BOZEMAN MT



2025 BIENNIUM ADOPTED BUDGET

For Budget Period
July 1, 2024 to June 30, 2026

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Budget in Brief

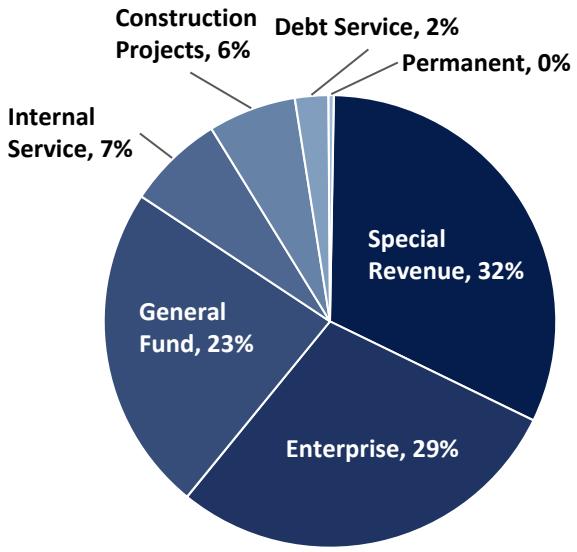
2025 Biennium Budget in Brief

The Budget in Brief provides an overview of the City of Bozeman's inaugural 2025 Biennium Budget. Key points include a summary of estimated resources and appropriations as well as highlights on personnel, operating, and capital supported by the budget. Additional information including revenue and appropriation trends is included in the City-wide Financial Summary section on page 27.

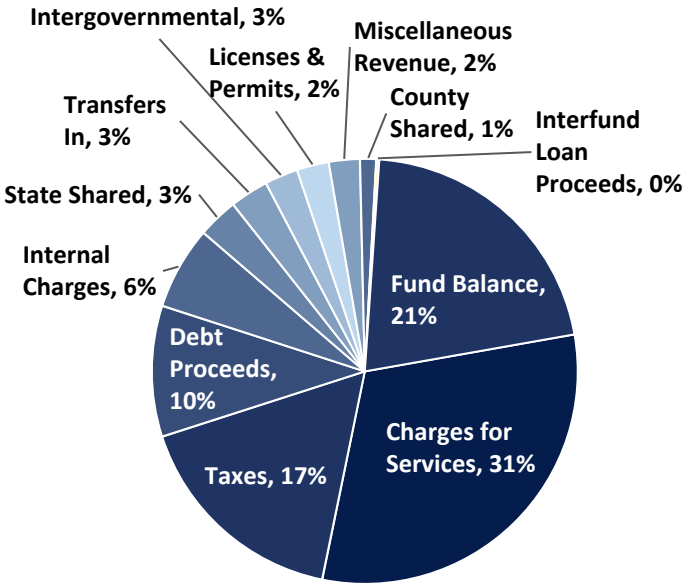
Resources

Including beginning fund balance, resources over the biennium total $557.3 million.

Resources by Budget Unit



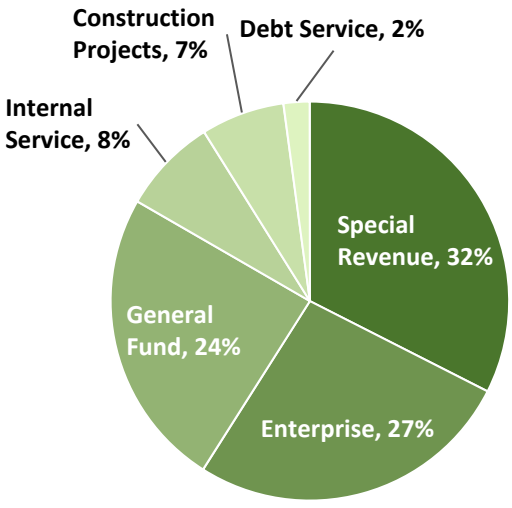
Resources by Source



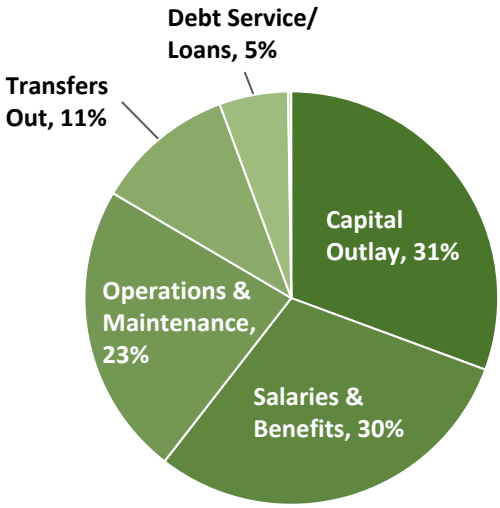
Appropriations

Appropriations over the biennium total $485.1 million.

Appropriations by Budget Unit



Appropriations by Type



BOZEMAN MT

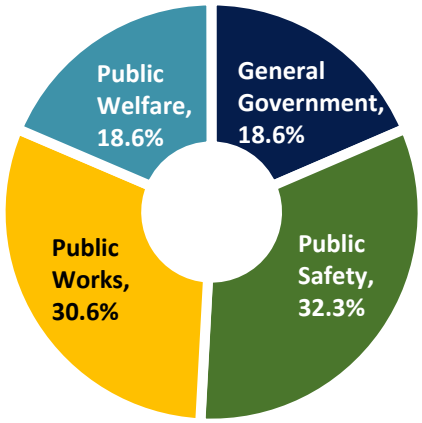
2025 Biennium Budget in Brief

Personnel

The 2025 Biennium Adopted Budget supports 557.7 full-time equivalent (FTE) employees by the end of the biennial, resulting in approximately 9.2 FTE per 1,000 residents.



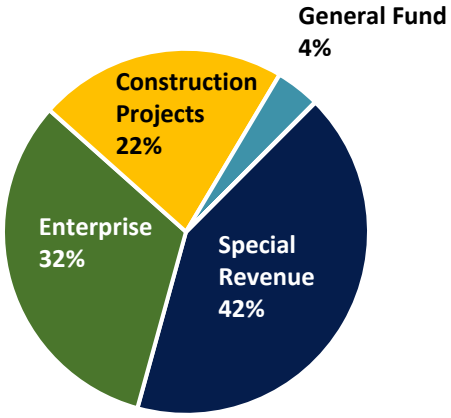
Personnel by Service Area



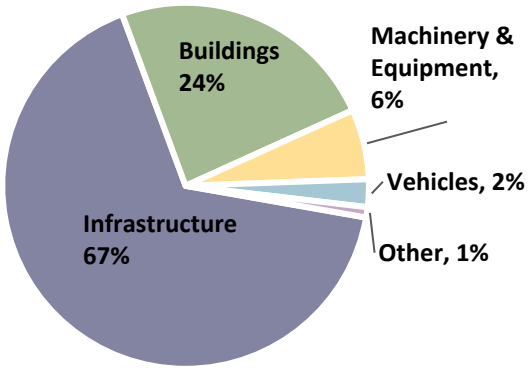
Capital Outlay

The 2025 Biennium Adopted Budget includes $148.6 million in Capital Outlay.

