000	0.0%
	192- TIF South Bozeman Technology	-	-	10,000	New
TOTALS		4,193,369	4,793,530	12,017,364	150.7%

Department Budget by Category

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
ECONOMIC DEVELOPMENT	Salaries & Benefits	292,745	330,158	403,637	22.3%
	Operating	3,456,176	3,590,364	10,741,627	199.2%
	Capital	20,000	40,000	40,000	0.0%
	Debt Service	92,000	92,000	92,000	0.0%
	Transfers	332,448	740,998	740,100	-0.1%
TOTALS		4,193,369	4,793,520	12,017,364	150.7%

Department Budget by Division

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
ECONOMIC DEVELOPMENT	8240- Economic Development	653,135	844,708	795,887	-5.8%
	8210/8220- Downtown Improvement Districts	3,540,324	3,948,812	11,221,477	184.2%
TOTALS		4,193,459	4,793,520	12,017,364	150.7%

Personnel

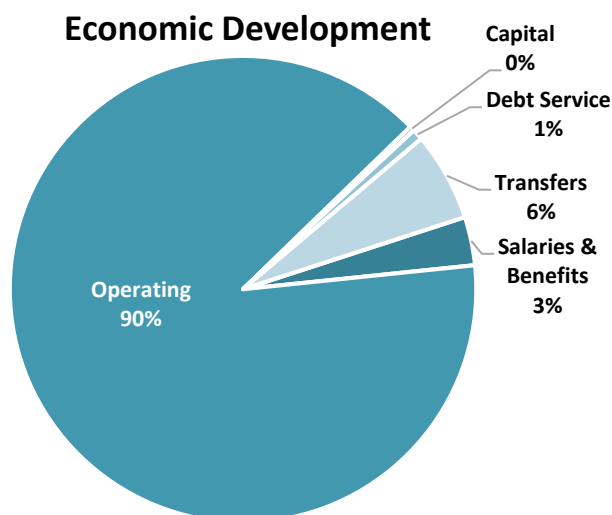
No FTE changes

Operating

Broadband study match and Economic Development Strategy update

Capital

Fund	Division	Project #	Project Name	FY23
General Fund				
10	Economic Development	GF275	Fiber Optic Conduit and Vaults	40,000



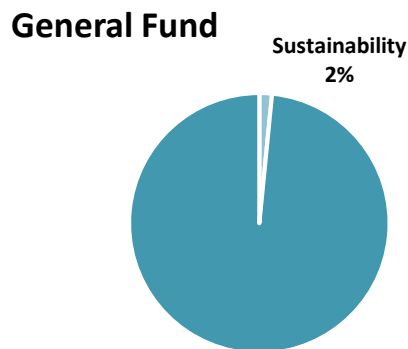
Sustainability (Strategic Services)

Major Objectives

- Building partnerships to enhance community sustainability and resiliency
- Reduce municipal and community greenhouse gas emissions
- Advance innovative solutions for buildings, energy, transportation, waste, and greenspace

Budget Allocation

Funded by the General Fund

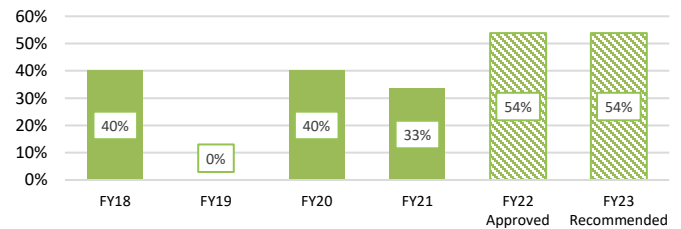


FY22 Accomplishments

- Operationalized the Climate Plan
 - Charter, work plan, steering committee, triannual reporting, community dashboard
 - Sustainability Advisory Board
 - Affordable Housing Code Audit, Engineering Design Standards, PUD
- Advanced a Utility-Scale Renewable Rate Option
 - Alliances in utility negotiations and advisory committees
- Completed Solar PV and EV Site Assessments
 - Professional Building
 - City Hall
 - Library
 - Bozeman Public Safety Center
 - Bridger Parking Garage
 - Shops Complex
 - Story Mill Community Center
 - Story Mill Landfill (EV only)
- Initiated Electrification Campaign

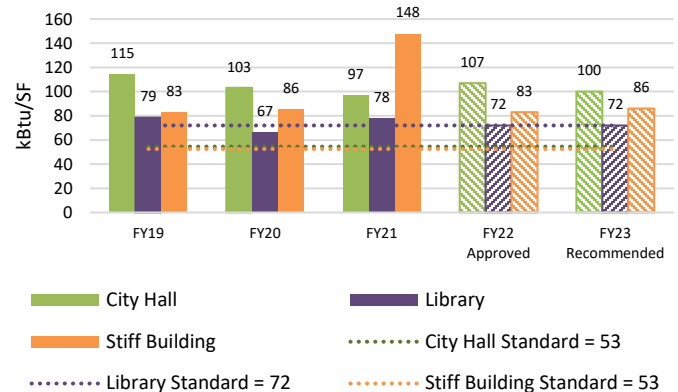
Performance Measures

Percent of EV/Hybrid Passenger Vehicles Purchased by COB



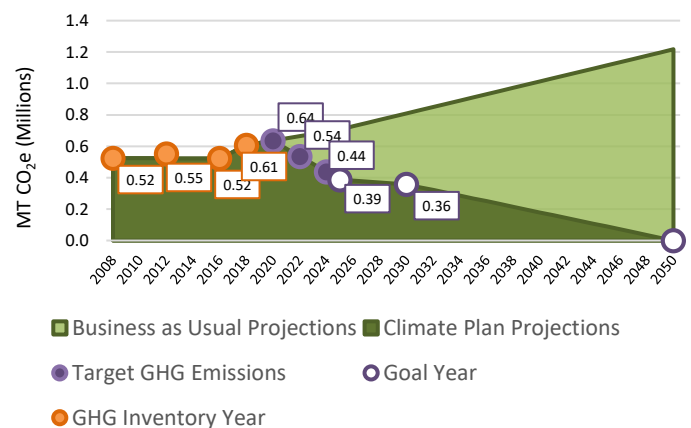
Municipal Building Energy Use Intensity (EUI)

*Source = NorthWestern Energy



Green House Gas Emissions

*Source: Global Protocol for Community-Scale Greenhouse Gas Emissions Inventory (GPC)



FY23 Strategic Plan

- Update the Climate Action Plan 6.3.a
- Create Solar Energy Policies 6.3.c
- Climate Change Adaptation & Mitigation, 6.3.d

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
SUSTAINABILITY	10- General Fund	349,205	612,088	702,128	14.7%

Department Budget by Category

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
SUSTAINABILITY	Salaries & Benefits	136,641	255,274	341,348	33.7%
	Operating	207,325	231,575	260,780	12.6%
	Capital	-	120,000	100,000	-16.7%
	Debt Service	5,239	5,239	-	-100.0%
	Transfers	-	-	-	0.0%
TOTALS		349,205	612,088	702,128	14.7%

Department Budget by Division

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
STRATEGIC SERVICES	8250- Sustainability (Strategic Services)	349,205	612,088	702,128	14.7%

Personnel

No FTE changes

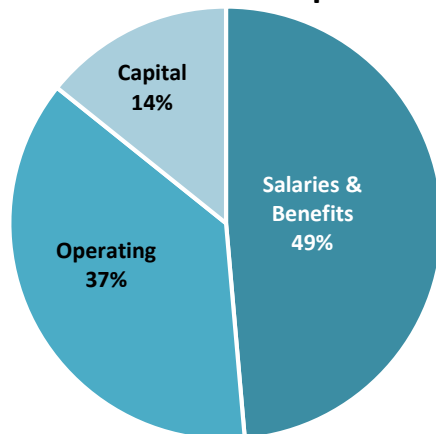
Operating

Operating costs increase with expanded program

Capital

Fund	Division	Project #	Project Name	FY23
General Fund				
10	Sustainability	GF362	Solar Panel Arrays	100,000

Economic Development



Community Housing

(Community Development)

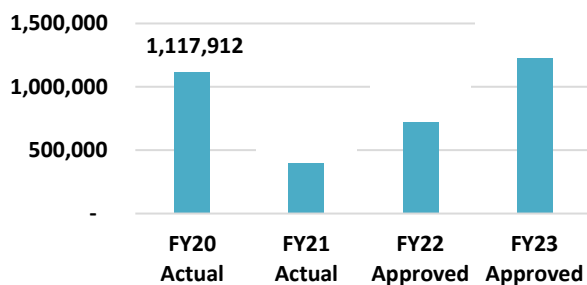
Major Objectives

- Creative solutions to incentivize production of affordable housing
- Low income housing tax credits programs and subsidized rentals
- Utilize tax increment financing in Urban Renewal Districts
- Bozeman UDC Code audit to create and preserve housing

Budget Allocation

Funded by the Community Housing Special Revenue Fund which is funded from General Fund mill levies.

Community Housing Revenues



FY22 Accomplishments

- 9TEN development in Bozeman's Midtown Urban Renewal District to offer 90 units at an affordable price for the area's workforce
- Canyon Gate annexation
- Wildlands Development to provide 3 new affordable housing rental units

FY22 Strategic Plans

- 4.1b. Develop and Align Infill Policies
- 4.2b. Complete Unified Development Code
- 4.5b. Develop a Comprehensive Affordable Housing Action Plan

Performance Measures

****Performance Measures are currently under development and will be refined in FY23 to match systems necessary to collect data.*

- **Facilitated Community Housing Units:** Track the number of community housing units facilitated and approved by the City through Low-Income Housing Tax Credit (LIHTC), Affordable Housing Ordinance (AHO), Planned Unit Development (PUD), and Tax Increment Financing (TIF).
- **Transitional and Emergency Community Housing:** Track the number of beds available through Transitional and Emergency Community Housing to better facilitate additional response to community needs.
- **Housing Supply Pipeline:** Track the number of housing units approved and constructed to anticipate the total number of housing units available for future occupancy.

FY23 Strategic Plan

- **UDC Overhaul** – Adopt changes to the Unified Development Code that will facilitate increased housing density, housing affordability, climate action plan objectives, sustainable building practices, and a transparent, predictable and understandable development review process.
- **Short Term Rental Revisions** – Consider revising short term rental ordinance to create additional opportunities for long term rentals, including potential limitations to the licensing of new, short term rental properties.
- **Low Income Housing Tax Credits** – LIHTC funds provide a tax incentive to create affordable housing. Our Community Housing program goal is to secure at least 1 LIHTC project per year.
- **Consolidated Plan** – The Consolidated Plan is designed to help local jurisdictions assess affordable housing needs and serves as the framework for a HUD designation as an Entitlement City to receive Community Development Block Grant funding.

FY23 Budget

Department Budget by Fund

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
COMMUNITY HOUSING	120-Community Housing Fund	1,942,605	567,390	1,258,728	121.8%

Department Budget by Category

Division	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
COMMUNITY HOUSING	Salaries & Benefits	88,705	90,090	101,378	12.5%
	Operating	1,853,900	477,300	1,157,350	142.5%
	Capital -	-	-		0.0%
	Debt Service -	-	-		0.0%
	Transfers -	-	-		0.0%
TOTALS		1,942,605	567,390	1,258,728	121.8%

Department Budget by Division

Department	Fund	FY21 Actual	FY22 Budget	FY23 Approved	% Change
COMMUNITY DEVELOPMENT	8230- Community Housing	1,942,605	567,390	1,258,728	121.8%

Personnel

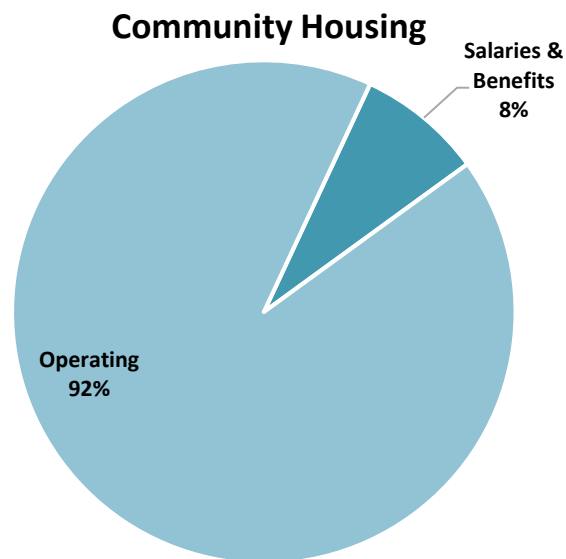
No FTE changes

Operating

Increase in affordable housing project budget and contracted services

Capital

None



Non-Departmental

About:

The Non-Departmental unit accounts for expenditures that are not associated with a specific city department. Examples include insurance premiums paid by the City, costs of leave pay-outs for terminating employees, contingency funds, etc.

Major Objectives:

To accurately budget and account for non-departmental costs.

Budget Issues and Details

For additional information see Fund Summaries Section

General Fund

- General fund allocation of liability & property insurance
- Contributions:
 - Police & Fire state share retirement (non-cash)
 - City band
 - Awarded Non-Profit Funding Requests (See next page for full list of funded requests)
- Contingency appropriation
- Professional services for the Landfill
- Debt service
- Transfer to Landfill Monitoring Fund; Transfer to Stormwater Fund for Landfill Loan payments; and Special revenue funds support.

Fund	Category	Description	FY21 Actual	FY22 Budget	FY23 Approved
10	Operating	General Fund	4,593,279	5,388,687	6,026,842
101	Grant	American Rescue Plan	-	11,817,620	11,267,081
103	Transfers	Transfers - Insurance	2,768,752	3,017,449	3,300,689
175	Operating	General - Galavan	129,408	129,408	152,877
300	Transfers	SID Revolving Loan Fund	1,313,160	2,112,724	-
303	Debt Service	G.O. Refunding Series 2012	254,400	-	-
304	Debt Service	Parks and Open Space Bond	1,076,788	1,081,188	1,078,750
305	Debt Service	2007 Downtown TIF Bonds	332,448	332,373	330,150
306	Debt Service	2020 Midtown TIF Bonds	-	408,550	409,950
307	Debt Service	Bozeman Public Safety Center	2,372,450	2,371,850	2,370,750
311	Debt Service	Fire Station 2 & Rec Bonds	-	-	150,255
312-453	Debt Service	SID debt services	172,178	46,932	317,693
720	Operating	Insurance	5,044,794	5,310,117	5,836,508
			18,057,657	32,016,898	31,241,545

FY23 Non-Profit Approved Funding

Non Profit Organization	Approved Funding
Bozeman Bike Kitchen	\$ 3,000
Bridgercare	\$ 30,000
Child Care Connections	\$ 100,000
Family Promise Gallatin Valley	\$ 100,000
HAVEN	\$ 30,000
Help Center	\$ 20,000
*HRDC/District IX, Inc.	\$ 250,000
*One Valley Community Foundation	\$ 50,000
Streamline - HRDC	\$ 400,000
Suffer Outloud	\$ 15,000
Total	\$ 998,000

***Funding accomodated in Fiscal Year 2022**



Debt – Legal Debt Limit

In Montana, state law establishes the limit of debt a municipality can hold against its General Government operations. With some exceptions, a municipality may incur debt **up to 2.5% percent of the assessed value of the taxable total market value of property within the city or town** (7-7-4201, MCA).

As part of the City's annual budget, a review of the legal debt limit was completed. Bozeman is well under its legal debt limit for general obligations against public funds.

On June 2, 2022, Moody's Investors Service issued an update to the City of Bozeman's credit analysis indicating the City's bond rating to be Aa1.

Legal Debt Limit General Obligation Debt

Statutory Limit 2.5% of Taxable Value (MCA 7-7-4201)	Tax Year 2021 Total <u>Market</u> Value	2.5% of 2021 Tax Year Valuation
	<u>Includes TIF Districts</u>	
	\$10,724,564,866	\$268,114,122
Less: Outstanding GO Bonds	(\$9,010,000)	
Less: Loans Payable	(\$82,553,242)	
Plus: Fund Balances Reserved for Debt Payment	\$ -	
Equals: Legal Debt Margin \$176,550,879		

*The taxable market value is issued by the County annually between July and August.