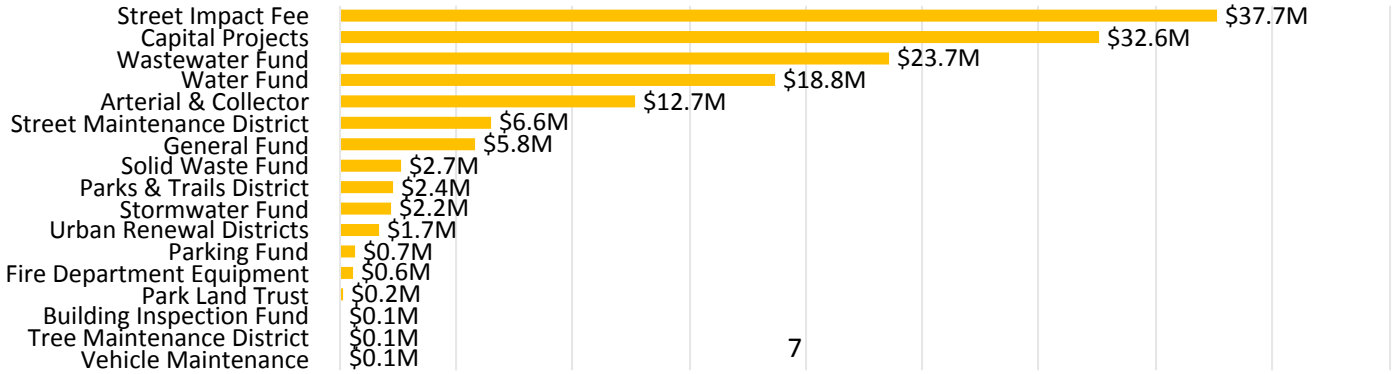
Capital by Budget Unit



Capital by Type



Capital Outlay Appropriation by Fund



Estimated Residential Impact Summary

Estimated Annual Service Cost for a Household Based on Taxable Value of $652,100 (FY24) +3% in FY25 + 14% in FY26 7,500 SQFT lot with water use of 7.5 HCF						
	Fiscal Year (FY) 24	Fiscal Year (FY) 25 Budget	Fiscal Year (FY) 26 Budget	FY25 Increase $	FY26 Increase $	FY25 % Change	FY26 % Change
Property Taxes	$ 1,326.84	$ 1,376.24	$ 1,469.03	$ 49.40	$ 92.79	3.7 %	6.7 %
Street Assessment	284.31	292.84	301.62	8.53	8.78	3.0 %	3.0 %
Arterial Street Assessment	60.08	61.88	63.74	1.80	1.86	3.0 %	3.0 %
Tree (Forestry) Assessment	30.53	31.45	32.39	0.92	0.94	3.0 %	3.0 %
Parks & Trails Assessment	208.67	214.94	221.39	6.27	6.45	3.0 %	3.0 %
Water Service	477.78	535.11	588.62	57.33	53.51	12.0 %	10.0 %
Sewer Service	593.46	664.68	717.85	71.22	53.17	12.0 %	8.0 %
Stormwater Service	54.36	55.99	57.67	1.63	1.68	3.0 %	3.0 %
Garbage Service	195.12	214.63	227.51	19.51	12.88	10.0 %	6.0 %
Annual Total	**$ 3,231.15**	**$ 3,447.76**	**$ 3,679.82**	**$ 216.61**	**$ 232.06**	**6.7 %**	**6.7 %**
Monthly Total	**$ 269.26**	**$ 287.31**	**$ 306.65**	**$ 18.05**	**$ 19.34**		

City Manager's Recommended Budget Message

May 31, 2024

To the Bozeman City Commission:

We are pleased to present to you the City Manager Recommended Budget for the 2025 Biennium. As we embark on our inaugural biennium budget cycle, we are excited to highlight the benefits that this strategic shift offers to our City.

Transitioning to a biennium budget reflects our commitment to prudent financial management and longer-term planning. This approach provides us with greater stability and predictability in resource allocation over a two-year period, allowing us to focus more effectively on planning and preparing for the future of Bozeman and how to continue to efficiently provide essential services. Streamlining the budget process will significantly reduce the administrative burden on many staff, including the City Commission, involved in the budgetary process and will create additional capacity to focus on proactively responding to community needs and external changes impacting City services. This milestone marks a significant step forward in our efforts to ensure the fiscal sustainability and resilience of our City for years to come.

Rooted in Basics, Rising in Excellence

As we approach the upcoming biennium, it is critical that we refocus our efforts on existing City services that have long served as the foundation of our success. Our foremost priority must be ensuring the stability and sustainability of existing City services that our residents rely on daily.

Unprecedented challenges brought about by the growing popularity of Bozeman and exacerbated by the pandemic have pulled the City in many directions as we grapple with high inflation rates and a booming population. The population of Bozeman increased by over 17% in just five years and City departments are struggling to maintain service levels with current staffing, leading to high levels of turnover and burnout. In addition, challenges in hiring and retention have resulted in a City workforce in which approximately 50% of employees have less than five years of service. Significant vacancy rates combined with losses of institutional knowledge result in an overall reduction in productivity and efficiency, which needs to be acknowledged and addressed.

Providing public services accessibly, efficiently, and effectively is critical. We must make time to be innovative, to modernize and professionalize our processes, and proactively address the needs and concerns of the public. One focus area is response to public comments and questions. The City receives hundreds of contacts from our residents which deserve thoughtful and accurate responses. Although we work hard to be responsive, we are falling behind. This leads to frustration and perceptions of a local government that does not care about its residents; nothing is further from the truth. Additionally, departmental capacity to do basic tasks like write procedure manuals to guide staff, maintain City websites with current contact information and links, report out on progress toward Commission and community priorities, and generally share information transparently is limited while we focus on the next deadline.

Public trust in local government is built through excellence in public service. Continuing at our current pace is simply not sustainable. The City's service quality, public perception, performance, and ability to retain valuable staff are at risk. This budget aims to strike a balance by sustaining our community partnerships while increasing our internal capacity to deliver services more effectively.

Staff: Our Most Valuable Asset

Our employees are invaluable, offering expertise, productivity, adaptability, and a steadfast commitment to public service. Recognizing that many areas within the City currently lack the necessary capacity to address our most pressing priorities, this budget prioritizes capacity. It includes line items in each department for new staff, training and professional development, along with reasonable adjustments to compensation aimed at bolstering employee retention and facilitating the recruitment of additional staff to help the City become a high performing organization.

New positions included would increase capacity to existing services by approximately 4% per year. The budget includes several new city service workers in the streets division to help clean, plow, and maintain the City's transportation system, which has seen the addition of 26 street miles over the past two years, with another 50 miles anticipated to be added over the next five years. Engineers and planners are included in this budget to help prepare for Bozeman's future design and infrastructure needs, including an engineer dedicated to Bozeman's water resources. Also included are additional parks and recreation staff to further enhance community recreation services, facilities staff to help keep our facilities running, and public safety positions, both sworn and non-sworn, to ensure Bozeman is a safe and welcoming community.

In order to provide services to the residents of Bozeman, we rely on departments like human resources, finance, and information technology to help us hire exceptional employees, grow services in a fiscally responsible way, and support those services with technologies needed to do the work. In the last five years, only 4.5 positions have been added in these foundational internal service areas while our customer base and services have continued to expand. Our human resources department is stretched thin, with only one recruiter handling hiring of qualified employees and vacancy management in an organization with over 550 total positions. Similarly, just one budget analyst, with support from various City departments, has spent the last five months meticulously reviewing department budgets, projecting revenues, creating long-term financial plans, analyzing rate impacts, and compiling the budget document before you.

The addition of new employees in these critical areas will inherently increase capacity when positions are filled, but the additions will also help prevent burnout and support the retention of our exceptional employees who continue to demonstrate their commitment to the City of Bozeman and our residents.

Fiscal Challenges

As our small city continues to experience rapid growth, we are presented with new and multifaceted challenges. The strain on public safety, infrastructure, housing, and increased traffic congestion that result from growth demand our immediate attention. Federal and state grant revenue, including American Rescue Plan Act (ARPA) funds, supported previous budgets in addressing these issues by funding infrastructure projects and providing significant support to community partners. These one-time revenue streams are no longer available to help balance the City's budgets. Maintaining the same level of funding allocations to our community partners would cost taxpayers over $3.0 million dollars over the biennium. Despite the reduction in available grant funding for community partners, this budget still proposes an increase in discretionary General Fund dollars to support our community partners. This budget is our attempt to strike a balance between supporting our community partners and adding resources to support the City's existing services. We are dedicated to supporting our partners and working together to tackle the challenges brought by rapid growth, inflation, and the changing economic landscape.

Over the last five years, the City has experienced an average annual increase of 10-15% in construction cost estimates for utility and transportation projects. Between 2022 and 2023 alone, cost increases by linear foot for

water renovations, sewer renovations, and street reconstructions were 15%, 22% and 24% respectively, significantly increasing the cost of completing our capital improvement program. Meanwhile, prior to FY24 the rates charged to customers of these services remained largely flat. Because of this, rate, and assessment increases between 3.0% and up to 12.0% are needed in the biennium to continue to provide essential services like water, wastewater, and solid waste disposal to the community. Capital projects are included in the budget to maintain and improve aging infrastructure, with some water pipes and sewer mains reaching over 100 years old. The budget also includes investments in optimizing existing water supplies to manage this precious resource.

City General Fund expenses are projected to rise at a rate slightly higher than operating revenues due to state level limitations on property tax increases capped at half the rate of inflation for the last three years. The Governor's Property Tax Task Force was created this year and will present recommendations to the Governor in August of 2024. Local governments are listening, and collaborating to help propose solutions that provide property tax relief to Montanans without risking the future of local government services. The future is dynamic, evolving, and uncertain.

Planning for Bozeman's Future

As we navigate the uncertainties and challenges ahead, this two-year budget cycle presents a unique opportunity for the City of Bozeman. By implementing the recommended budget, we can bolster the capacity of our departments to effectively deliver public services, proactively address community concerns, and enhance the City's reputation for trustworthiness and customer service.

Our City employees demonstrate a strong commitment to public service and strive for excellence in their roles. Beyond merely maintaining our current service levels, this budget enables us to invest in the future of Bozeman. By addressing staffing needs, enhancing operational efficiency, and prioritizing community engagement, we will lay the groundwork for sustained growth and prosperity.

We look forward to collaboration with the City Commission, residents, and community partners to implement a budget that ensures a prosperous future for Bozeman. Together, we can build a stronger, more resilient city that meets the needs of its residents and continues to thrive in the years to come.

Thank you for your dedication to our City's well-being.



Chuck Winn

City Manager



Melissa Hodnett

Finance Director



READER'S GUIDE

INTRODUCTORY SECTION

The Introductory Section provides broad detail about the City as an organization, its structure, and budget process.

CITY-WIDE FINANCIAL SUMMARY

The City-Wide Financial Summary presents a concise overview of budgeted resources and appropriations with visual representations.

ADOPTED BUDGETS BY DEPARTMENT

This section details the budget at the department level. Each department is summarized with a background and a description of programs. This summary includes Strategic Plan activities and performance measures.

DEBT

This section provides the organization's scheduled debt-service payments, legal debt limit, and amortization schedules.

CAPITAL IMPROVEMENTS PROGRAM (CIP)

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

APPENDICES

(A) Statistical Section **(B)** Long-Range Financial Planning
(C) Fiscal Policies **(D)** Glossary of Key Terms
(E) City Commission Adoptions

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Introductory Section

Purpose of this Document

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.

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, Montana, for its annual budget for the fiscal year beginning July 1, 2023. The City has received this award for each budget it has prepared in the past 32 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. This award is valid for a period of one year only. We believe this budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Bozeman
Montana

For the Fiscal Year Beginning

July 01, 2023

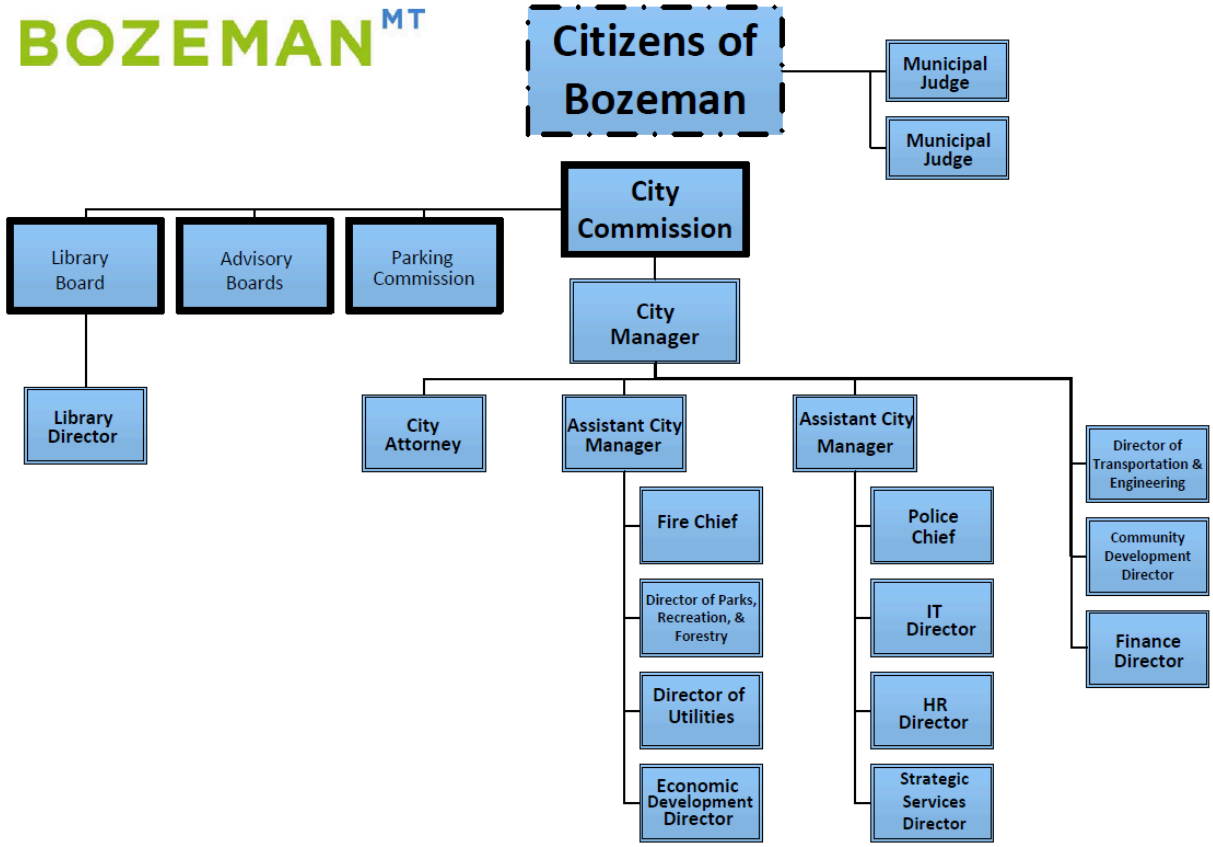
Christopher P. Morrill

Executive Director

Governance 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 is the only employee of the City Commission. The City Manager's Office is responsible for overseeing City staff and completing tasks as directed by the City Commission.