			<u>As of 6/30/2022</u>
950-0000-192.10-00	AMOUNT TO BE PROVIDED / FOR OTHER DEBT	\$	24,601,371.10
950-0000-192.20-00	AMOUNT TO BE PROVIDED / FOR GO BONDS	\$	43,240,000.00
950-0000-192.30-00	AMOUNT TO BE PROVIDED / FOR SID DEBT	\$	107,500.00
950-0000-192.40-00	AMOUNT TO BE PROVIDED / FOR TIFD DEBT	\$	10,763,654.93
950-0000-192.50-00	AMOUNT TO BE PROVIDED / FOR SID BOND DEBT	\$	3,840,716.17
			TOTAL
Limit			\$ 82,553,242.20
Debt TOTAL Against			

Debt Service – FY23 Payments

General Government FY23 Debt Service

Loans (Includes General Obligation Bonds)

Account	Project		FY23
304-9310-481.90-10	TOP	G.O. TOP BONDS, SERIES 2013	\$ 711,400
304-9310-481.90-10	TOP	G.O. TOP BONDS, SERIES 2014	\$ 367,350
307-9310-481.90-10	BPSC00	G.O. BOND BOZEMAN PUBLIC SAFETY CENTER, SERIES 2019	\$ 2,370,750
311-0000-301.10-00	GF305	G.O. BOND FIRE STATION NO 2 RELOCATION	\$ 150,255
305-9620-480.90-10	110401	SPECIAL LIMITED OBLIGATION DOWNTOWN TIF BOND, SERIES 2007	\$ 330,150
144-8210-459.95-10	820901	SPECIAL LIMITED OBLIGATION NORTHEAST TIF BOND, SERIES 2018	\$ 92,000
306-9620-481.90-10	822001	SPECIAL LIMITED OBLIGATION MIDTOWN TIF BOND, SERIES 2020	\$ 409,950
453-9710-481.90-10	SID747	SPECIAL LIMITED OBLIGATION SID 747 (MANLEY ROAD) BOND, SERIES 2020	\$ 270,761
199-7610-453.95-10	TOP03	SPECIAL LIMITED OBLIGATION SPORTS PARK LOAN	\$ 125,795
			<i>Subtotal</i> \$ 4,828,411

Government Fund Leases

Account	Project		FY23
111.4110.433.95.10	411701	2016 CATERPILLAR RPMTECH SNOW BLOWER	\$ 6,640
010.1310.403.95.10	131801	2018 CANON - MUNI COURT	\$ 924
111.4110.433.95.10	STR22	2018 CATERPILLAR MOTOR GRADER	\$ 127,840
111.4110.433.95.10	STR34	2019 ELGIN BROOM BEAR SWEEPER	\$ 41,388
010.8010.456.95.10	HYBRID	HYBRID LEASE - RECREATION ASSET #4300	\$ 2,344
010.7810.455.95.10	LIB521	2022 TOYOTA HIGHLANDER ASSET #4404 LIBRARY	\$ 7,133
			<i>Subtotal</i> \$ 186,268

General Government FY23 Debt Service

Intercap Loans

Account	Project	Project Name	FY23
111-4130-433.95-10	SID713	S.8TH INTERCAP LOAN #2431-01	\$ 4,876
111-4130-433.95-10	SID713	S.8TH INTERCAP LOAN #2431-02	\$ 51,356
111-4130-433.95-10	SID713	S.8TH INTERCAP LOAN #2431-03	\$ 10,438
111-4150-433.95-10	821505	REPLACE/UPGRADE STREET LIGHTS LOAN#2593-01	\$ 3,557
111-4150-433.95-10	821505	REPLACE/UPGRADE STREET LIGHTS LOAN#2593-02	\$ 12,106
010-8940-471.95-10	GF266	SPORTS PARK/BRONKEN INTERCAP LOAN#2810-01	\$ 32,980

Subtotal \$ 115,313

Special Improvement Districts Bond Principles

Account	Project	Project Name	FY23
950.0000.232.10.00	SID674	SID674 WST WTR BOND CALL	\$ 39,606
400-9710-481.90-20	SID713	SID713 SOUTH 8TH RECONSTRUCTION	\$ 8,063
445-9710-481.90-20	SID718	SID718 STORY STREET RECONSTRUCTION	\$ 16,358
446-9710-481.90-20	SID732	SID732 WALLACE AVENUE RECONSTRUCTION	\$ 4,535
448-9710-481.90-20	SID739	SID739 EAST OLIVE RECONSTRUCTION	\$ 6,748
449-9710-481.90-20	SID741	SID741 SOUTH TRACY AVENUE RECONSTRUCTION	\$ 11,975
452-9710-481.90-20	SID750	SID750 NORTH TRACY AVENUE RECONSTRUCTION	\$ 14,910

Subtotal \$ 102,195

	FY23
GENERAL GOVERNMENT FY23 DEBT SERVICE TOTAL	\$ 5,232,187

Debt Service - Amortization Schedules

CITY OF BOZEMAN SERIES 2013 G.O. BONDS TOPS SPECIAL LIMITED OBLIGATIONS OF THE CITY DEBT SERVICE SCHEDULE: \$9,900,000					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
7/1/2022	\$450,000	2.750%	\$131,888	\$581,888	\$6,730,000
1/1/2023	\$0		\$125,700	\$125,700	
7/1/2023	\$460,000	3.000%	\$125,700	\$585,700	\$6,270,000
1/1/2024	\$0		\$118,800	\$118,800	
7/1/2024	\$475,000	2.800%	\$118,800	\$593,800	\$5,795,000
1/1/2025	\$0		\$112,150	\$112,150	
7/1/2025	\$490,000	3.250%	\$112,150	\$602,150	\$5,305,000
1/1/2026	\$0		\$104,188	\$104,188	
7/1/2026	\$505,000	3.500%	\$104,188	\$609,188	\$4,800,000
1/1/2027	\$0		\$95,350	\$95,350	
7/1/2027	\$520,000	3.750%	\$95,350	\$615,350	\$4,280,000
1/1/2028	\$0		\$85,600	\$85,600	
7/1/2028	\$540,000	4.000%	\$85,600	\$625,600	\$3,740,000
1/1/2029	\$0		\$74,800	\$74,800	
7/1/2029	\$565,000	4.000%	\$74,800	\$639,800	\$3,175,000
1/1/2030	\$0		\$63,500	\$63,500	
7/1/2030	\$585,000	4.000%	\$63,500	\$648,500	\$2,590,000
1/1/2031	\$0		\$51,800	\$51,800	
7/1/2031	\$610,000	4.000%	\$51,800	\$661,800	\$1,980,000
1/1/2032	\$0		\$39,600	\$39,600	
7/1/2032	\$635,000	4.000%	\$39,600	\$674,600	\$1,345,000
1/1/2033	\$0		\$26,900	\$26,900	
7/1/2033	\$660,000	4.000%	\$26,900	\$686,900	\$685,000
1/1/2034	\$0		\$13,700	\$13,700	
7/1/2034	\$685,000	4.000%	\$13,700	\$698,700	0
TOTALS	\$7,180,000		\$1,956,063	\$9,136,063	

CITY OF BOZEMAN SERIES 2014					
G.O. BONDS TOPS					
SPECIAL LIMITED OBLIGATIONS OF THE CITY					
DEBT SERVICE SCHEDULE: \$5,100,000					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
7/1/2022	\$225,000	2.250%	\$71,206	\$296,206	\$3,700,000
1/1/2023	\$0		\$68,675	\$68,675	
7/1/2023	\$230,000	2.500%	\$68,675	\$298,675	\$3,470,000
1/1/2024	\$0		\$65,800	\$65,800	
7/1/2024	\$235,000	2.500%	\$65,800	\$300,800	\$3,235,000
1/1/2025	\$0		\$62,863	\$62,863	
7/1/2025	\$245,000	2.500%	\$62,863	\$307,863	\$2,990,000
1/1/2026	\$0		\$59,800	\$59,800	
7/1/2026	\$250,000	4.000%	\$59,800	\$309,800	\$2,740,000
1/1/2027	\$0		\$54,800	\$54,800	
7/1/2027	\$260,000	4.000%	\$54,800	\$314,800	\$2,480,000
1/1/2028	\$0		\$49,600	\$49,600	
7/1/2028	\$270,000	4.000%	\$49,600	\$319,600	\$2,210,000
1/1/2029	\$0		\$44,200	\$44,200	
7/1/2029	\$280,000	4.000%	\$44,200	\$324,200	\$1,930,000
1/1/2030	\$0		\$38,600	\$38,600	
7/1/2030	\$290,000	4.000%	\$38,600	\$328,600	\$1,640,000
1/1/2031	\$0		\$32,800	\$32,800	
7/1/2031	\$305,000	4.000%	\$32,800	\$337,800	\$1,335,000
1/1/2032	\$0		\$26,700	\$26,700	
7/1/2032	\$315,000	4.000%	\$26,700	\$341,700	\$1,020,000
1/1/2033	\$0		\$20,400	\$20,400	
7/1/2033	\$325,000	4.000%	\$20,400	\$345,400	\$695,000
1/1/2034	\$0		\$13,900	\$13,900	
7/1/2034	\$340,000	4.000%	\$13,900	\$353,900	355000
1/1/2035	\$0		\$7,100	\$7,100	
7/1/2035	\$355,000	4.000%	\$7,100	\$362,100	\$0
TOTALS	\$3,925,000		\$1,161,681	\$5,086,681	

CITY OF BOZEMAN SERIES 2017 TAX INCREMENT, URBAN RENEWAL REVENUE BONDS SPECIAL LIMITED OBLIGATIONS OF THE CITY NORTHEAST URBAN RENEWAL DISTRICT DEBT SERVICE SCHEDULE: \$1,453,000					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
7/1/2022	\$20,484.7	4.100%	\$25,515	\$46,000	\$1,227,515
1/1/2023	\$20,485	4.100%	\$25,515	\$46,000	\$1,207,030
7/1/2023	\$21,318	4.100%	\$24,682	\$46,000	\$1,185,712
1/1/2024	\$21,349	4.100%	\$24,651	\$46,000	\$1,164,363
7/1/2024	\$22,119	4.100%	\$23,881	\$46,000	\$1,142,244
1/1/2025	\$22,312	4.100%	\$23,688	\$46,000	\$1,119,931
7/1/2025	\$23,088	4.100%	\$22,912	\$46,000	\$1,096,843
1/1/2026	\$23,186	4.100%	\$22,814	\$46,000	\$1,073,657
7/1/2026	\$24,029	4.100%	\$21,971	\$46,000	\$1,049,628
1/1/2027	\$24,162	4.100%	\$21,838	\$46,000	\$1,025,466
7/1/2027	\$25,009	4.100%	\$20,991	\$46,000	\$1,000,457
1/1/2028	\$25,178	4.100%	\$20,822	\$46,000	\$975,279
7/1/2028	\$25,974	4.100%	\$20,026	\$46,000	\$949,305
1/1/2029	\$26,289	4.100%	\$19,711	\$46,000	\$923,016
7/1/2029	\$27,092	4.100%	\$18,908	\$46,000	\$895,923
1/1/2030	\$27,339	4.100%	\$18,661	\$46,000	\$868,585
7/1/2030	\$28,199	4.100%	\$17,801	\$46,000	\$840,386
1/1/2031	\$28,487	4.100%	\$17,514	\$46,000	\$811,900
7/1/2031	\$29,351	4.100%	\$16,649	\$46,000	\$782,548
1/1/2032	\$29,682	4.100%	\$16,318	\$46,000	\$752,866
1/2/2032	\$30,509	4.100%	\$15,491	\$46,000	\$722,358
1/3/2032	\$30,967	4.100%	\$15,033	\$46,000	\$691,391
1/4/2032	\$31,801	4.100%	\$14,199	\$46,000	\$659,589
1/5/2032	\$32,223	4.100%	\$13,777	\$46,000	\$627,366
1/6/2032	\$33,103	4.100%	\$12,897	\$46,000	\$594,263
1/7/2032	\$33,573	4.100%	\$12,427	\$46,000	\$560,690
1/8/2032	\$34,459	4.100%	\$11,541	\$46,000	\$526,231
1/9/2032	\$34,980	4.100%	\$11,020	\$46,000	\$491,251
1/10/2032	\$35,842	4.100%	\$10,158	\$46,000	\$455,409
1/11/2032	\$36,470	4.100%	\$9,530	\$46,000	\$418,939
1/12/2032	\$37,341	4.100%	\$8,659	\$46,000	\$381,599
1/13/2032	\$37,969	4.100%	\$8,031	\$46,000	\$343,630
1/14/2032	\$38,872	4.100%	\$7,128	\$46,000	\$304,758
1/15/2032	\$39,557	4.100%	\$6,443	\$46,000	\$265,201
1/16/2032	\$40,466	4.100%	\$5,534	\$46,000	\$224,734
1/17/2032	\$41,211	4.100%	\$4,789	\$46,000	\$183,523
1/18/2032	\$42,116	4.100%	\$3,884	\$46,000	\$141,407
1/19/2032	\$42,942	4.100%	\$3,058	\$46,000	\$98,465
1/20/2032	\$43,856	4.100%	\$2,144	\$46,000	\$54,609
1/21/2032	\$44,727	4.100%	\$1,273	\$46,000	\$9,882
1/22/2032	\$9,882	4.100%	\$343	\$10,225	\$0
TOTALS	\$1,248,000		\$602,225	\$1,850,225	

CITY OF BOZEMAN SERIES 2019 G.O. BONDS PUBLIC SAFETY CENTER SPECIAL LIMITED OBLIGATIONS OF THE CITY DEBT SERVICE SCHEDULE: \$34,405,000					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
7/1/2022	\$1,305,000	2.000%	\$533,425	\$1,838,425	\$30,830,000
1/1/2023	\$0		\$520,375	\$520,375	
7/1/2023	\$1,330,000	3.000%	\$520,375	\$1,850,375	\$29,500,000
1/1/2024			\$500,425	\$500,425	
7/1/2024	\$1,370,000	4.000%	\$500,425	\$1,870,425	\$28,130,000
1/1/2025	\$0		\$473,025	\$473,025	
7/1/2025	\$1,425,000	4.000%	\$473,025	\$1,898,025	\$26,705,000
1/1/2026	\$0		\$444,525	\$444,525	
7/1/2026	\$1,480,000	4.000%	\$444,525	\$1,924,525	\$25,225,000
1/1/2027	\$0		\$414,925	\$414,925	
7/1/2027	\$1,540,000	4.000%	\$414,925	\$1,954,925	\$23,685,000
1/1/2028	\$0		\$384,125	\$384,125	
7/1/2028	\$1,600,000	4.000%	\$384,125	\$1,984,125	\$22,085,000
1/1/2029	\$0		\$352,125	\$352,125	
7/1/2029	\$1,665,000	4.000%	\$352,125	\$2,017,125	\$20,420,000
1/1/2030	\$0		\$318,825	\$318,825	
7/1/2030	\$1,730,000	4.000%	\$318,825	\$2,048,825	\$18,690,000
1/1/2031	\$0		\$284,225	\$284,225	
7/1/2031	\$1,800,000	4.000%	\$284,225	\$2,084,225	\$16,890,000
1/1/2032	\$0		\$248,225	\$248,225	
7/1/2032	\$1,875,000	4.000%	\$248,225	\$2,123,225	\$15,015,000
1/1/2033	\$0		\$210,725	\$210,725	
7/1/2033	\$1,950,000	4.000%	\$210,725	\$2,160,725	13065000
1/1/2034	\$0		\$171,725	\$171,725	
7/1/2034	\$2,025,000	4.000%	\$171,725	\$2,196,725	11040000
1/1/2035	\$0		\$131,225	\$131,225	
7/1/2035	\$2,110,000	2.250%	\$131,225	\$2,241,225	\$8,930,000
1/1/2036			\$107,488	\$107,488	
7/1/2036	\$2,155,000	2.375%	\$107,488	\$2,262,488	\$6,775,000
1/1/2037			\$81,897	\$81,897	
7/1/2037	\$2,205,000	2.375%	\$81,897	\$2,286,897	\$4,570,000
1/1/2038			\$55,713	\$55,713	
7/1/2038	\$2,260,000	2.375%	\$55,713	\$2,315,713	\$2,310,000
1/1/2039			\$28,875	\$28,875	
7/1/2039	\$2,310,000	2.500%	\$28,875	\$2,338,875	\$0
TOTALS	\$32,135,000		\$9,990,319	\$42,125,319	