Organizational Chart



Funding Structure

The City has two main financial reporting structures.

1. **Service Areas** organize the City's financials by their impact on the community. The majority of this budget document detail will be presented and organized by Service Area.
2. **Budget Units** divide the organization up into units with the same or similar revenue streams. The budget is formally adopted by Resolution of the City Commission at the Budget Unit level to provide appropriate flexibility in managing City budgets according to their associated funding sources.

Service Areas and Departments:

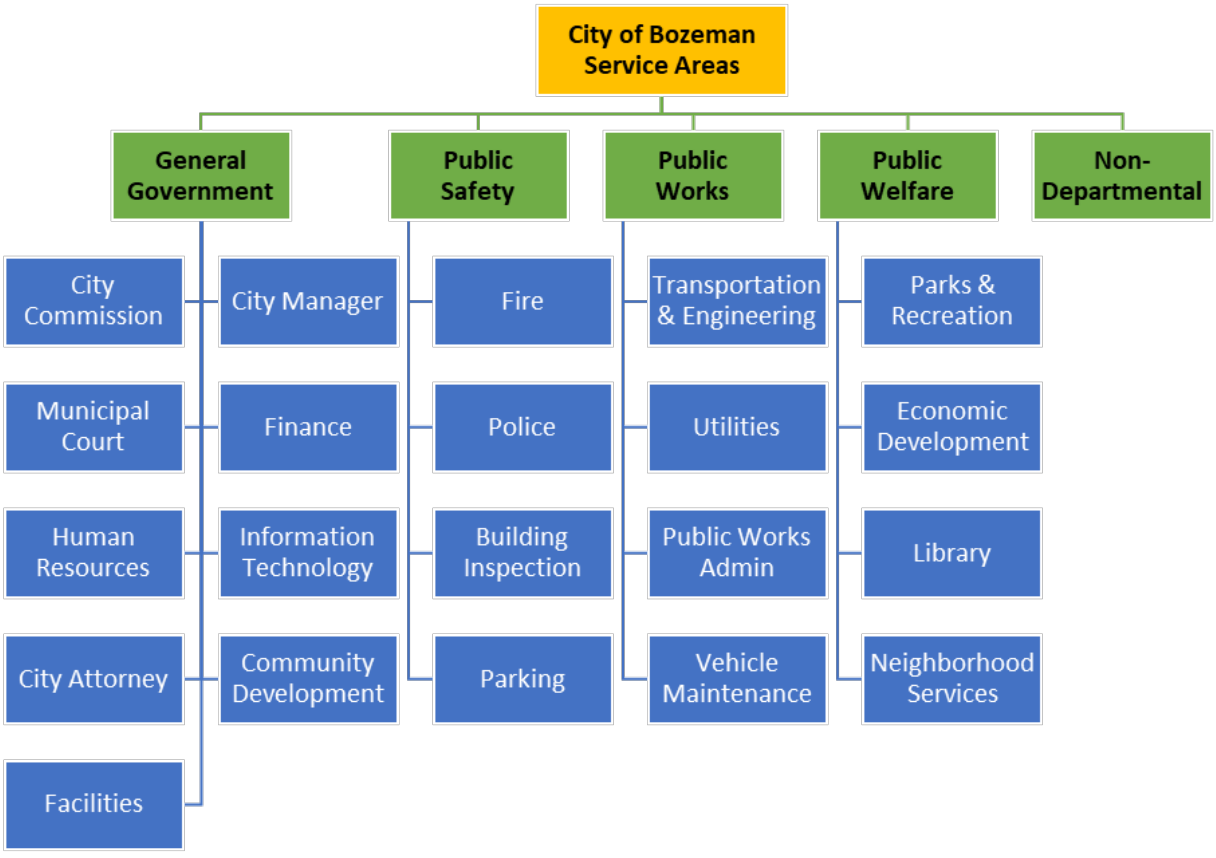
To better understand this budget document, a basic understanding of the structure, frequently-used terms, and fund types is helpful. The City's operating expenditures are organized into the following hierarchical categories: Service Area, Departments, and Divisions.

Service Area: Service Area 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.

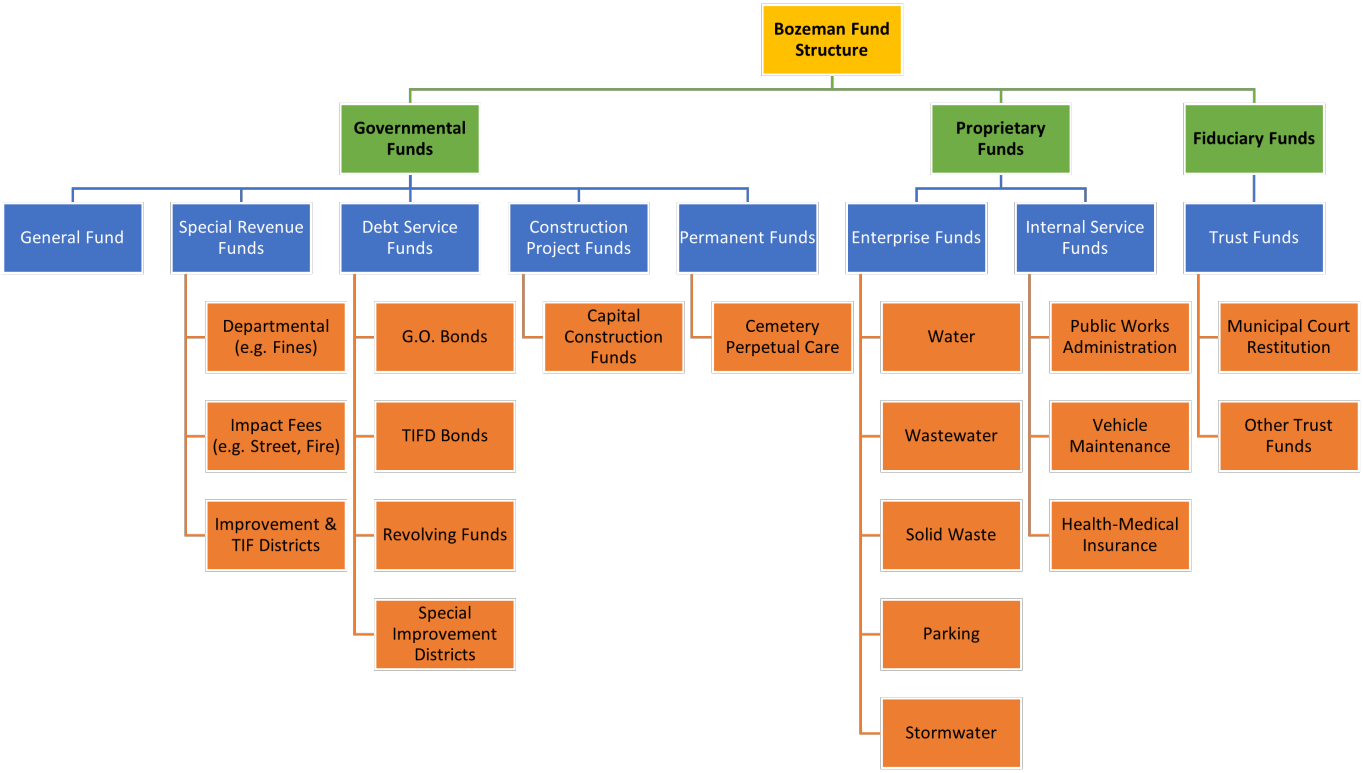
Division: Department can be further split into divisions, which are usually associated with functioning work groups that have more limited sets of work responsibilities. Their primary purpose is organizational and budgetary accountability.