CITY OF BOZEMAN SERIES 2019 LIMITED OBLIGATION BOND SPORTS PARK SPECIAL LIMITED OBLIGATIONS OF THE CITY DEBT SERVICE SCHEDULE: \$1,700,000					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
7/1/2022	\$32,968	3.740%	\$29,930	\$62,897	\$1,571,950
1/1/2023	\$33,421	3.740%	\$29,476	\$62,897	\$1,538,528
7/1/2023	\$34,206	3.740%	\$28,692	\$62,897	\$1,504,322
1/1/2024	\$34,690	3.740%	\$28,208	\$62,897	\$1,469,633
7/1/2024	\$35,415	3.740%	\$27,483	\$62,897	\$1,434,218
1/1/2025	\$36,078	3.740%	\$26,820	\$62,897	\$1,398,141
7/1/2025	\$36,825	3.740%	\$26,073	\$62,897	\$1,361,316
1/1/2026	\$37,371	3.740%	\$25,526	\$62,897	\$1,323,945
7/1/2026	\$38,208	3.740%	\$24,690	\$62,897	\$1,285,738
1/1/2027	\$38,788	3.740%	\$24,109	\$62,897	\$1,246,949
7/1/2027	\$39,643	3.740%	\$23,254	\$62,897	\$1,207,306
1/1/2028	\$40,259	3.740%	\$22,638	\$62,897	\$1,167,047
7/1/2028	\$41,073	3.740%	\$21,824	\$62,897	\$1,125,974
1/1/2029	\$41,842	3.740%	\$21,056	\$62,897	\$1,084,132
7/1/2029	\$42,680	3.740%	\$20,217	\$62,897	\$1,041,452
1/1/2030	\$43,369	3.740%	\$19,529	\$62,897	\$998,083
7/1/2030	\$44,284	3.740%	\$18,613	\$62,897	\$953,798
1/1/2031	\$45,013	3.740%	\$17,885	\$62,897	\$908,786
7/1/2031	\$45,950	3.740%	\$16,948	\$62,897	\$862,836
1/1/2032	\$46,718	3.740%	\$16,179	\$62,897	\$816,118
7/1/2032	\$47,636	3.740%	\$15,262	\$62,897	\$768,482
1/1/2033	\$48,527	3.740%	\$14,371	\$62,897	\$719,955
7/1/2033	\$49,472	3.740%	\$13,426	\$62,897	\$670,484
1/1/2034	\$50,325	3.740%	\$12,572	\$62,897	620158.71
7/1/2034	\$51,332	3.740%	\$11,565	\$62,897	568826.45
1/1/2035	\$52,231	3.740%	\$10,666	\$62,897	516595.19
7/1/2035	\$53,264	3.740%	\$9,634	\$62,897	\$463,332
1/1/2036	\$54,209	3.740%	\$8,688	\$62,897	\$409,122
7/1/2036	\$55,247	3.740%	\$7,651	\$62,897	\$353,876
1/1/2037	\$56,280	3.740%	\$6,617	\$62,897	\$297,596
7/1/2037	\$57,348	3.740%	\$5,550	\$62,897	\$240,248
1/1/2038	\$58,393	3.740%	\$4,505	\$62,897	\$181,855
7/1/2038	\$59,506	3.740%	\$3,391	\$62,897	\$122,349
1/1/2039	\$60,603	3.740%	\$2,294	\$62,897	\$61,746
7/1/2039	\$61,746	3.740%	\$1,151	\$62,897	\$0
TOTALS	\$1,604,917		\$596,494	\$2,201,411	

CITY OF BOZEMAN SERIES 2020 TAX INCREMENT URBAN RENEWAL REVENUE BONDS SPECIAL LIMITED OBLIGATIONS OF THE CITY MIDTOWN DEBT SERVICE SCHEDULE: \$6,500,000					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
7/1/2022	\$180,000	2.000%	\$114,275	294,275.00	\$6,145,000
1/1/2023	\$0		\$112,475	\$112,475	
7/1/2023	\$185,000	2.000%	\$112,475	\$297,475	\$5,960,000
1/1/2024			\$110,625	\$110,625	
7/1/2024	\$190,000	3.000%	\$110,625	\$300,625	\$5,770,000
1/1/2025	\$0		\$107,775	\$107,775	
7/1/2025	\$195,000	4.000%	\$107,775	\$302,775	\$5,575,000
1/1/2026	\$0		\$103,875	\$103,875	
7/1/2026	\$205,000	4.000%	\$103,875	\$308,875	\$5,370,000
1/1/2027	\$0		\$99,775	\$99,775	
7/1/2027	\$210,000	4.000%	\$99,775	\$309,775	\$5,160,000
1/1/2028	\$0		\$95,575	\$95,575	
7/1/2028	\$220,000	4.000%	\$95,575	\$315,575	\$4,940,000
1/1/2029	\$0		\$91,175	\$91,175	
7/1/2029	\$230,000	4.000%	\$91,175	\$321,175	\$4,710,000
1/1/2030	\$0		\$86,575	\$86,575	
7/1/2030	\$235,000	4.000%	\$86,575	\$321,575	\$4,475,000
1/1/2031	\$0		\$81,875	\$81,875	
7/1/2031	\$245,000	4.000%	\$81,875	\$326,875	\$4,230,000
1/1/2032	\$0		\$76,975	\$76,975	
7/1/2032	\$255,000	4.000%	\$76,975	\$331,975	\$3,975,000
1/1/2033	\$0		\$71,875	\$71,875	\$0
7/1/2033	\$265,000	4.000%	\$71,875	\$336,875	\$3,710,000
1/1/2034	\$0		\$66,575	\$66,575	
7/1/2034	\$275,000	4.000%	\$66,575	\$341,575	\$3,435,000
1/1/2035	\$0		\$61,075	\$61,075	
7/1/2035	\$290,000	4.000%	\$61,075	\$351,075	\$3,145,000
1/1/2036			\$55,275	\$55,275	
7/1/2036	\$300,000	4.000%	\$55,275	\$355,275	\$2,845,000
1/1/2037			\$49,275	\$49,275	
7/1/2037	\$310,000	4.000%	\$49,275	\$359,275	\$2,535,000
1/1/2038			\$43,075	\$43,075	
7/1/2038	\$325,000	4.000%	\$43,075	\$368,075	\$2,210,000
1/1/2039			\$36,575	\$36,575	
7/1/2039	\$335,000	4.000%	\$36,575	\$371,575	\$1,875,000
1/1/2040			\$29,875	\$29,875	
7/1/2040	\$350,000	4.000%	\$29,875	\$379,875	\$1,525,000
1/1/2041			\$22,875	\$22,875	
7/1/2041	\$365,000	3.000%	\$22,875	\$387,875	\$1,160,000
1/1/2042			\$17,400	\$17,400	
7/1/2042	\$375,000	3.000%	\$17,400	\$392,400	\$785,000
1/1/2043			\$11,775	\$11,775	
7/1/2043	\$385,000	3.000%	\$11,775	\$396,775	\$400,000
1/1/2044			\$6,000	\$6,000	
7/1/2044	\$400,000	3.000%	\$6,000	\$406,000	\$0
TOTALS	\$6,500,000		\$2,929,400	\$7,379,400	\$76,065,000

*\$649,009 Bond Premium

CITY OF BOZEMAN SERIES 2007 + Refi 2020 TAX INCREMENT, URBAN RENEWAL REVENUE BONDS SPECIAL LIMITED OBLIGATIONS OF THE CITY DOWNTOWN BOZEMAN IMPROVEMENT DISTRICT DEBT SERVICE SCHEDULE: \$4,301,000 (\$3,995,000 + \$306,000)					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
7/1/2022	\$255,000	2.440%	\$38,686	\$293,686	\$2,916,000
1/1/2023	\$0.00		\$35,575.20	\$35,575.20	
7/1/2023	\$259,000	2.440%	\$35,575	\$294,575	\$2,657,000
1/1/2024	\$0		\$32,415	\$32,415	
7/1/2024	\$268,000	2.440%	\$32,415	\$300,415	\$2,389,000
1/1/2025	\$0		\$29,146	\$29,146	
7/1/2025	\$277,000	2.440%	\$29,146	\$306,146	\$2,112,000
1/1/2026	\$0		\$25,766	\$25,766	
7/1/2026	\$279,000	2.440%	\$25,766	\$304,766	\$1,833,000
1/1/2027	\$0		\$22,363	\$22,363	
7/1/2027	\$286,000	2.440%	\$22,363	\$308,363	\$1,547,000
1/1/2028	\$0		\$18,873	\$18,873	
7/1/2028	\$293,000	2.440%	\$18,873	\$311,873	\$1,254,000
1/1/2029	\$0		\$15,299	\$15,299	
7/1/2029	\$303,000	2.440%	\$15,299	\$318,299	\$951,000
1/1/2030	\$0		\$11,602	\$11,602	
7/1/2030	\$308,000	2.440%	\$11,602	\$319,602	\$643,000
1/1/2031			\$7,845	\$7,845	
7/1/2031	\$317,000	2.440%	\$3,977	\$320,977	\$326,000
1/1/2032	\$0		\$3,977	\$3,977	
7/1/2032	\$326,000	2.440%	\$10,125	\$336,125	\$0
TOTALS	\$3,420,000		\$568,824	\$3,988,824	

CITY OF BOZEMAN SERIES 2022 G.O. BONDS FIRE STATION NO. 2 RELOCATION SPECIAL LIMITED OBLIGATIONS OF THE CITY DEBT SERVICE SCHEDULE: \$6,730,000					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
1/1/2023			\$150,255	\$150,255	
7/1/2023	\$205,000	5.000%	\$149,425	\$354,425	\$504,680
1/1/2024			\$144,300	\$144,300	
7/1/2024	\$220,000	5.000%	\$144,300	\$364,300	\$508,600
1/1/2025			\$138,800	\$138,800	
7/1/2025	\$230,000	5.000%	\$138,800	\$368,800	\$507,600
1/1/2026			\$133,050	\$133,050	
7/1/2026	\$240,000	5.000%	\$133,050	\$373,050	\$506,100
1/1/2027			\$127,050	\$127,050	
7/1/2027	\$255,000	5.000%	\$127,050	\$382,050	\$509,100
1/1/2028			\$120,675	\$120,675	
7/1/2028	\$265,000	5.000%	\$120,675	\$385,675	\$506,350
1/1/2029			\$114,050	\$114,050	
7/1/2029	\$280,000	5.000%	\$114,050	\$394,050	\$508,100
1/1/2030			\$107,050	\$107,050	
7/1/2030	\$295,000	5.000%	\$107,050	\$402,050	\$509,100
1/1/2031			\$99,675	\$99,675	
7/1/2031	\$310,000	5.000%	\$99,675	\$409,675	\$509,350
1/1/2032			\$91,925	\$91,925	
7/1/2032	\$325,000	5.000%	\$91,925	\$416,925	\$508,850
1/1/2033			\$83,800	\$83,800	
7/1/2033	\$340,000	5.000%	\$83,800	\$423,800	\$507,600
1/1/2034			\$75,300	\$75,300	
7/1/2034	\$355,000	4.000%	\$75,300	\$430,300	\$505,600
1/1/2035			\$68,200	\$68,200	
7/1/2035	\$370,000	4.000%	\$68,200	\$438,200	\$506,400
1/1/2036			\$60,800	\$60,800	
7/1/2036	\$385,000	4.000%	\$60,800	\$445,800	\$506,600
1/1/2037			\$53,100	\$53,100	
7/1/2037	\$400,000	4.000%	\$53,100	\$453,100	\$506,200
1/1/2038			\$45,100	\$45,100	
7/1/2038	\$415,000	4.000%	\$45,100	\$460,100	\$505,200
1/1/2039			\$36,800	\$36,800	
7/1/2039	\$435,000	4.000%	\$36,800	\$471,800	\$508,600
1/1/2040			\$28,100	\$28,100	
7/1/2040	\$450,000	4.000%	\$28,100	\$478,100	\$506,200
1/1/2041			\$19,100	\$19,100	
7/1/2041	\$470,000	4.000%	\$19,100	\$489,100	\$508,200
1/1/2042			\$9,700	\$9,700	
7/1/2042	\$485,000	4.000%	\$9,700	\$494,700	\$504,400
TOTALS	\$6,730,000		\$3,412,830	\$10,142,830	\$10,142,830

CITY OF BOZEMAN INTERCAP LOAN 2431-01 SOUTH 8TH DEBT SERVICE SCHEDULE: \$92,918					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
8/15/2022	\$4,839	1.550%	\$37	\$4,839	\$0
TOTALS	\$4,839		\$37	\$4,839	

CITY OF BOZEMAN INTERCAP LOAN 2431-02 SOUTH 8TH DEBT SERVICE SCHEDULE: \$926,494					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
8/15/2022	\$50,964	1.550%	\$392	\$51,356	\$0
TOTALS	\$3,420,000		\$568,824	\$3,988,824	

CITY OF BOZEMAN INTERCAP LOAN 2431-03 SOUTH 8TH DEBT SERVICE SCHEDULE: \$183,867					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
8/15/2022	\$10,358	1.550%	\$80	\$10,438	\$0
TOTALS	\$10,358		\$80	\$10,438	

SPORTS PARK/BRONKEN INTERCAP LOAN 2010-01 REPLACE/UPGRADE STREET LIGHTS DEBT SERVICE SCHEDULE: \$151,825					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
8/15/2022	\$14,554	1.550%	\$520,375	\$534,929	\$230,971
2/15/2023	\$14,734	1.550%	\$500,425	\$515,159	\$216,238
8/15/2023	\$15,044	0%	\$0	\$15,044	\$201,194
2/15/2024	\$15,240	0%	\$0	\$15,240	\$185,954
8/15/2024	\$15,541	0%	\$0	\$15,541	\$170,413
2/15/2025	\$15,770	0%	\$0	\$15,770	\$154,642
8/15/2025	\$16,073	0%	\$0	\$16,073	\$138,569
2/15/2026	\$16,303	0%	\$0	\$16,303	\$122,266
8/15/2026	\$16,614	0%	\$0	\$16,614	\$105,651
2/15/2027	\$16,863	0%	\$0	\$16,863	\$88,788
8/15/2027	\$17,174	0%	\$0	\$17,174	\$71,615
2/15/2028	\$17,441	0%	\$0	\$17,441	\$54,174
8/15/2028	\$17,750	0%	\$0	\$17,750	\$36,424
2/15/2029	\$18,040	0%	\$0	\$18,040	\$18,384
8/15/2029	\$18,384	0%	\$0	\$18,384	\$0
TOTALS	\$245,526		\$1,020,800	\$1,266,326	

CITY OF BOZEMAN INTERCAP LOAN 2593-01 REPLACE/UPGRADE STREET LIGHTS DEBT SERVICE SCHEDULE: \$47,406					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
8/15/2022	\$1,565	1.550%	\$214	\$4,839	\$26,336
2/15/2023	\$1,572	1.550%	\$206	\$1,778	\$24,764
8/15/2023	\$1,584	0%	\$0	\$1,584	\$23,180
2/15/2024	\$1,592	0%	\$0	\$1,592	\$21,588
8/15/2024	\$1,604	0%	\$0	\$1,604	\$19,984
2/15/2025	\$1,612	0%	\$0	\$1,612	\$18,372
8/15/2025	\$1,624	0%	\$0	\$1,624	\$16,748
2/15/2026	\$1,632	0%	\$0	\$1,632	\$15,115
8/15/2026	\$1,644	0%	\$0	\$1,644	\$13,471
2/15/2027	\$1,653	0%	\$0	\$1,653	\$11,818
8/15/2027	\$1,665	0%	\$0	\$1,665	\$10,154
2/15/2028	\$1,674	0%	\$0	\$1,674	\$8,480
8/15/2028	\$1,685	0%	\$0	\$1,685	\$6,795
2/15/2029	\$1,695	0%	\$0	\$1,695	\$5,099
8/15/2029	\$1,706	0%	\$0	\$1,706	\$3,393
2/15/2030	\$1,717	0%	\$0	\$1,717	\$1,677
8/15/2030	\$1,677	0%	\$0	\$1,677	\$0
TOTALS	\$27,901		\$420	\$31,381	

CITY OF BOZEMAN INTERCAP LOAN 2593-02 REEPLACE/UPGRADE STREET LIGHTS DEBT SERVICE SCHEDULE: \$151,825					
Payment Due	Principal Payment	Interest Rate	Interest Payment	Semi-Annual Payment	Principal Balance
8/15/2022	\$5,315	1.550%	\$738	\$6,053	\$90,729
2/15/2023	\$5,344	1.550%	\$709	\$6,053	\$85,385
8/15/2023	\$5,397	0%	\$0	\$5,397	\$79,989
2/15/2024	\$5,428	0%	\$0	\$5,428	\$74,561
8/15/2024	\$5,478	0%	\$0	\$5,478	\$69,083
2/15/2025	\$5,514	0%	\$0	\$5,514	\$63,569
8/15/2025	\$5,564	0%	\$0	\$5,564	\$58,004
2/15/2026	\$5,600	0%	\$0	\$5,600	\$52,405
8/15/2026	\$5,650	0%	\$0	\$5,650	\$46,755
2/15/2027	\$5,687	0%	\$0	\$5,687	\$41,067
8/15/2027	\$5,737	0%	\$0	\$5,737	\$35,330
2/15/2028	\$5,777	0%	\$0	\$5,777	\$29,553
8/15/2028	\$5,825	0%	\$0	\$5,825	\$23,728
2/15/2029	\$5,868	0%	\$0	\$5,868	\$17,860
8/15/2029	\$5,916	0%	\$0	\$5,916	\$11,945
2/15/2030	\$5,959	0%	\$0	\$5,959	\$5,985
8/15/2030	\$5,985	0%	\$0	\$5,985	\$0
TOTALS	\$96,044		\$1,447	\$97,491	

CAPITAL EXPENDITURES

Capital Expenditure Summary

The CIP includes any planned expenditure of \$25,000 or greater, that results in the acquisition of an asset with a useful life of 3 years or more. There are a couple of “exceptions” or “extensions” of this definition that we have found helpful and necessary in past years:

- General Planning Documents (master plans, community surveys, etc.) are NOT included in our CIP.
- Specific plans that involve pre-engineering or preliminary design of facilities are often (but not always) included in the CIP.
- Software purchases that could potentially be “software as a service”. Cloud based services are beginning to replace our purchase of outright software and hardware. In the CIP, we have treated the software projects as a capital outlay purchase; although a “service” type, solution may actually be chosen during the bidding/proposal process.