The chart below outlines the City's Service Areas and the Departments that fall under each Service area.



Budget Units:

The City's fund structure is consistent with the provisions of the Government Finance Officers Association (GFOA) as outlined in their publication Governmental Accounting, Auditing, and Financial Reporting (GAAFR), which is the standard accounting guide for local governments. Funds are classified as Governmental, Proprietary, or Fiduciary. Within those classifications, funds are further grouped by Budget Unit. There are eight unique Budget Units including General Fund, Special Revenue Funds, Debt Service Funds, Construction Project Funds, Permanent Funds, Enterprise Funds, Internal Service Funds, and Trust Funds. The chart below outlines the Budget Units within each Fund Type. All funds identified are appropriated in this budget.



Governmental Fund Types:

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 resources 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. The General Fund is a major governmental fund.

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, long-term debt principal and interest. **General Obligation (GO) 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.

Tax Increment Financing District (TIFD) Bonds are not general obligations, but are special limited obligations of the City. The bonds are payable solely, and equally and ratably from the tax increment revenues received by the City from each improvement district. **Special Improvement Districts (SID)s** account for special assessment bonds which are payable from the collection of special assessments levied against benefited property owners within each district. **The SID Revolving Fund** secures debt for the SIDs and the cash balance must equal 10% of the principal amount of bonds outstanding.

Construction Project 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.

Permanent Funds: Permanent Funds are used to account for restricted endowment 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.

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. The City's Enterprise Funds include Water, Wastewater, Solid Waste, Stormwater, and Parking funds. The Water and Wastewater Funds are major proprietary funds. A more detailed description of these funds can be found on pages 129 and 135.

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.

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 7-6-40. 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. The law requires the City to adopt a balanced budget by fund, limits the City to making expenditures or commitments in excess of approved 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. Per MCA, the budget is considered balanced when appropriations do not exceed the projected beginning balance plus the estimated revenue of each fund for the fiscal year. 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. See Appendix B for Administrative Order 2024-02 Bozeman Financial Policies with more information on the City's Financial Policies.

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. 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).

All funds appropriated in this budget are included in the audited financial statements.

Budget Process

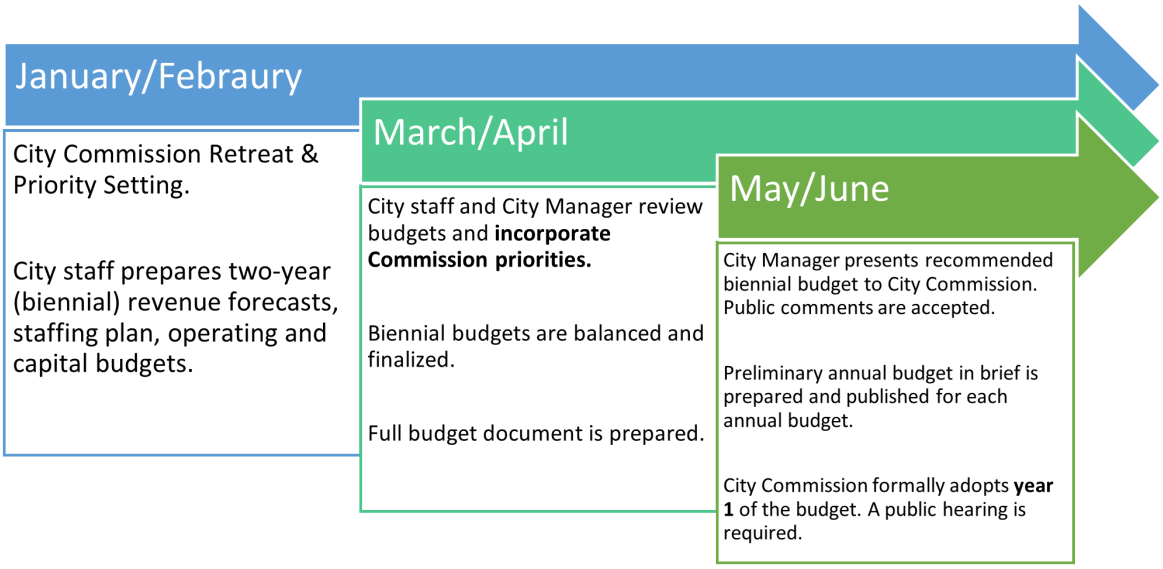
The 2025 Biennium Adopted Budget serves as the City of Bozeman's first biennial budget. The process of developing this budget began following the adoption of the City's FY2024 Budget. Per the City Charter, the City of Bozeman is required to adopt a multi-year capital program annually by December 15th for the ensuing fiscal year. The FY25-29 Capital Improvement Plan (CIP) can be found on the City's Budget and Financial Reports page. The process to adopt the CIP includes public noticing and multiple presentations to City Commission with numerous opportunities for public input on the proposed plan. Once adopted, the CIP serves as the basis of the budget. Beginning in January, the City Commission work on priority setting to inform the budget while City staff prepare operating and maintenance budget requests for existing programs for each year of the biennium. The Finance department develops revenue projects, debt schedules, and updating long-term financial models to inform the next step of reviewing and balancing budgets. Commission priorities are incorporated into the budget.

Once the budgets are balanced, the budget document is prepared and made available to the public, City Commission, and City Staff. Typically, beginning in May and through the end of June, budget presentations are made to the City Commission providing detail on what has been included in the budget and the main drivers for those decisions. These presentations of the budget are appropriately noticed per Montana Code Annotated (MCA), and members of the public are provided multiple opportunities to comment on the recommended budget. The preliminary annual budget in brief, as required by MCA, is prepared and published for each year of the biennium. The final step is the City Commission's formal adoption by Resolution of the first year of the biennial budget. The public hearing for the adoption of the budget is also noticed, and City Commission accepts public comment on the budget up until adoption. Once adopted, the first year of the biennial budget process is concluded.

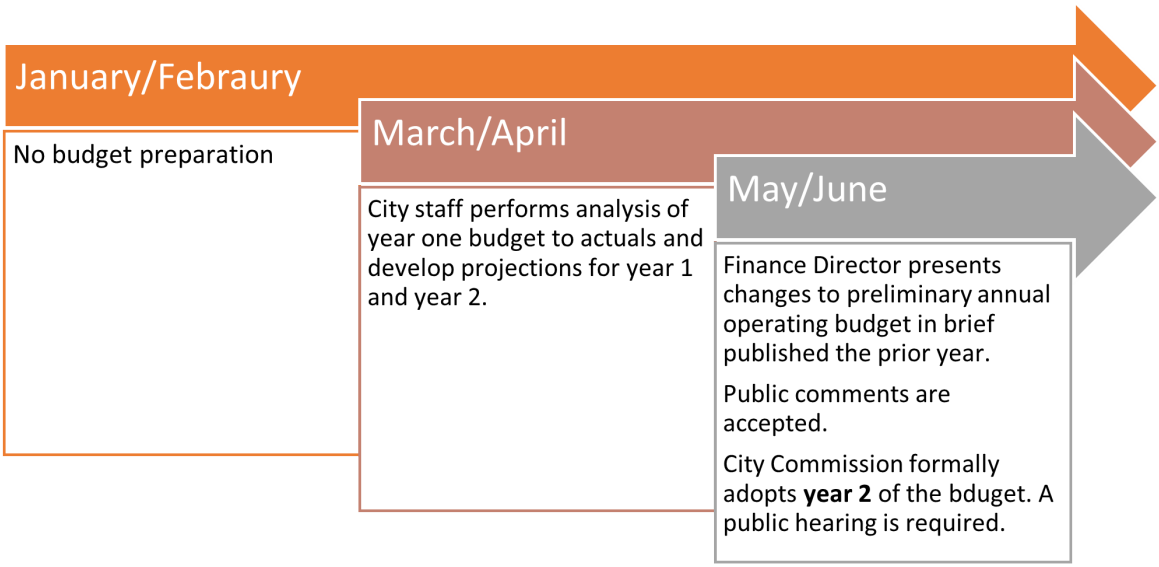
The second year of the budget process begins similarly with the adoption of the CIP by December 15th. However, the development process for the remainder of the budget is far less intensive than the first year. Beginning in March, City staff will perform a budget-to-actual analysis to inform projections for both the first and second year of the budget. Once completed, the City Commission is presented with any changes to the FY26 budget. This public hearing properly noticed and provides an opportunity for the public to comment on recommended changes to the second year of the biennium. The budget process is concluded with City Commission's adoption of the second year's budget with approved changes. However, budget amendments can be made according to MCA, or at any City Commission meeting by resolution, with appropriate noticing and pubic comment opportunity.

The following charts outline our process and timing for the budget over the two years of the biennium.

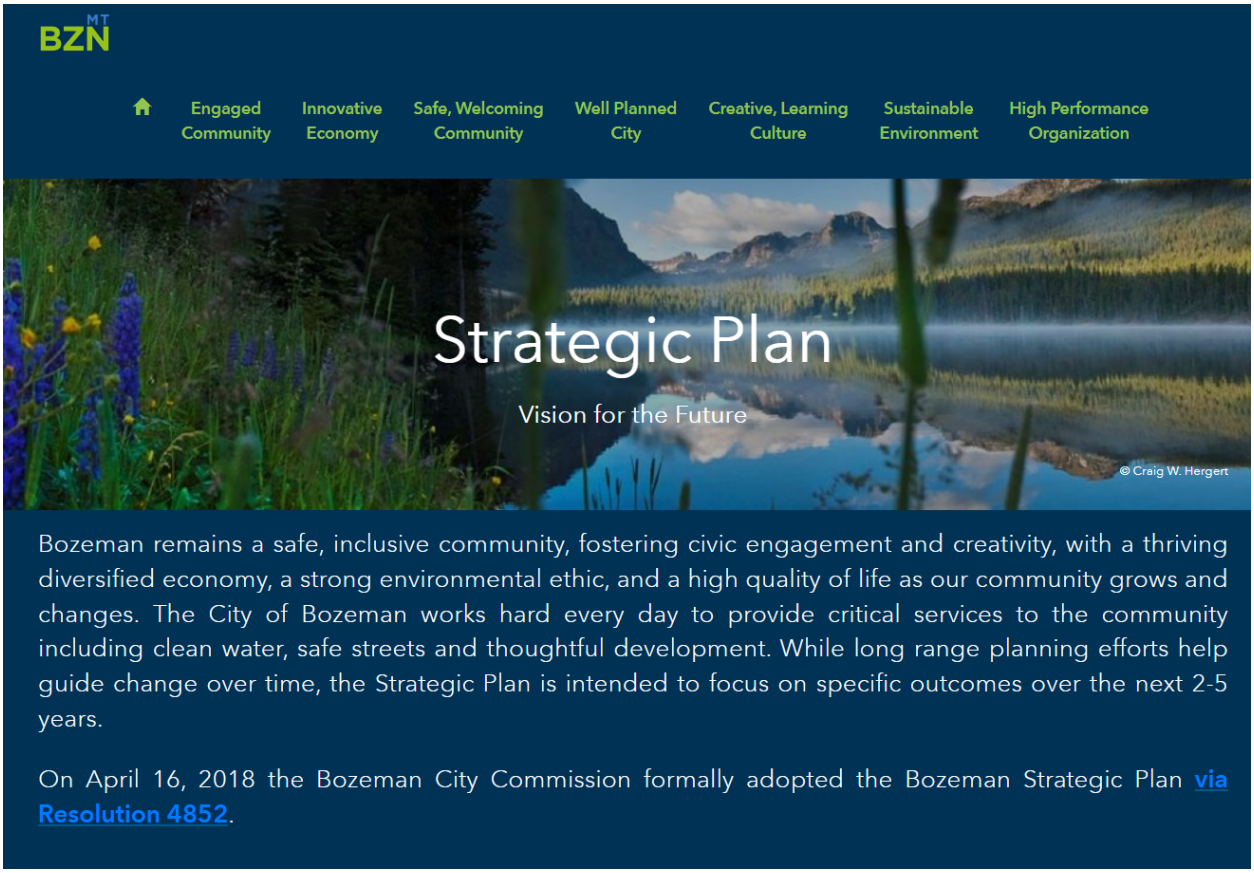
Year 1:


January/Febraury
City Commission Retreat & Priority Setting.
City staff prepares two-year (biennial) revenue forecasts, staffing plan, operating and capital budgets.
March/April
City staff and City Manager review budgets and **incorporate Commission priorities.**
Biennial budgets are balanced and finalized.
Full budget document is prepared.
May/June
City Manager presents recommended biennial budget to City Commission. Public comments are accepted.
Preliminary annual budget in brief is prepared and published for each annual budget.
City Commission formally adopts **year 1** of the budget. A public hearing is required.

Year 2:


January/Febraury
No budget preparation
March/April
City staff performs analysis of year one budget to actuals and develop projections for year 1 and year 2.
May/June
Finance Director presents changes to preliminary annual operating budget in brief published the prior year.
Public comments are accepted.
City Commission formally adopts **year 2** of the bduget. A public hearing is required.