State law and City charter require the City to prepare the CIP. State Law requires the City to maintain a Capital Improvement Plan for our Development Impact Fee programs. Under Montana Code Annotated (MCA), this Capital Improvement Plan provides the schedules and cost projections required under MCA §7-6-1602(2)(k)(i-iv). In Article 5.06 of the adopted City Charter, the City Manager is responsible for preparing and submitting a multi-year capital program to the City Commission no later than December 15 for the ensuing fiscal year.

This five-year plan includes long-range plans for our current facilities while keeping in mind level of service standards. In a community with relatively high cost of living, the ability of citizens to afford the needed utility rate, fee, and assessment levels is of concern. At the same time, the City strives to keep existing facilities properly maintained — and not pass deferred maintenance costs and problems on to future generations. The staff have taken a lot of time and care in preparing this document.

Once adopted, the Capital Improvements Plan became the basis of the Budget for FY23. The City will continue to invest in capital infrastructure in order to keep Bozeman a vibrant and active city. We are a resilient, enterprising, and creative community. The 2023-2027 CIP is a plan to provide efficient and effective services, and to achieve the Commission’s vision and priorities set out in the Strategic Plan for the City of Bozeman. The Plan can be found on the City website: [CIP FY23-FY27](#).

Strategic Plan

The Strategic Plan helps inform the planning and decision process for the CIP. Below highlights some of the items included in the plan:



- 1) **An Engaged Community.** We are continuing our work to foster a culture of civic engagement by using our newly adopted communication plan. Several of the projects will include an element of Community Outreach.



- 2) **An Innovative Economy.** Supporting retention and growth of both the traded and local business sectors is addressed with the plans for our expanded infrastructure. In addition, annual amounts for the purchase of fiber conduit and vaults, GF275, included in this plan is an investment into broadband infrastructure taking a step towards *2.2 a Identify Commercial/Industrial Infrastructure needs.*



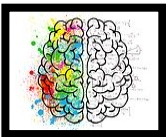
3) A Safe, Welcoming Community. There are several projects on the horizon that will contribute to the City's efforts in fostering a safe, welcoming community:

- By planning for the relocation of Fire Station 2 and strategizing for Fire Station 4, we are addressing *3.1 c Implement the Fire Station Location Plan*.
- *3.4 Active Recreation* is included throughout the General Fund plan and the Parks & Trails District Fund with many projects that encourage and promote active recreation.



4) A Well-Planned City. We have developed a Comprehensive Parks Maintenance and Facilities Funding Program which we are continuing to implement in the District. Many of the funds work together towards the well-planned City vision:

- All the road projects funded by the Street Impact Fee Fund will include bike lanes and aid in our efforts towards the Strategic Plan *4.5 a Enhance Non-motorized Transportation*. City staff calculated that 20-30% of recent street corridor projects included improvements in bike and pedestrian facilities, indicating a significant investment in non-motorized facilities. In addition, the Street Maintenance fund has annual allocations dedicated to bike path improvements. These annual appropriations are increasing throughout the plan.
- The Wastewater Fund and Wastewater Impact Fee Fund have many projects that achieve *4.3 b Increase Capacity of Sewer Pipes to Accommodate Development Projects*.
- In this plan, funding for aerial photography through GIS has been increased, aiding in our efforts toward *4.1 c GIS Land Use & Infrastructure Development Tracking*. The expansion of this project will provide the City of Bozeman and the community with a more accurate representation of current conditions as well as measurements and land use determinations that would otherwise require extensive time in the field.



5) A Creative, Learning Culture. Developing an ordinance to create a program for all public buildings built to have 1% of the construction costs to be set aside for art in that public space. This type of program provides a guaranteed funding mechanism for the acquisition of artwork for new public facilities and civic spaces.



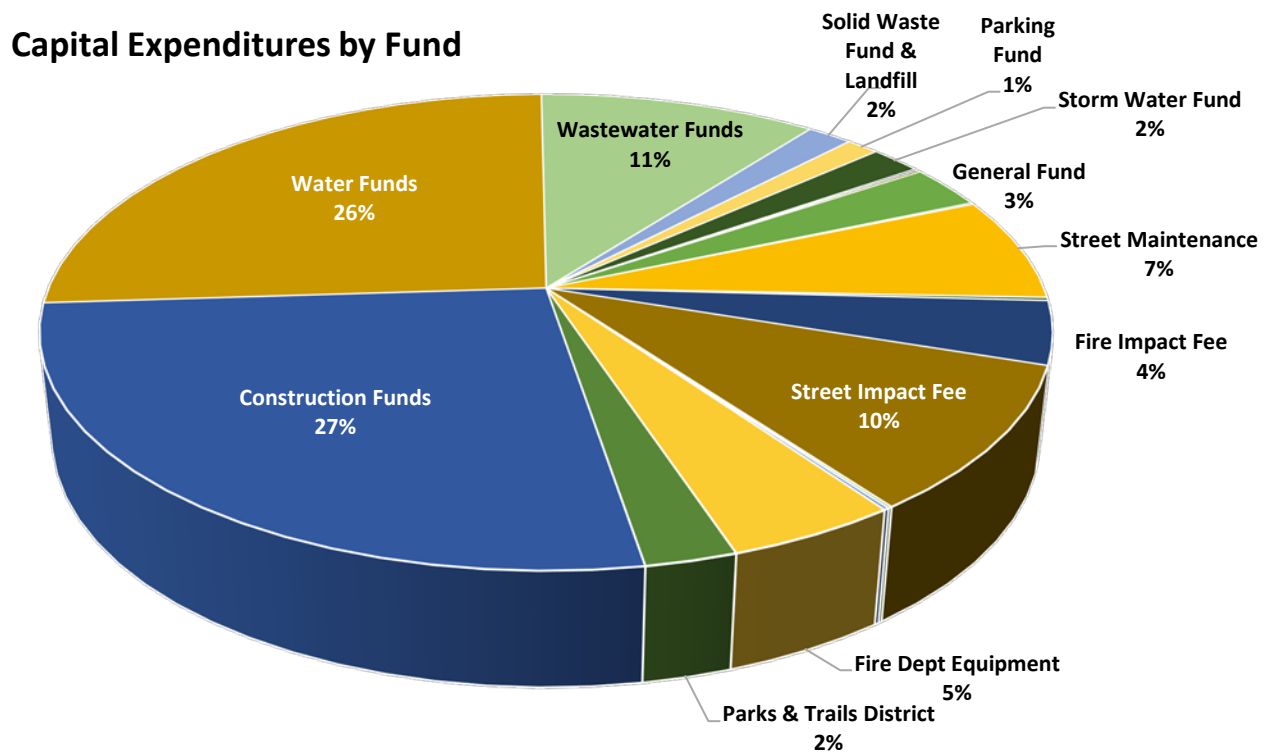
6) A Sustainable Environment. The Plan has projects that align with the Commission Priority of *Climate Action* and *Strategic Plan 6.3* including GF362 Solar Panel Arrays aligns with the *Climate Plan 2.F.1* (Plan and Install Renewable Energy Projects for City Facilities).



7) A High Performance Organization. There are projects to further expand facilities to accommodate new staff to have adequate work space in addition to new vehicles, tools and equipment to aid in the basic services for the City.

FY23 Capital impacts on Operational Costs:

\$35 million in spending is planned in FY23, majority being spent on water and wastewater infrastructure projects. The larger infrastructure projects have an impact on our operational costs, which can include increased cost for maintenance, additional monitoring, and additional services such as more roads to plow. The major wastewater projects discussed earlier will add maintenance time and monitoring. Expanding the vehicle fleet increases maintenance and gas expenditures.



FY23 Capital Project Listing

FY23 Capital Listing				
Fund	Division	Project #	Project Name	FY23
General Fund				
10	City Attorney	GF337	High Density Storage System	25,000
10	Facilities	GF328	Vehicle Replacement	37,000
10	Facilities	GF361	1% Art for Library Expansion	40,000
10	IT	GF233	IT Vehicle Replacement	30,000
10	IT	GF080	City-Wide Switches & Routers	55,000
10	IT	GF265	General Fund Server Replacement	50,000
10	IT	GF311	Cooling System for City Hall	11,000
10	IT	GF313	Video Evidence Storage	40,000
10	Police	GF053	Patrol Car & Equipment Replacement	189,000
10	Police	GF316	Police Body Camera System	146,000
10	Cemetery	GF116	Cemetery Vehicle Replacement	63,000
10	Recreation	GF355	Westside Recreation and Library Design	200,000
10	Economic Development	GF275	Fiber Optic Conduit and Vaults	40,000
10	Sustainability	GF362	Solar Panel Arrays	100,000
General Fund Total				1,026,000
Planning Fund				
100	Building Inspection	CC001	Code Compliance Vehicle	40,000
Building Inspection Fund Total				40,000
Street Maintenance Fund				
111	Street Maintenance	STR22	Streets Operations Grader Lease	127,840
111	Street Maintenance	STR34	Sweepers	100,000
111	Street Maintenance	STR40	Dump Truck with Plow Sander	230,000
111	Street Maintenance	STR49	Sanders	27,000
111	Street Maintenance	STR71	Street Improvements Mill Overlay	648,582
111	Street Maintenance	STR75	Annual Pedestrian Ramp Replacement	105,000
111	Street Maintenance	STR90	Street Chip Seal	287,568
111	Street Maintenance	STR91	Oak Street Median Landscaping	60,000
111	Street Maintenance	STR104	Bridger Creek Stabilization	50,000
111	Street Maintenance	STR115	Cottonwood Median Landscape	100,000
111	Street Maintenance	STR118	Safety Truck	100,000
111	Street Maintenance	STR119	Tractor Truck for Trailer	160,000
111	Street Maintenance	STR120	Side Dump Trailer	80,000
111	Street Maintenance	STR121	Grader Skid Steer Attachment	45,000
111	Street Maintenance	STR122	Right of Way Mowing Equipment	110,000
111	Street Maintenance	STR123	Light Duty Fleet Addition	60,000
111	Street Maintenance	STR124	Signal Traffic Center	180,000
Street Maintenance Fund Total				2,470,990

FY23 Capital Listing				
Fund	Division	Project #	Project Name	FY23
Tree Maintenance Fund				
112	Tree Maintenance	FOR17	Forestry Brush Chipper	75,000
Tree Maintenance Fund Total				75,000
Fire Impact Fee Fund				
113	Fire Impact Fee	FIF06	Fire Station 4 Land Acquisition & Design	1,500,000
Fire Impact Fee Fund Total				1,500,000
Street Impact Fee Fund				
114	Street Impact Fee	SIF001	Right of Way Acquisition	1,400,000
114	Street Impact Fee	SIF114	Fowler Connection Oak to Babcock	2,000,000
114	Street Impact Fee	SIF188	Oak Street Intersections	50,000
Street Impact Fee Fund Total				3,450,000
Building Inspection Fund				
115	Building Inspection	BI03	Building Inspection Staff Vehicle	40,000
Building Inspection Fund Total				40,000
Arterial & Collector Fund				
141	Arterial & Collector	A&C009	Oak Street/Flanders Mill Intersection	50,000
Arterial & Collector Fund Total				50,000
Fire Capital & Equipment Fund				
187	Fire Capital & Equip	FE06	Radio Replacement Program	50,000
187	Fire Capital & Equip	FE12	Personal Protective Equipment	41,750
187	Fire Capital & Equip	FE18	Light Duty Vehicles	150,000
187	Fire Capital & Equip	FE20	Fire Engine Replacement	1,400,000
Fire Capital & Equipment Fund Total				1,641,750
Parks & Trails District				
195	Parks & Trails District	GF031	Park Improvement Grant	150,000
195	Parks & Trails District	GF092	Playground Equipment	130,000
195	Parks & Trails District	GF115	Park Vehicle Replacements	47,000
195	Parks & Trails District	PTD01	Large Deck Mower	70,000
195	Parks & Trails District	PTD02	Parks Restroom Upgrades	80,000
195	Parks & Trails District	PTD03	Playground Equipment	210,000
195	Parks & Trails District	PTD04	Park Vehicles	106,000
195	Parks & Trails District	PTD05	Toolcat Multi-Purpose Vehicle	80,000
Parks & Trails District Total				873,000

FY23 Capital Listing				
Fund	Division	Project #	Project Name	FY23
Construction Funds				
561	Library Deprec Fund	LIB29	Expansion of Auto Material Handler	50,000
561	Library Deprec Fund	LIB30	Library Lighting Upgrade	175,000
572	Fire	GF305	Fire Station #2 Relocation	6,730,000
573	Recreation	GF137	Swim Center Renovation	1,265,400
573	Recreation	GF238	Bogert Pool Renovation	585,800
573	Recreation	GF140	Lindley Parking Lot Resurfacing	82,320
573	Recreation	GF209	Lindley Center Renovation	335,000
Construction Funds Total				9,323,520
Water Funds				
600	Water	W03	Annual Water Pipe Replacement	25,000
600	Water	W04-23	Water Pipe Replacement Program	1,200,000
600	Water	W84	Sourdough Tank Inspection	600,000
600	Water	W90	Total Organic Carbon Analyzer	40,000
600	Water	W102	Replace Backhoe	156,259
600	Water	W103	Replace Dump Truck	145,423
600	Water	W107	Sourdough Intake Improvements	5,100,000
600	Water	W120	Replace Solenoid Valves	110,000
600	Water	W134	Groundwater Permitting	500,000
600	Water	WIF40	Sourdough Transmission Main Phase 2	900,000
600	Water	N/A	Small Works Projects	47,000
610	Water Impact Fee	WIF55	Billings Clinic Water Main	200,000
610	Water Impact Fee	WIF64	Buffal Run Water Main Oversizing	30,000
Water Funds Total				9,053,682
Wastewater Funds				
620	Wastewater	WW07	Annual Wastewater Pipe Replacement	25,000
620	Wastewater	WW08	Wastewater Pipe Replacement	1,000,000
620	Wastewater	WW69	Small Works Projects	120,000
620	Wastewater	WW70	WRF Facility Engineering & Optimization	60,000
620	Wastewater	WW83	UFAT Gravity Thickener	400,000
620	Wastewater	WW100	Replace Backhoe	137,500
620	Wastewater	WW101	Replace Sewer Jetter	360,600
620	Wastewater	WW102	Sewer Bypass Pump	55,000
620	Wastewater	WW112	East Gallatin Rivier Data Collection	60,000
620	Wastewater	WW121	SCADA Motor Control Center #1	90,000
620	Wastewater	WW125	North Tracy Sewer Main Oversizing	120,000
630	Wastewater Impact Fee	WWIF22	Davis-Fowler Interceptor	1,250,000
630	Wastewater Impact Fee	WWIF56	Buffalo Run Sewer Main Oversizing	35,000
Wastewater Funds Total				3,713,100

FY23 Capital Listing				
Fund	Division	Project #	Project Name	FY23
Solid Waste Funds				
640	Solid Waste	SW56	Collections Front Load Truck	300,000
641	Landfill	SW69	Landfill Gas Wells	126,000
641	Landfill	SW70	Landfill Leachate Piping	178,000
Solid Waste Funds Total				604,000
Parking Fund				
650	Parking	P025	Parking Vehicle Replacement	50,000
650	Parking	P2201	Pay Stations	250,000
650	Parking	P2202	Maintenance Manual	50,000
650	Parking	P2203	Lot Occupancy Technology	60,000
650	Parking	N/A	Annual Maintenance Projects	25,000
Parking Fund Total				435,000
Stormwater Fund				
670	Stormwater	STDM04	Historic Pipe Replacement Program	310,000
670	Stormwater	STDM05	Annual Unplanned Pipe Rehabilitation	47,250
670	Stormwater	STDM17	Stormwater Facility Plan Phase 2	175,000
670	Stormwater	STOP09	Stormwater Sidewalk Machine	140,000
Stormwater Fund Total				672,250
Vehicle Maintenance Fund				
710	Vehicle Maintenance	VM04	Forklift Replacement	45,000
Vehicle Maintenance Fund Total				45,000
Public Works Administration Fund				
750	Public Works Admin	GIS04	Aerial Photography	50,000
Public Works Administration Fund Total				50,000
Total Capital Projects for All Funds				35,063,292



APPENDICES

Appendix A - Statistical Information

Appendix B - Fiscal Budget Policies

Appendix C - Long Range Planning

Appendix D - Glossary of Key Terms

Appendix E - Citations

Appendix A: Statistical Information

2022-23

COMMUNITY PROFILE

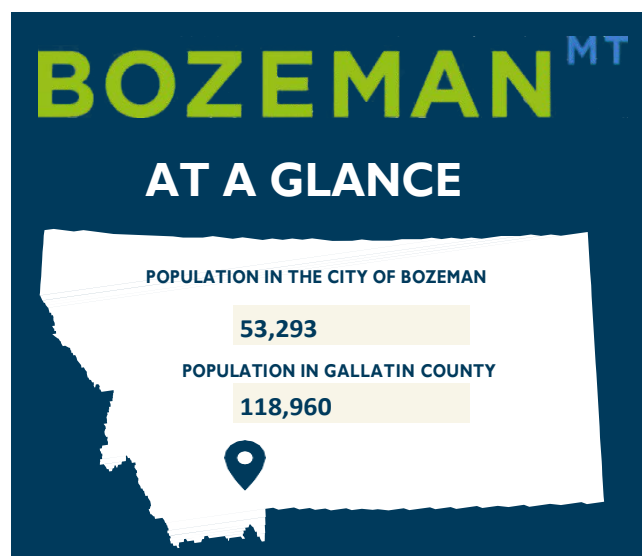
With a diverse economy, an educated labor force, and a high quality of life, Bozeman continues to be one of the most desirable and fastest growing small cities in the United States. Bozeman has a 2021 population of approximately 53,000 residents. Between 2010 and 2020, the City added nearly 17,000 residents, which translates to a growth rate of nearly 1,700 new residents per year or an annual growth rate of 3.9 percent.

The City of Bozeman has a diverse economy driven by key segments that distinguish it from other similarly sized cities. While retail trade and hotels and restaurants are large sectors, Bozeman and Gallatin County also have significant numbers of jobs in health care, manufacturing, professional and technical services, finance and insurance, and business services (admin./waste mgt. services). About half of the jobs in the County are within the City of Bozeman. Between 2015 and 2020, Gallatin County added 7,012 private wage and salary jobs (2.8 percent per year), with Bozeman capturing approximately 40 percent of the growth. Employment growth was driven by Construction, Professional and Technical Services, and Health Care.

The regional workforce is highly skilled and well educated. Approximately 59.8 percent of Bozeman's workforce has a bachelor's degree or higher. The presence of MSU and the high concentration of professional and high skill jobs—such as technology, photonics, quantum computing and health care—are drivers of the highly educated local workforce. Places with a high quality of life are also able to attract skilled labor.

Bozeman sits in the center of Gallatin County, flanked by the Bridger Mountains and Custer Gallatin National Forest, just south of the Missouri River Headwaters. This diverse Rocky Mountain landscape creates easy access to year-round outdoor activities for Bozeman residents including hiking, mountain biking, climbing, camping, fishing, and downhill and cross-country skiing. Bozeman's excellent access to public lands and year round outdoor recreation activities and uncrowded spaces are attractive to the educated work force, which is important, as highly educated skilled workers have more choices and flexibility in where they choose to work and live.

Sources: ProsperaBusiness Network, PolicomMicropolitan Rankings, US Census, FDIC, LODES, Big Sky County MLS



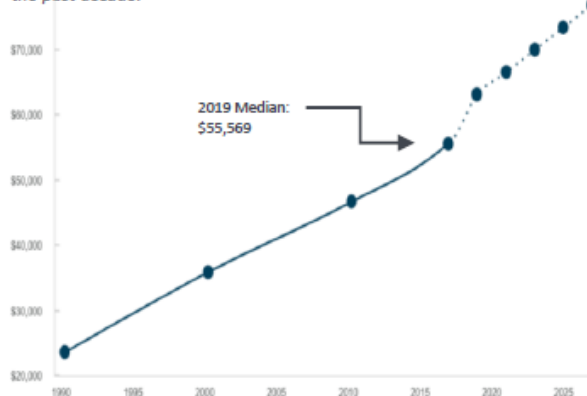
Local Market Update (YTD 9/20 & 9/21)

Single Family:	2020	2021	% Change
New Listings	528	487	(7.8%)
Avg. Days on Mkt	44	13	(70.5%)
Median Sales Price	\$514k	\$703k	+36.9%
Avg. Sales Price	\$567+	\$782k	+38.1%

Condo/Townhouse:	2020	2021	% Change
New Listings	552	494	(10.5%)
Avg. Days on Mkt	48	20	(58.3%)
Median Sales Price	\$322k	\$430k	+33.5%
Avg. Sales Price	\$342k	\$505k	+47.7%

Median Income

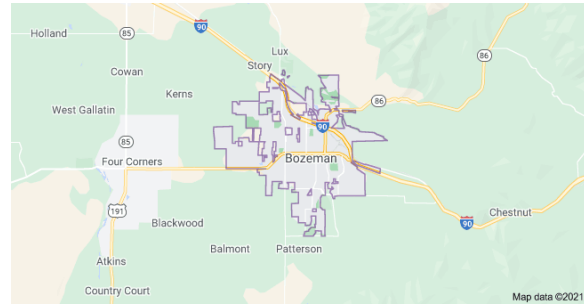
Median household income in Bozeman has increased by almost \$15,000 in the past decade.



BOZEMAN POPULATION

SOURCE: 2020 CENSUS

**PROJECTED GROWTH RATE (eREMI)-
For Gallatin County
2021-2025: 12.8%**



BOZEMAN, MT HAS A TOTAL AREA OF 20.4 SQ. MILES

POPULATION BOZEMAN CITY BY RACE:

**Single Race or in Combination with Other Race(s):
Source 2020 Census**

Caucasian - 94.5%

Black or African American - 1.3%

American Indian & Native Alaskan - 2.9% Asian
- 3.2%

Native Hawaiian & Pacific Islander - 0.3%

Other Race - 4.6%

2020 POPULATION BY AGE: Source 2020 Census



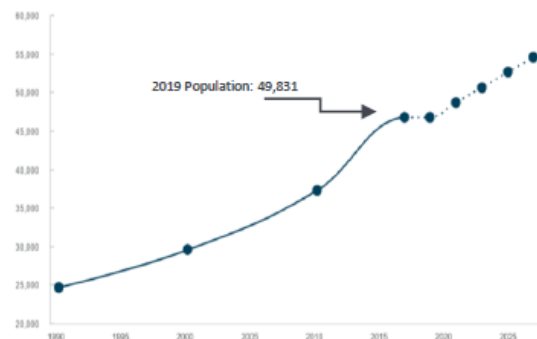
**15.4 %
UNDER 18
Years Old**



**84.6 %
18 and OLDER**

Total Population

Bozeman's population has increased by nearly 20 percent in the past 5 years, with population projections suggesting this trend will continue.



KEY HOUSEHOLD CHARACTERISTICS

SOURCE: U.S. CENSUS BUREAU, AMERICAN COMMUNITY SURVEY 2010
and 2019 – 1 YEAR and 5 YEAR

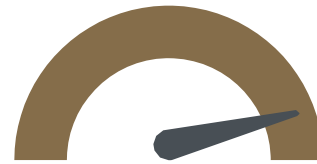
Data Note: Disposable Income is after-tax household income. Disposable income forecasts are based on the Current Population Survey, U.S. Census Bureau. Detail may not sum to totals due to rounding.

YEAR	POPULATION	MEDIAN AGE	MEDIAN HOUSEHOLD INCOME	AVERAGE HOUSEHOLD SIZE (Owner Occupied)	HOUSING UNITS
2019	46,746	27.8	\$55,569	2.3	21,093
2010	36,440	29.0	\$42,218	2.3	16,761
CHANGE	10,306	0.6	\$29,360	0.0	4,332
% CHANGE	28%	2%	49%	0%	26%

BOZEMAN CITY - WORKFORCE

CIVILIAN WORKFORCE OVER THE AGE OF 16 BY INDUSTRY BY OCCUPATION

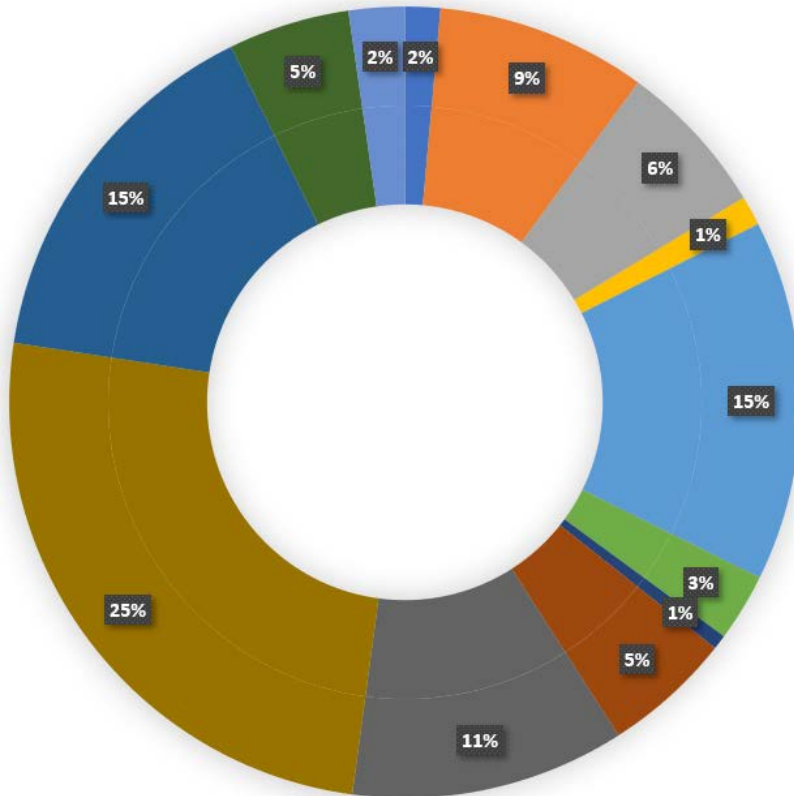
SOURCE: 2019 AMERICAN COMMUNITY SURVEY 1-YEAR ESTIMATES



TOTAL EMPLOYMENT 98.0%

(Source: Gallatin County employment, August 2021: BLS LAUS)

- Agriculture, forestry, fishing and hunting, and mining
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation and warehousing, and utilities
- Information
- Finance and insurance, and real estate and rental and leasing
- Professional, scientific, and management, and administrative and waste management services
- Educational services, and health care and social assistance
- Arts, entertainment, and recreation, and accommodation and food services
- Other services, except public administration
- Public administration



KEY EMPLOYERS

SOURCE: BOZEMAN AREA CHAMBER OF COMMERCE TRENDS REPORT & STATE OF MONTANA DEPT. OF LABOR AND INDUSTRY LABOR MARKET LOCAL PROFILE

- Montana State University
- Bozeman Health
- Oracle Corp.
- Simms Fishing Products
- Mystery Ranch
- onX
- Schedulicity

Number of Jobs

The City's labor force participation % is highest in comparison to its peer cities, with the greatest number of jobs concentrated in educational services, retail trade, health care and social assistance.



14.4

AVG. COMMUTE TO WORK
BOZEMAN (IN MINUTES)

26.9

AVG. COMMUTE TO WORKUNITED
STATES (IN MIN.)

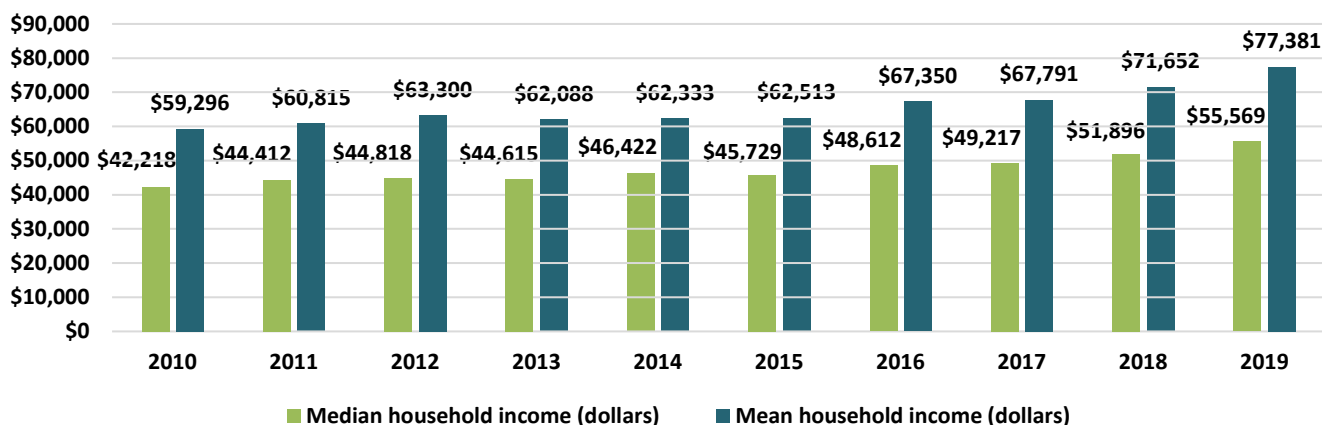
Source: Census ACS 2019 5 yr.