Bozeman Strategic Plan



In 2016, the City of Bozeman embarked on crafting its Strategic Plan. Over the subsequent two years, with the support of HDR Engineering, the City developed a comprehensive plan to address both its long-term ambitions and short-term objectives. This plan was shaped by the preferences of the City Commission, as well as the availability of staff and financial resources. It aims to focus the City's efforts on achieving the most critical goals identified by both the Commission and the community. After numerous work sessions involving discussions on priorities, methods, and public feedback, the City's first Strategic Plan was officially adopted on April 16, 2018. The plan outlines a Vision, Vision Statements, and Strategies to guide the City's future initiatives.

The entire Strategic Plan is located Appendix E: City Commission Adoptions beginning on page 251, and the document can also be found on the City website. Below are some of the efforts towards the Strategic Plan included in the budget:

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. The City continues to work toward ***a culture of civic engagement and build public trust*** by using our adopted communication plan for the organization to expand community outreach and community engagement**.** The City's focus is to continually increase capacity to perform our existing services in a way that builds trust in the community.

2) An Innovative Economy. This plan supports ***retention and growth of both the traded and local business sectors*** in coordination with the ***Economic Vitality Strategy*** adopted by the City Commission in June 2023. Working with the City's urban renewal districts, the budget includes ***strategic investments in infrastructure*** as a mechanism to encourage economic development. In addition, many water, wastewater, and street infrastructure projects in the Capital Improvement Plan will allow for greater economic opportunities for the community of Bozeman, especially Phases I-III of the Water Reclamation Facility (WRF) Base Hydraulic Capacity project, which will meet the City's wastewater treatment 20-year growth planning horizon as identified in the 2022 WRF Facility

Plan Update. See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

3) A Safe, Welcoming Community. The budget includes steps toward an ***inclusive City*** with training and the implementation of our Belonging in Bozeman Team, and Equity & Inclusion Plan. New positions that support this plan include an Equity and Inclusion Program Coordinator in the City Manager's office and a Community Liaison in the Police Department. The adopted budget includes a new Fire Station #4, assumed to be funded by a bond levy, which is consistent with the Fire Master Plan and would help Fire respond to a wider area. ***Active recreation*** capital improvement projects are included throughout the General Fund Recreation Division and the Parks & Trails District Fund with many projects that encourage and promote active recreation. See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

4) A Well-planned City. The ***Parks, Recreation, and Active Transportation (PRAT) Master Plan*** implementation began in FY22 and continues through the biennium. Community Housing will continue the implementation of its action plan, which will provide more ***affordable housing*** including a commitment of $2.0 million in this budget. ***Planning & land use initiatives*** are supported with the newly created Metropolitan Planning Organization (MPO), City County Regional Planning, and Unified Development Code Updates. Capital projects are budgeted ***to enhance non-motorized transportation,*** including appropriations for bike path improvements, which have been increased over prior years. All road infrastructure projects scheduled in the Street Impact Fee Fund will include investments in bike lanes. Funding for the acquisition of LIDAR data for land management, planning, and engineering projects is included, which will aid in our efforts toward ***GIS land use & infrastructure development tracking***. Similarly, annual appropriations for Land Cover Acquisition have been incorporated into the plan. Additional data will allow the City to make data-driven decisions for future regulations and policies regarding outdoor water use.

5) A Creative, Learning Culture. The ***Percent for Art program*** has been incorporated into our Capital Improvement Plan and projects are underway including Fire Station #2. This program provides a guaranteed funding mechanism for the acquisition of artwork for new public facilities and civic spaces. The budget also focuses on ensuring equitable access to training opportunities across all departments, and increasing departmental capacity to allow for those training opportunities to take place.

6) A Sustainable Environment. This Budget looks at ***Climate Action Plan Implementation*** and continues to increase the Sustainability Division's budget. The Sustainability Division budget includes the addition of EV charging stations within City limits. The Capital Improvement Plan includes funding to pursue federal grants to further energy and resilience projects such as energy storage, renewable energy, and electrification for City infrastructure. The budget also includes money to install solar panels at select City facilities. All City vehicles included in the CIP will explore hybrid or electric options where available.

7) A High Performance Organization. Recognizing that many areas within the City currently lack the necessary ***capacity*** to address our most pressing priorities, this budget prioritizes capacity. It includes line items in each department for new staff, training and professional development, along with reasonable adjustments to compensation aimed at bolstering employee retention and facilitating the recruitment of additional staff to help the City become a high performing organization. New positions included would increase capacity to existing services by approximately 4% per year.

City Commission Priorities

In alignment with the adopted Strategic Plan, Bozeman City Commission adopts priorities every two years. In conjunction with other adopted plans such as the Climate Action Plan, Community Affordable Housing Plan, and the growth policy, these priorities also guide goals and projects identified in the 2025 Biennium Adopted Budget. For the 2024-2026 priority cycle, Commission has identified the following priorities:

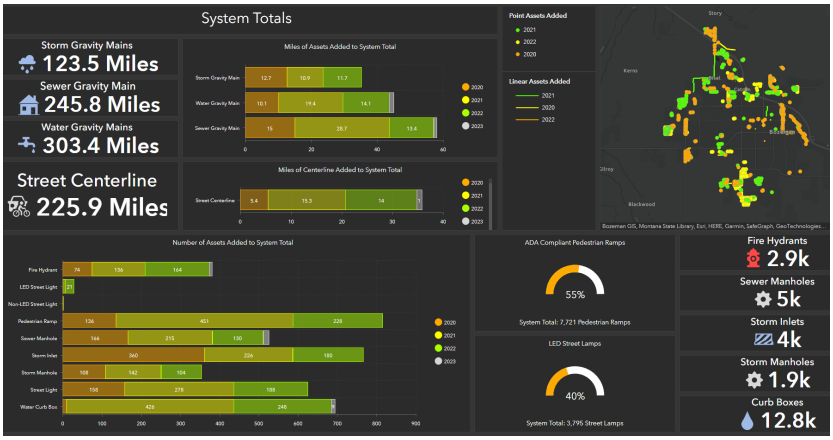
- Foster and build public trust, support, and pride in local government
- Develop a Tenant's Right to Counsel Program
- Develop a comprehensive regional strategy on homelessness
- Implement at least eight (8) recommendations from the Belonging in Bozeman Plan
- Rework and restore a new Historic Preservation Policy - including trees and landmarks
- Encourage the creation of Accessory Dwelling Units (ADUs) in our city through an ADU Incentive Program
- Create an Affordable Housing Preservation Policy
- Ramp up the SAFE Plan and become a Gold-level Bike Friendly Community
- Create a Bozeman Creek Resiliency Plan

The complete 2024-2026 City Commission Priorities document is available in Appendix E: City Commission Adoptions on page 251.