BOZEMAN CITY - INCOME

HOUSEHOLD INCOME

SOURCE: U.S. CENSUS BUREAU, 2010 through 2019 AMERICAN COMMUNITY SURVEYS **ONE YEAR ESTIMATES**

City of Bozeman
Median and Mean Income by Year
Source: American Community Survey 1-year Estimates



BOZEMAN CITY INFRASTRUCTURE

TRANSPORTATION

Airport	Passenger services provided by Delta, American, Alaska, Southwest, Frontier and United. Air freight carriers include FedEx, UPS
Interstate Highway	U.S. 90
Interstate Rail	MT Rail Link

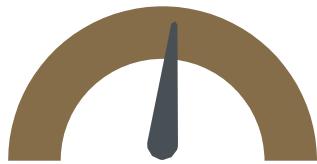
UTILITIES

Water	Production: Peak 22 MGD per day
Wastewater	128 gallons per capita of wastewater per day
Gas	Providers: Northwestern Energy, Amerigas, Gasworks, Petrolane Gas, Madison River
Area Electrical	Providers: Northwestern Energy, Park Electric Co-Op
Broadband	96.35% DSL Coverage, 84.44% Cable

BOZEMAN CITY - HOUSING

SOURCES: **Zillow Research** for Current Value (9/30/21)

U.S. Census Bureau American Community Survey 2019–1 YEAR for Ownership and Median



TYPICAL VALUE (Zillow): \$ 637,164
MEDIAN HOME VALUE: \$369,300
MONTHLY MEDIAN HOUSING COST: \$1,375
 (Owner occupied with mortgage)

OWNED: 43.1%; RENTED: 56.9% OCCUPIED UNITS

HOUSING UNIT CHARACTERISTICS:

SOURCE: U.S. CENSUS BUREAU, AMERICAN COMMUNITY SURVEY 2014 & 2019 –5 YEAR

Select Geography Level

Place

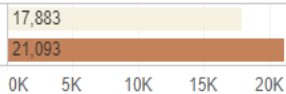
2014

2019

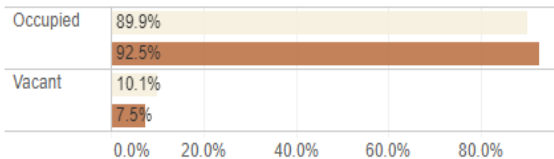
Select Geography Name

Bozeman

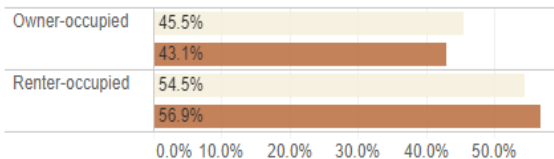
Total Housing Units



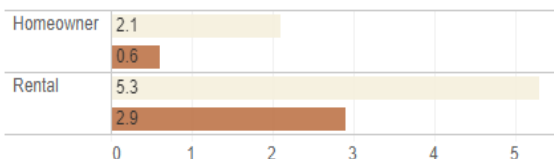
Housing Units by Occupancy Status



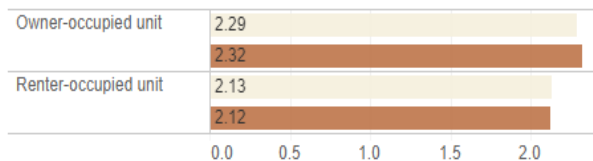
Housing Units by Occupancy Type



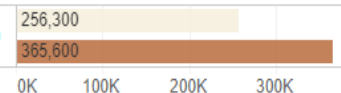
Vacancy Rate



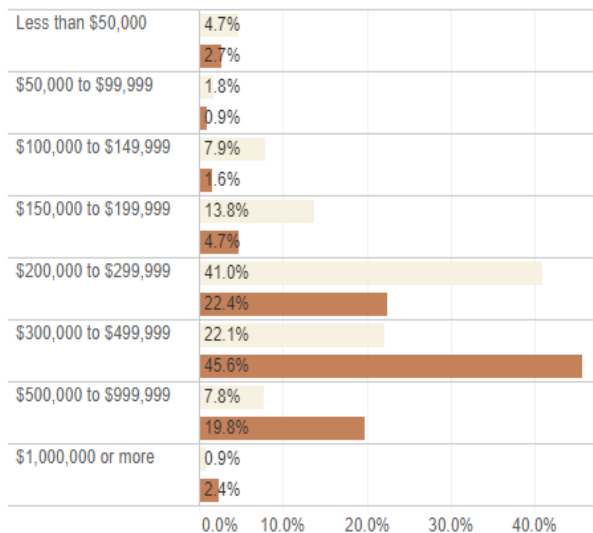
Average Household Size of Occupied Housing Unit



Median House Value (\$)



Percentage of Housing Units by House Value



BOZEMAN CITY - EDUCATION

AGE 25 AND OLDER

SOURCE: 2019 AMERICAN COMMUNITY SURVEY ONE YEAR ESTIMATES



97.9%

POP HIGH SCHOOL
GRADUATE OR HIGHER



41.9%

POP HAS ASSOCIATE OR
BACHELOR'S DEGREE AS
HIGHEST DEGREE OBTAINED



23.0%

POP. HAS GRADUATE OR
PROFESSIONAL DEGREE AS
HIGHEST DEGREE Obtained

K-12 Education: (Public) Two High Schools, Two Middle Schools, Eight Elementary Schools (Private) Four Schools.

Colleges: Montana State University, Gallatin College

BOZEMAN CITY - HEALTH CARE

Hospitals: Bozeman Health Deaconess, BDH Cancer Center

Clinics and Treatment Centers: Community Health Partners, East Main Medical Clinic, Bozeman Health Family, Nova Health Urgent Care, Ideal Option, Eating Disorder Center of Montana, Western Montana Mental Health Center

Retirement and Assisted Living: Bozeman Lodge, The Springs, Edgewood Memory Care, Knolls at Hillcrest, Highgate Senior Living, Altum Senior Living, Hamilton House, Spring Creek Inn, Senior Wyze, Mountain View Care Center

Appendix B: Budget and Financial Policies

The overall goal of the City's financial policies is to establish and maintain effective management of the City's financial resources. Formal policy statements and major objectives provide the foundation for achieving this goal. Accordingly, this section outlines the policies used in guiding the preparation and management of the City's overall budget and the major objectives to be accomplished. In addition, the rationale, which led to the establishment of the fiscal policy statements, is also identified.

Budget Development & Administration

1. A comprehensive annual budget will be prepared for all funds expended by the City.

State law provides that "Local government officials may not make a disbursement or an expenditure or incur an obligation in excess of the total appropriations for a fund." (MCA 7-6-4005(1)) Inclusion of all funds in the budget enables the commission, the administration, and the public to consider all financial aspects of city government when preparing, modifying, and monitoring the budget, rather than deal with the City's finances on a "piece meal" basis.

2. The budget will be prepared in such a manner as to facilitate its understanding by citizens and elected officials.

The budget presents a picture of the City government operations and intentions for the year to the citizens of Bozeman. Presenting a budget document that is understandable to the citizens furthers the goal of effectively communicating local government finance issues to both elected officials and the public.

3. Budgetary emphasis will focus on providing those basic municipal services which provide the maximum level of services, to the most citizens, in the most cost effective manner, with due consideration being given to all costs--economic, fiscal, and social.

Beyond adherence to this basic philosophy, Montana's Constitution states that taxes shall be levied for public purposes. The citizens of Bozeman should be assured that its government and elected officials are responsive to the basic needs of the citizens and that its government is operated in an economical and efficient manner for public purposes.

4. The budget will provide for adequate maintenance of capital, plant, and equipment and for their orderly replacement.

All governments experience prosperous times as well as periods of economic decline. In periods of economic decline, proper maintenance and replacement of capital, plant, and equipment is generally postponed or eliminated as a first means of balancing the budget. Recognition of the need for adequate maintenance and replacement of capital, plant, and equipment, regardless of the economic conditions, will assist in maintaining the government's equipment and infrastructure in good operating condition.

5. The City will avoid budgetary practices that balance current expenditures at the expense of meeting future years' expenses.

Budgetary practices such as postponing capital expenditures, accruing future years' revenues, or rolling over short-term debt are budgetary practices which can solve short-term financial problems; however, they can create much larger financial problems for future administrations and commissions. Avoidance of these budgetary practices will assure citizens that current problems are not simply being delayed to a future year.

6. The City will give highest priority in the use of one-time revenues to the funding of capital assets or other non-recurring expenditures.

Utilizing one-time revenues to fund on-going expenditures results in incurring annual expenditure obligations which may be unfunded in future years. Using one-time revenues to fund capital assets or other non-recurring expenditures better enables future administrations and commissions to cope with the financial problems when these revenue sources are discontinued, since these types of expenditures can more easily be eliminated.

7. The City will maintain a budgetary control system to help it adhere to the established budget.

The budget passed by the Commission establishes the legal spending limits for the City in alignment with City Code section 2.06.150. A budgetary control system is essential in order to insure legal compliance with the City's budget.

8. The City will exercise budgetary control (maximum spending authority) through City Commission approval of appropriation authority for each appropriated budget unit.

Exercising budgetary control for each appropriated budget unit satisfies requirements of State law and assures compliance with the City's Code, Division 2, established for the budget. It also assists the commission in monitoring current year operations and acts as an early warning mechanism when departments deviate in any substantive way from the original budget.

9. Reports comparing actual revenues and expenditures to budgeted amounts will be prepared monthly.

The City's budget is ineffective without a system to regularly monitor actual spending and revenue collections with those anticipated at the beginning of the year. Monthly reports comparing actual revenues and expenditures to budget amounts provide the mechanism for the Commission and the administration to regularly monitor compliance with the adopted budget and are a requirement of City Code section 2.06.170.

Revenue Collection

1. The City will seek to maintain a diversified and stable revenue base.

A city dependent upon a few volatile revenue sources is frequently forced to suddenly adjust tax rates or alter expenditure levels to coincide with revenue collections. Establishment of a diversified and stable revenue base, however, serves to protect the City from short-term fluctuations in any one major revenue source.

2. The City will estimate revenues in a realistic and conservative manner.

Aggressive revenue estimates significantly increase the chances of budgetary shortfalls occurring during the year--resulting in either deficit spending or required spending reductions. Realistic and conservative revenue estimates, on the other hand, will serve to minimize the adverse impact of revenue shortfalls and will also reduce the need for mid-year spending reductions.

3. The City will pursue an aggressive policy of collecting revenues.

An aggressive policy of collecting revenues will help to ensure the City's revenue estimates are met, all taxpayers are treated fairly and consistently, and delinquencies are kept to a minimum.

4. The City will aggressively pursue opportunities for Federal or State grant funding.

An aggressive policy of pursuing opportunities for federal or state grant funding provides citizens assurance that the City is striving to obtain all state and federal funds to which it is entitled, thereby reducing dependence on local taxpayers for the support of local public services.

5. User fees and charges will be used, as opposed to general taxes, when distinct beneficiary populations or interest groups can be identified.

User fees and charges are preferable to general taxes because user charges can provide clear demand signals which assist in determining what services to offer, their quantity, and their quality. User charges are also more equitable, since only those who use the service must pay--thereby eliminating the subsidy provided by nonusers to users, which is inherent in general tax financing.

6. User fees will be collected only if it is cost-effective and administratively feasible to do so.

User fees are often times costly to administer. Prior to establishing user fees, the costs to establish and administer the fees will be considered in order to provide assurance that the city's collection mechanisms are being operated in an efficient manner.

Expenditures and Payments

1. On-going expenditures will be limited to levels which can be supported by current revenues.

Utilization of reserves to fund on-going expenditures will produce a balanced budget; however, this practice will eventually cause severe financial problems. Once reserve levels are depleted, the City would face elimination of on-going costs in order to balance the budget. Therefore, the funding of on-going expenditures will be limited to current revenues.

2. Minor capital projects or recurring capital projects, which primarily benefit current residents, will be financed from current revenues.

Minor capital projects or recurring capital projects represent relatively small costs of an on-going nature, and therefore, should be financed with current revenues rather than utilizing debt financing. This policy also reflects the view that those who benefit from a capital project should pay for the project.

3. Major capital projects, which benefit future as well as current residents, will be financed with current revenues as well as other financing sources (e.g. debt financing).

This policy reflects the view that those who benefit from a capital project should pay for the project.

4. Major capital projects, which benefit future residents, will be financed with other financing sources (e.g. debt financing).

Major capital projects represent large expenditures of a non-recurring nature which primarily benefit future residents. Debt financing provides a means of generating sufficient funds to pay for the costs of major projects. Debt financing also enables the costs of the project to be supported by those who benefit from the project, since debt service payments will be funded through charges to future residents.

5. Construction projects and capital purchases of \$25,000 or more will be included in the Capital Improvement Plan (CIP); minor capital outlays of less than \$25,000 will be included in the regular operating budget.

The Capital Improvement Plan (CIP) differentiates the financing of high cost long-lived physical improvements from low cost "consumable" equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues.

6. Minor and major capital replacement and construction projects must be adopted in compliance with City Code section 5.07 where the City's capital program is established.

7. Spending Policy:

The City will spend its resources in the following order. Resources will be categorized according to Generally Accepted Accounting Principles (GAAP) for state and local governments, with the following general definitions:

- **Restricted** - Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation.
- **Committed** - Amounts constrained to specific purposes by the City Commission; to be reported as committed, amounts cannot be used for any other purpose unless the City Commission takes action to remove or change the constraint.
- **Assigned** - Amounts the City intends to use for a specific purpose; intent can be expressed by the Commission or by an official or body to which the Commission delegates the authority. The City Commission delegates this authority to the City Manager.
- **Unassigned** - Amounts that are available for any purpose; these amounts are reported only in the General Fund.

When both restricted and unrestricted resources are available, spending will occur in the following order, for the identified fund types:

Fund Type	Order of Spending
General Fund	1. Restricted 2. Committed 3. Assigned 4. Unassigned The City Commission and the City Manager, individually, have the authority to express assignments in the General Fund.
Special Revenue Funds	1. Restricted 2. Committed 3. Assigned The City Commission and the City Manager, individually, have the authority to express assignments in Special Revenue Funds.
Debt Service Funds	1. Assigned 2. Committed 3. Restricted The City Commission and the City Manager, individually, have the authority to express assignments in Debt Service Funds.
Capital Projects Funds	1. Restricted 2. Committed 3. Assigned The City Commission and the City Manager, individually, have the authority to express assignments in Capital Project Funds.

Debt Administration

1. The City will limit long-term debt to capital improvements, which cannot be financed from current revenues.

Incurring long-term debt serves to obligate future taxpayers. Excess reliance on long-term debt can cause debt levels to reach or exceed the government's ability to pay. Therefore, conscientious use of long-term debt will provide assurance that future residents will be able service the debt obligations left by former residents.

2. The City will repay borrowed funds, used for capital projects, within a period not to exceed the expected useful life of the project.

This policy reflects the view that those residents who benefit from a project should pay for the project. Adherence to this policy will also help prevent the government from over-extending itself with regard to the incurrence of future debt.

3. The City will not use long-term debt for financing current operations.

This policy reflects the view that those residents who benefit from a service should pay for the service. Utilization of long-term debt to support current operations would result in future residents supporting services provided to current residents.

4. The City of Bozeman will adhere to a policy of full public disclosure with regard to the issuance of debt.

Full public disclosure with regard to the issuance of debt provides assurance that the incurrence of debt, for which the public is responsible, is based upon a genuine need and is consistent with underwriters' guidelines.

5. The City of Bozeman will adhere to state of Montana General Fund limitations for municipalities.

For the General Fund, Montana Code Annotated section 7-7-4101 allows the City to issue an obligation so long as 10% of the General Fund budget in each of the two immediately preceding fiscal years is not exceeded, debt services in the current or any future fiscal year do not exceed 2% of revenue deposited in each of the two immediately preceding fiscal years in the Fund, and the term of an obligation cannot exceed 20 years.

Reserves and Fund Balances

1. Reserves and Fund Balances will be properly designated into the following categories:

- **Nonspendable fund balance** -- Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).
- **Restricted fund balance** -- Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation.
- **Committed fund balance** -- Amounts constrained to specific purposes by the City Commission; to be reported as committed, amounts cannot be used for any other purpose unless the City Commission takes action to remove or change the constraint.
- **Assigned fund balance** -- Amounts the City intends to use for a specific purpose; intent can be expressed by the Commission or by an official or body to which the Commission delegates the authority.
- **Unassigned fund balance** -- Amounts that are available for any purpose; these amounts are reported only in the General Fund.

2. A minimum level of General Fund undesignated reserve equal to 16.67% of annual revenues will be maintained by the City. This reserve is committed to be used for: cash flow purposes, accrued employee payroll benefits which are not shown as a liability, unanticipated equipment acquisition and replacement, and to enable the city to meet unexpected expenditure demands or revenue shortfalls. (See the FY23 Changes in Fund Balance/Working Capital table in the Budget Summary section, page 22)

Property taxes represent the City's primary source of general fund revenue. Property taxes are collected in November and May of each fiscal year. Since the City's fiscal year begins on July 1st, the City must maintain an adequate cash balance in order to meet its expenditure obligations between July 1st and the commencement of the collection of property taxes in November.

a. The City's Municipal Code section 2.06.108 requires the City Manager to recommend a budget that results in a year-end General Fund unreserved fund balance of no less than 16.67% of estimated General Fund revenues. Bozeman's adopted budget does not restrict the General Fund reserve and each year, the City's budget process begins with zero-based budgeting. The intention of reserve as adopted by the City Commission is to ensure availability of funds and at the same time compliance with the City's Code. At no time may a budget be adopted or amended in a manner that results in a year-end General Fund unreserved balance of less than five percent of estimated General Fund reserves. This limit does not apply in case of an emergency, pursuant to state law. Accrued employee payroll benefits represent a bona fide obligation of the City. The City will maintain sufficient reserves to meet its annual expenditure obligations.

b. The City's Municipal Code section 5.04 requires a minimum level of budgeted General Fund reserved fund balance by ordinance and in accordance with the GFOA (Government Finance Officers Association) recommended practice on appropriate levels of unreserved fund balance in the General Fund. This provision does not limit appropriations in case of emergency pursuant to state law. Currently, GFOA offers a general guideline of between 16% and 17%, but only after the GFOA best practice is met. This guidance is based on an analysis of types of risks the City is trying to manage. Accrued employee payroll benefits represent a bona fide obligation of the City, and therefore, the City will maintain sufficient General Fund undesignated reserves to meet its annual expenditure obligations.

The City recognizes the need to maintain adequate equipment in order to carry out required public services. Equipment acquisition and replacement represent on-going costs of a relatively minor nature, as compared to major capital purchases. We plan for equipment replacement within our Capital Improvement Program. However, unforeseen equipment problems will arise. The reserve will provide resources for the immediate, unanticipated replacement of critical equipment.

The City is subject to revenue shortfalls and unexpected expenditure demands during the fiscal year. An undesignated General Fund reserve will be maintained to be able to offset these revenue shortfalls or meet unexpected demands occurring during the year, without suddenly adjusting tax rates or reducing expenditures.

Financial Reporting & Accounting

1. The City will manage and account for its financial activity in accordance with Generally Accepted Accounting Principles (GAAP), as set forth by the Governmental Accounting Standards Board (GASB).

GASB is recognized as the authority with respect to governmental accounting. Managing the City's finances in accordance with GAAP and in accordance with the rules set forth by GASB provides Bozeman citizens assurance that their public funds are being accounted for in a proper manner.

2. The City will maintain its accounting records for general governmental operations on a modified accrual basis, with revenues recorded when available and measurable, and expenditures recorded when services or goods are received and liabilities incurred. Accounting records for proprietary fund types and similar trust funds will be maintained on an accrual basis, with all revenues recorded when earned and expenses recorded at the time liabilities are incurred, without regard to receipt or payment of cash.

Adherence to this policy will enable the City to prepare its financial statements in accordance with GAAP as set forth by the GASB.

3. The City of Bozeman will prepare an Annual Comprehensive Financial Report (ACFR) in conformance with Generally Accepted Accounting Principles (GAAP). The report will be made available to the general public. The ACFR shall be prepared in accordance with the standards established by the GFOA for the Certificate of Achievement for Excellence in Financial Reporting Program

The Certificate of Achievement represents a significant accomplishment for a government and its financial management. The program encourages governments to prepare and publish an easily readable and understandable comprehensive annual financial report covering all funds and financial transactions of the government during the year. The ACFR provides users with a wide variety of information useful in evaluating the financial condition of a government. The program also encourages continued improvement in the City's financial reporting practices.

4. The City will ensure the conduct of timely, effective, and annual audit coverage of all financial records in compliance the local, state, and federal law.

Audits of the City's financial records provide the public assurance that its funds are being expended in accordance with Local, State, and Federal law and in accordance with GAAP. Audits also provide management and the Commission with suggestions for improvement in its financial operations from independent experts in the accounting field.

5. The City of Bozeman will maintain a policy of full and open public disclosure of all financial activity.

Full and open public disclosure of all financial activity provides the public with assurance that its elected officials and administrators communicate fully all financial matters affecting the public.

6. The modified accrual basis of accounting and budgeting is used for the governmental funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual, i.e., both measurable and available. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related liability is incurred. Employee compensated absences and principal and interest on long-term debt expenditures are recorded when due in the current period. The accrual basis of accounting is used for proprietary funds. Under this method, revenues are recorded when earned and expenses are recorded when the related liability is incurred. For budget preparation and presentation, the proprietary funds' expenses are converted to expenditures and follow the same budget format as the government fund types. Capital outlays in the enterprise funds are presented as expenses for budget basis, but are recorded as assets along with associated depreciation expense on the GAAP basis. Debt service principal payments in the enterprise funds are accounted for as expenses for budget purposes, but are reported as reduction of long-term debt liability on the GAAP basis.

Recording capital outlays as expenditures and principal payments on long-term debt for budget purposes, presents a clearer picture of the City's financial operations, is easier to administer for cash flow purposes, and is easier for the lay person to understand.

Appendix C: Long Range Financial Planning

5-year Financial Plans: Each year, the City also prepares and maintains financial plans for the current year and the ensuing 5 years for the following funds:

Special Revenue Funds

- Street Maintenance Fund
- Arterial & Collector Fund
- Tree Maintenance Fund
- Parks & Trails District Fund

Enterprise Funds

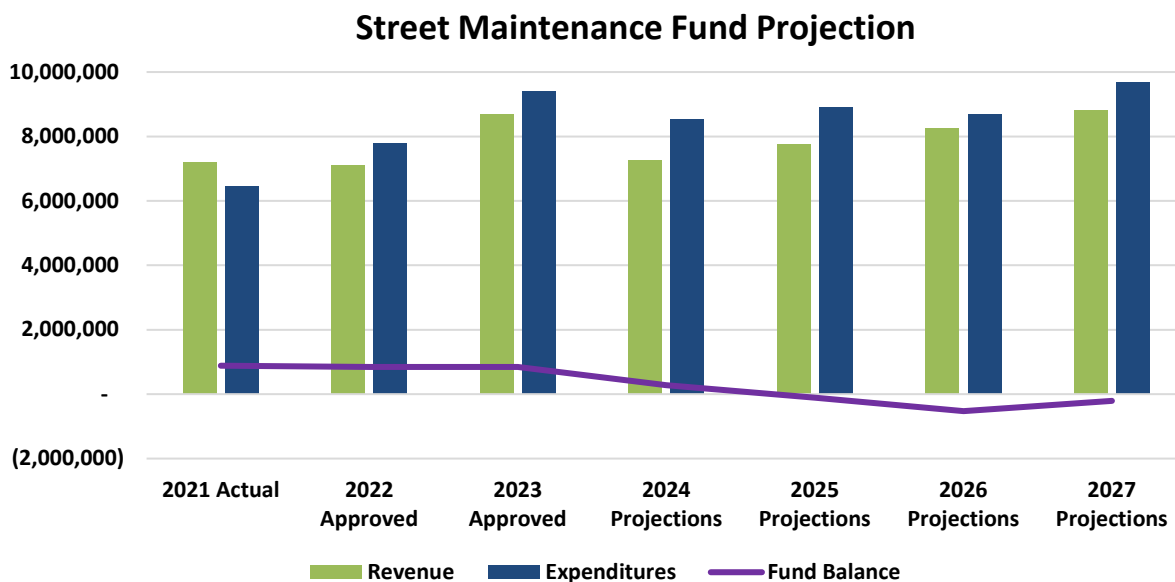
- Water Fund
- Wastewater Fund
- Stormwater Fund

These plans are developed as a part of the annual budget process and are based on current and future estimates of staffing levels, estimated increases in operating costs such as supplies, fuel, and chemicals, and capital plans. The plans project revenue requirements, expenditure levels, and estimated reserve levels for each of the five years.

Special Revenue Funds

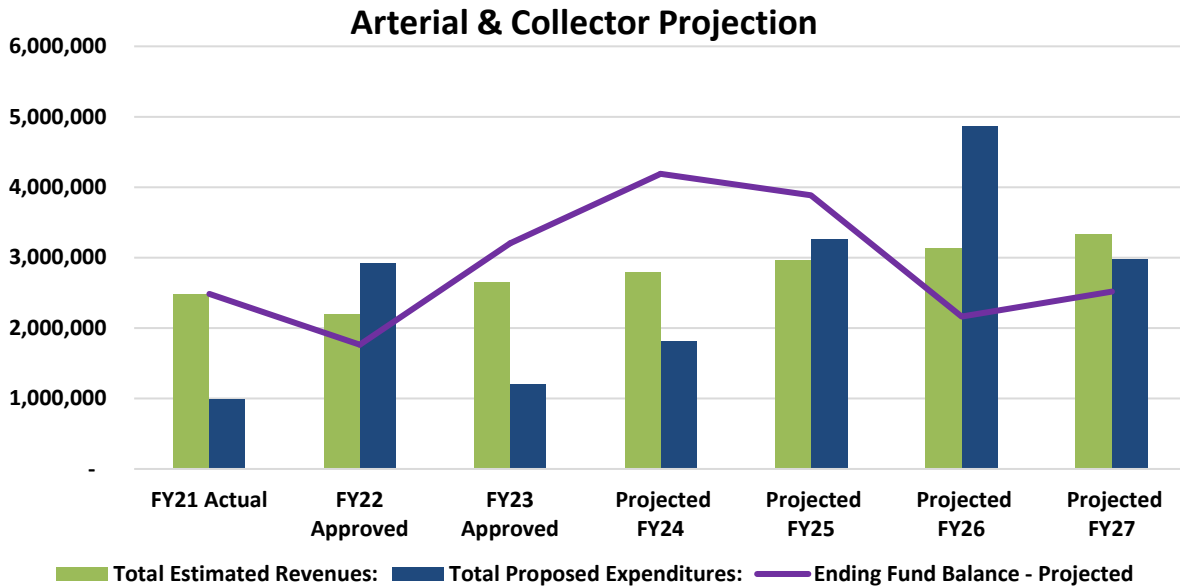
STREET MAINTENANCE:

The Street Maintenance long-term plan continues to show increases in assessment to meet the needs of the capital plan and growth. We are showing stabilization in rates but are having to dip below our desired reserve level unless we raise rates, lower the level of services or reduce capital costs.



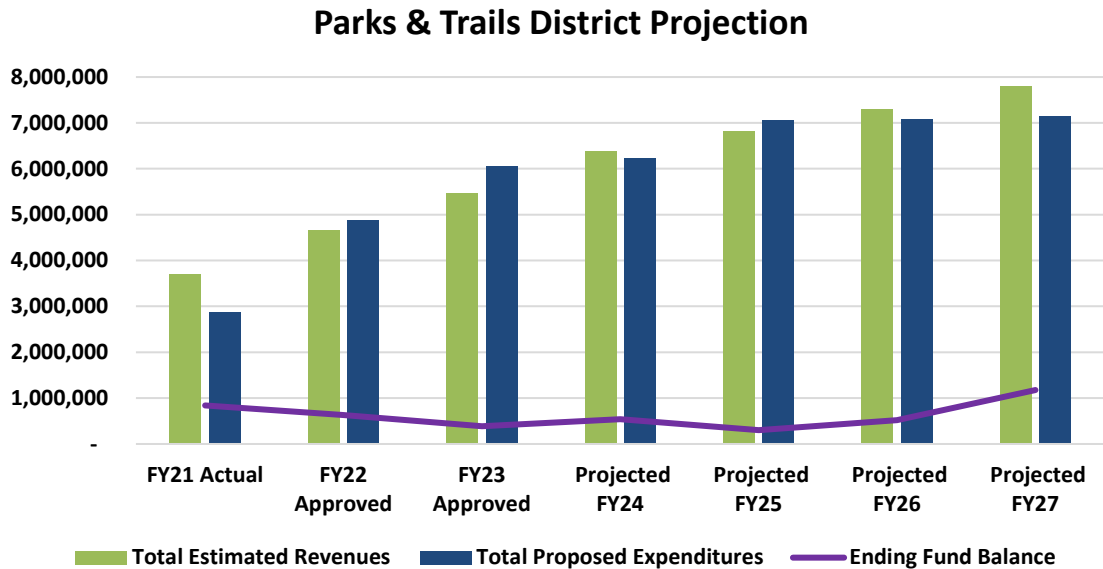
ARTERIAL AND COLLECTOR

The assessment is increasing in FY23 rate and need slight increases in the future to fund the capital program. This fund also relies on the gas tax remaining at current levels as well.



PARKS & TRAILS DISTRICT FUND

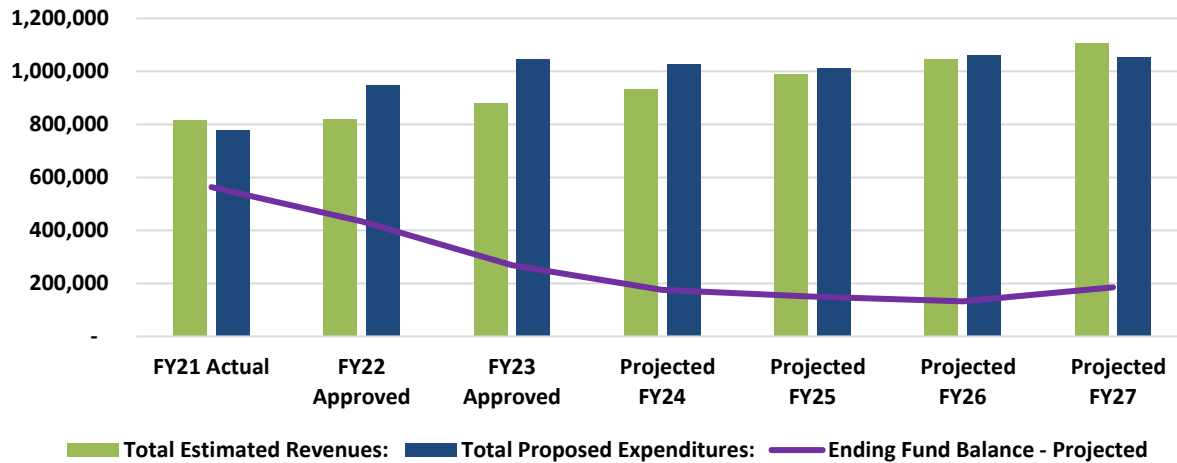
Parks & Trails District Fund plan as approved by the Commission is a five-year ramp up to Silver level of service. A major capital item was delayed to decrease the initial assessment. This year's increase is higher to include the needed capital item. Going forward minor increase are needed to keep up with costs.



TREE MAINTENANCE FUND

The Tree maintenance fund needs to continue to build a fund balance to be able to address capital needs and emergency funds.

Tree Maintenance Fund Projections

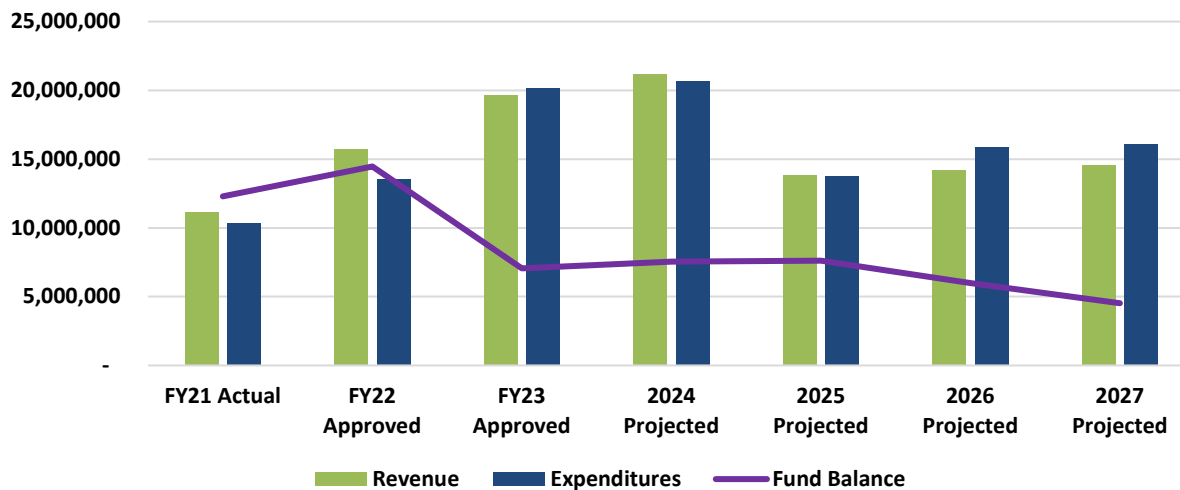


Enterprise Funds

WATER FUND

Recently, the City had a rate study completed for the Water fund. Rates and reserve levels were designed to ensure proper revenue coverage and reserve amounts, including a drought reserve.

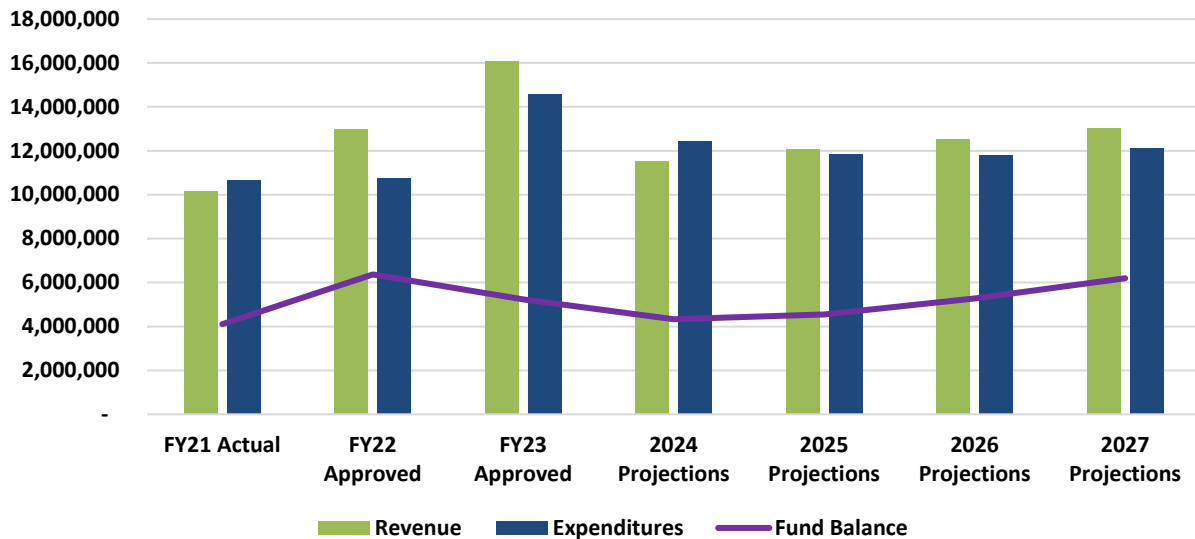
Water Fund Financial Trends



WASTEWATER FUND

Recently, the City had a rate study completed for the Wastewater fund. Rates and reserve levels were designed to ensure proper revenue coverage and reserve amounts.

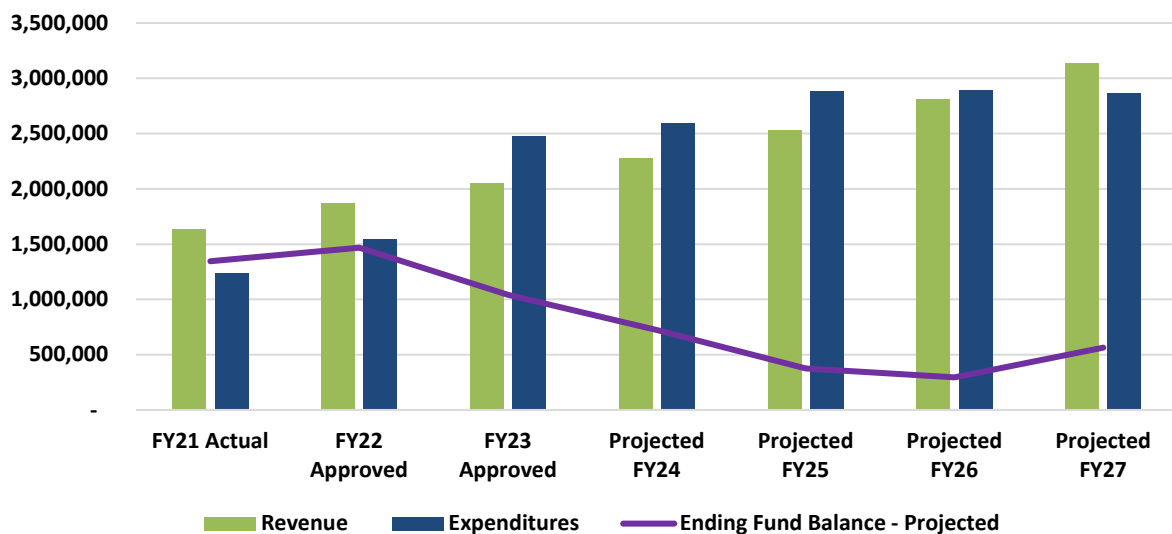
Wastewater Financial Trends



STORMWATER FUND

Projected with 2% growth assumption and increases in rates are needed to further compensate in growth and higher construction costs to continue to maintain and replace infrastructure.

Stormwater Fund Projections



Appendix D: Glossary of Key Terms

ACCRUAL BASIS- A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

APPROPRIATION- Legal authorization granted by City Commission to make expenditures and incur obligations.

ASSESSED VALUATION - A value that is established for real and personal property for use as a basis for levying property taxes. (For the City of Bozeman, the Montana Department of Revenue establishes Property values.)

ASSET - Resources owned or held by a government having monetary value.

BALANCED BUDGET - Refers to a government budget with revenues equal to expenditures.

BOND - A written promise to pay a sum of money on a specific date at a specified interest rate. The most common types of bonds are general obligation, revenue, and special assessment district bonds. These are most frequently used for construction of large capital projects such as buildings, streets, and water and waste water lines.

BOND RATING - An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full.

BOND REFINANCING - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

BUDGET - Plan of financial operation, embodying an estimate of proposed expenditures for a given period (City of Bozeman's budget is for a fiscal year July 1—June 30) and the proposed means of financing them. Upon approval by Commission, the appropriation ordinance is the legal basis for incurring expenditures.

BUDGET AMENDMENT- A procedure to revise the appropriation ordinance through action by the City Commission.

BUDGET CALENDAR - The schedule of key dates or milestones which the City follows in the preparation, adoption, and administration of the budget.

BUDGET MESSAGE - The opening section of the budget which provides the City Commission and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations regarding the financial policy for the upcoming period.

BUDGETARY BASIS - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, and Modified Accrual.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL BUDGET - The Capital Budget comprises the capital improvements that are funded in the current budget year.

CAPITAL EXPENDITURE - The item has a unit cost over \$5,000, benefits future periods, has a normal useful life of 1 year or more, has an identity that does not change with use (i.e. retains its identity throughout its useful life),

and is identifiable and can be accounted for separately. Improvements to existing assets must add life and value to be included as a capital item.

CAPITAL IMPROVEMENTS - Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

CAPITAL IMPROVEMENTS PROGRAM (CIP) - A plan for capital expenditures needed to maintain, replace, and expand the City's heavy equipment and public infrastructure (for example streets, parks, buildings, etc.) The CIP projects these capital equipment and infrastructure needs for a set number of years (5 years for City of Bozeman's Program) and is updated annually to reflect the latest priorities, cost estimates and changing financial estimates or strategies. The first year of the adopted CIP becomes the basis of the City's capital budget.

CAPITAL IMPROVEMENTS PROGRAM PLAN (CIPP) – This plan differentiates the financing of high-cost, long-lived physical improvements from low cost “consumable” equipment items contained in the operating budget. CIP items may be funded through debt financing or current revenues while operating budget items are annual or routine in nature and should only be financed from current revenues. Minor and major capital replacement and construction projects must be adopted in compliance with City Code section 5.07 where the City's Capital Program is established. Construction projects and capital purchases of \$25,000 or more will be included in the Capital Improvement Program Plan.

CAPITAL OUTLAY - Items that cost more than \$5,000 and have a useful life of one year or more. For budgeting purposes, capital outlays of less than \$25,000 will be included in the regular operating budget.

CAPITAL PROJECT - New facility, technology system, land or equipment acquisition, or improvements to existing facilities beyond routine maintenance. Capital projects are included in the CIPP and become fixed assets. Projects are categorized as either minor or major:

MINOR CAPITAL PROJECTS or reoccurring capital projects primarily benefit current residents.

MAJOR CAPITAL PROJECTS benefit future, as well as current residents and can represent large expenditures of a non-recurring nature which primarily benefit future residents.

CASH BASIS - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

CDBG - Community Development Block Grant, a federally funded grant program for specific national objectives related to housing, infrastructure, and economic development.

CONTINGENCY - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

CONTRACTED SERVICES - Expenditures for services performed by firms, individuals, not other city departments.

DEBT LIMIT - The maximum amount of gross or net debt which is legally permitted.

DEBT RATIO - Ratios which provide a method of assessing debt load and the ability to repay debt which plays a part in the determination of credit ratings. They are also used to evaluate the City's debt position over time and against its own standards and policies.

DEBT SERVICE - Payment of principal and interest related to long term loans or bonds.

DEBT SERVICE FUND - A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEBT SERVICE FUND REQUIREMENT - The amounts of revenue which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full and on schedule.

DEFICIT - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

DEPARTMENT- A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area.

DEPRECIATION - Expiration in the service life of fixed assets, attributable to wear and tear, deterioration, action of physical elements, inadequacy, and obsolescence.

DESTINGUISHED BUDGET PRESENTATION AWARD - A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

DIVISION - A group of homogenous cost centers within a department.

ENTERPRISE FUND - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

ESTIMATE - The most recent prediction of current year revenue and expenditures. Estimates are based upon many months of actual expenditure and revenue information and are prepared to consider the impact of unanticipated costs or other economic changes.

ESTIMATED REVENUE - The amount of projected revenue to be collected during the fiscal year.

EXPENDITURES - Decreases in net financial resources.

FIDUCIARY FUND – A Fiduciary Fund is used in governmental accounting to report on assets held in trust for others.

FISCAL YEAR - The time period signifying the beginning and ending period for recording financial transactions. The City's fiscal year begins on July 1 and ends on June 30 of each year.

FIXED ASSETS - Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FTE - See Full Time Equivalent.

FULL FAITH AND CREDIT- A pledge of a government's taxing power to repay debt obligations.

FULL TIME EQUIVALENT Also referred to as FTE. The yearly personnel hours worked by a position divided by the total available work hours for a full year (2080).

FUND - An accounting entity with a self-balancing set of accounts which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

FUND BALANCE - The excess of assets over liabilities. The beginning fund balance is the residual funds brought forward from the previous fiscal year. Beginning in the FY23 Budget, unassigned Fund Balance and undesignated reserves are specifically called out.

NON-SPENDABLE FUND BALANCE - Amounts that are not in a spendable form (such as inventory) or are required to be maintained intact (such as the corpus of an endowment fund).

RESTRICTED FUND BALANCE - Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government) through constitutional provisions or by enabling legislation.

COMMITTED FUND BALANCE - Amounts constrained to specific purposes by a government itself using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.

ASSIGNED FUND BALANCE - Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.

UNASSIGNED FUND BALANCE - Amounts that are available for any purpose; these amounts are reported only in the General Fund.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) – A collection of commonly followed accounting rules and standards for financial reporting.

GENERAL FUND - The fund used to account for all of the City's financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BONDS (G.O. Bonds) - Bonds for the payment of which the full faith and credit of the issuing government are pledged. These bonds usually require voter approval and finance a variety of public projects such as roads, buildings, parks and improvements.

GOAL - A statement of broad direction, purpose or intent based on the needs of the community.

GOVERNMENTAL FUNDS - Funds generally used to account for tax-supported activities. Governmental funds include: general, special revenue, debt service, capital projects, and permanent funds.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) – Represents public finance officials through the United States and Canada who publish best practices in local government finance.

GRANT - A contribution by one government unit or funding source to another. The contribution is usually made to aid in the support of a specified function (e.g. public safety or drug enforcement,) but is sometimes for general purposes.

IMPROVEMENT DISTRICT - Special assessment districts formed by property owners who desire and are willing to pay for mutually enjoyed improvements such as lighting or street maintenance.

INFRASTRUCTURE - Facilities that support the daily life and growth of the city, for example, streets, public buildings, wastewater treatment, parks.

INTERGOVERNMENT REVENUE - Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

INTERNAL SERVICE FUND - A fund used to account for the financing of goods or services provided by one department or agency to other departments on a cost-reimbursement basis.

LEASE-PURCHASE AGREEMENT - Contractual agreements, which are termed “leases”, but which in substance, amount to purchase contracts for equipment and machinery.

LEVY - (Verb) To impose taxes, special assessments, or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments, or service charges imposed by a government.

LINE-ITEM BUDGET - A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specific category.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

MANDATE - Legislation passed by the state or federal government requiring action or provision of services and/or programs by the City. Examples include the Americans with Disabilities Act, which requires such actions as physical facility improvements and provision of specialized equipment for public recreation and transportation.

MILL LEVY - Rate applied to Assessed Valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation. In Montana, there are three categories of Mills:

NON-VOTED (FLOATING) MILL – Annual mills capped by statewide law based in certified taxable values and inflation.

PERMISSIVE MILL – Annual mills allowed by Montana state law to be levied for specific purposes to raise needed funds (Permissive medical levy and some school levies, for example)

VOTED DOLLAR AMOUNT OR MILL – Taxpayer approved specific mills or mills calculated to meet voter approved specific dollars for activities

OBJECT - As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contracted services, and supplies and materials.

OBJECTIVE - Desired outcome-oriented accomplishments that can be measured and achieved within a given time frame, and advances the activity or organization toward a corresponding goal.

OPERATING BUDGET - The portion of the budget pertaining to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, and services.

ORDINANCE - A formal legislative enactment by the City Commission. If it is not in conflict with any higher form of law, such as state statute or constitutional provision, it has the full force and effect of law within the boundaries of the City.

OUTSTANDING BONDS - Bonds not yet retired through principal payment.

OVERLAPPING DEBT - The City's proportionate share of the debt of other local governmental units, which either overlap it or underlie it. The debt is generally apportioned based on relative assessed value

PAYMENT IN LIEU OF TAXES - Also referred to as PILT. Payments made in lieu of taxes from another government or entity.

PERFORMANCE BUDGET - A budget that focuses on departmental goals and objectives rather than line items, programs, or funds. Workload and unit cost data are collected in order to assess effectiveness and efficiency of services.

PERSONNEL SERVICES - Items of expenditures in the operating budget for salaries and wages paid for services performed by City employees, as well as the fringe benefit costs.

PROPERTY TAX - A levy upon each \$100 of assessed valuation of real and personal property within the City of Bozeman.

PROPRIETARY FUND- Funds that focus on the determination of operating income, changes in net position (or cost recovery) financial position, and cash flows. Proprietary funds include enterprise and internal service funds.

RESOLUTION- A special or temporary order of a legislative body (City Commission) requiring less legal formality than an ordinance or statute.

RESERVE (UNDESIGNATED) – Funds to be used for undesignated, unexpected expenses. Beginning in the FY23 budget, unassigned fund balance and undesignated reserves are specifically called out.

RESOURCES - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVENUE - Funds that the government receives as income. It includes items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

REVENUE BONDS - Bonds sold for constructing a project that will produce revenue for the government. That revenue is pledged to pay the principal and interest of the bond.

RISK MANAGEMENT - An organized attempt to protect a government's assets against accidental loss in the most economical method.

SPECIAL IMPROVEMENT DISTRICT (SID) - An area defined and designated for improvements, often financed with bond proceeds that specifically benefit the property owners within the area of the district. Debt is repaid through annual assessments to property owners.

SPECIAL REVENUE FUND - A fund used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or of major capital projects) that are legally restricted to expenditure for specified purposes.

STATE SHARED REVENUE - Revenues levied and collected by the state but shared with local governments as determined by state government. Entitlement funds received by the City from the state of Montana is the largest State Shared Revenue.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not refer to specific charges made against particular property for current or permanent benefits, such as special assessments.

TIF- Tax Increment Financing. A method of using incremental increases in property tax values to fund the improvements or efforts of a designated area.

TRANSFERS IN/OUT- Amounts transferred from one fund to another to assist in financing the services from the recipient fund.

UNDESIGNATED RESERVE – The portion of a fund’s balance that is set aside for non-specific purposes to address unforeseen expenses within the budget year and is available for general appropriation.

UNRESERVED FUND BALANCE - The portion of a fund’s balance that is not restricted for a specific purpose and is available for general appropriation.

USER CHARGES OR FEES - The payment of a fee for direct receipt of a public service by the party benefiting from the service.

WORKING CAPITAL - The different between current assets and current liabilities.

WORKLOAD INDICATOR - A unit of work to be done (e.g. number of permit applications received for the number of burglaries to be investigated.)

WRF - Water Reclamation Facility; commonly referred to in the past as a Wastewater Treatment Plant.

APPENDIX E: CITATIONS

Statistics, U. B. (2022). *Economic New Release - Consumer Price Index Summary April 2022*. Washington, D.C.:
U.S. Bureau of Labor and Statistics .