Performance Measures

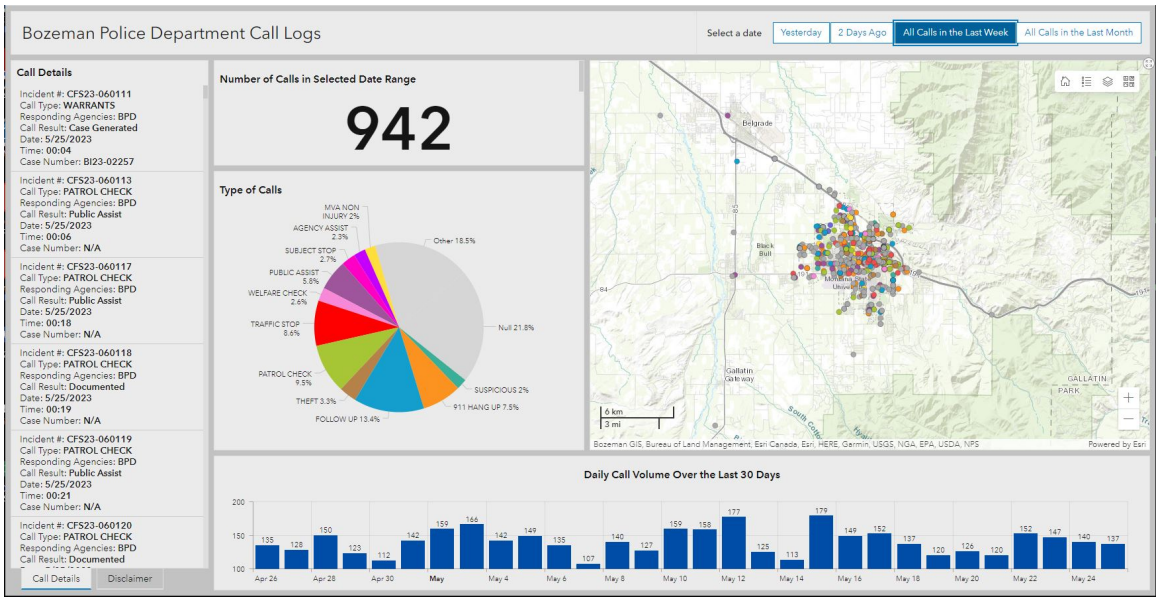
The City of Bozeman relies on a variety of data to help inform decisions across the organization. Vision Statement 7 for a High Performance Organization in the City's Strategic Plan states the purpose of "utilizing key performance and cost measures to monitor, track, and improve the planning and delivery 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.



These Measurements 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. Charts are included in the Department detail section of the budget document. At least three years of data is ideal to demonstrate trends and provide valuable context. Current fiscal year "Projection" figures represent current year estimates, while future fiscal year "Estimate" figures represent estimates for the upcoming budget cycle.

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



Overall, Performance Measurements 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.

Performance measures for each department are provided in the Adopted Budgets portion of this document, beginning on page 49. The data provided includes results from the past two years, the current year's projection, and estimates for the upcoming biennium. Additionally, where applicable, targets are included. Each metric is linked to the specific departmental goal it supports. Visual representations of these performance measures are also provided.

City-Wide Financial Summary

2025 Biennium Adopted Budget Financial Summary

The City of Bozeman's 2025 Biennium Adopted Budget estimates the collection of approximately $439.7 million in revenue. Beginning fund balance, also a resource included in the table below, is projected to be $117.6 million resulting in total resources of $557.3 million available for the biennium. Budget appropriations over the biennium are projected at $485.1 million. This will support 557.70 full-time equivalent employees and $148.6 million in capital spending.

2025 Biennium Adopted Budget		
		Biennium Budget
RESOURCES		
General Fund	$	130,626,800
Special Revenue Funds		177,951,000
Debt Service Funds		13,337,400
Construction Funds		34,979,400
Enterprise Funds		159,857,200
Internal Service Funds		38,474,300
Permanent Funds		2,122,700
TOTAL RESOURCES	**$**	**557,348,800**

		Biennium Budget
REQUIREMENTS		
General Fund	$	117,946,900
Special Revenue Funds		157,589,000
Debt Service Funds		10,302,500
Construction Funds		32,904,800
Enterprise Funds		128,647,700
Internal Service Funds		37,688,500
Permanent Funds		—
TOTAL REQUIREMENTS	**$**	**485,079,400**

Per Montana Code Annotated (MCA), the budget resolution must establish legal spending limits at the level of detail in the resolution. The budget resolution adopted by the City Commission is at the Budget Unit level, as detailed in the requirement table above. Per MCA, the budget must be balanced so that appropriations do not exceed the projected beginning balance plus the estimated revenue (also called total resources) of each fund for the fiscal year. The above tables indicate that the adopted budget meets that requirement over the biennium.

The following pages present fiscal year (FY) summaries of resources categorized by major type and appropriations broken down by spending component for each Budget Unit. The summaries include actual figures for FY23, projected amounts for FY24, and budget estimates for FY25 and FY26, as well as the Biennium Budget.

Fiscal Year (FY) 23 Actual

FY23 Actual								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
RESOURCES								
Beginning Balance	$ 9,051,626	$ 43,964,538	$ 5,832,070	$ 9,328,065	$ 56,362,683	$ 2,578,235	$ 1,684,117	$ 128,801,334
Taxes	$ 23,164,839	$ 10,342,453	$ 3,736,222	$ —	$ —	$ —	$ —	$ 37,243,514
State Shared	5,122,791	1,035,386	—	—	—	—	—	$ 6,158,176
County Shared	3,339,118	—	—	—	—	—	—	$ 3,339,118
Special Assessments	—	724,122	569,230	—	115	—	—	$ 1,293,467
Licenses & Permits	381,922	3,160,265	—	—	665,191	7,675	—	$ 4,215,052
Intergovernmental	23,496	7,302,250	—	—	1,303,737	—	—	$ 8,629,483
Charges for Services	941,649	23,571,904	—	—	34,950,606	5,957,109	93,173	$ 65,514,441
Fines & Forfeitures	1,009,840	59,429	—	—	338,418	—	—	$ 1,407,688
Interest Income	171,669	1,214,529	78,348	243,848	1,247,257	64,885	38,710	$ 3,059,246
Loan/Lease Repayments	—	—	—	—	47,470	—	—	$ 47,470
Miscellaneous Revenue	3,126,126	1,722,518	10,405	—	164,585	71,775	—	$ 5,095,408
Debt Proceeds	66,602	862,620	—	—	—	—	—	$ 929,222
Interfund Loan Proceeds	—	—	—	—	—	—	—	$ —
Internal Charges	5,365,523	164,263	—	—	—	7,791,275	—	$ 13,321,061
Transfers In	10,854,877	4,047,971	2,268,893	6,727,225	2,083,940	—	—	$ 25,982,906
Total Revenues	$ 53,568,452	$ 54,207,708	$ 6,663,098	$ 6,971,073	$ 40,801,318	$ 13,892,720	$ 131,883	$ 176,236,253
TOTAL RESOURCES	$ 62,620,078	$ 98,172,246	$ 12,495,168	$ 16,299,138	$ 97,164,001	$ 16,470,955	$ 1,816,000	$ 305,037,587

	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
REQUIREMENTS								
Salaries & Benefits	$ 28,117,588	$ 9,600,708	$ —	$ —	$ 8,949,353	$ 4,896,260	$ —	$ 51,563,909
Operations & Maintenance	9,122,838	9,140,679	—	687,491	11,174,265	8,246,043	—	$ 38,371,315
Capital Outlay	3,107,361	10,751,143	—	4,059,642	5,498,765	176,948	—	$ 23,593,859
Debt Service/Loans	78,978	640,312	5,216,202	—	4,638,371	89,680	—	$ 10,663,543
Interfund Loans	—	—	—	—	—	—	—	$ —
Transfers Out	6,894,414	15,944,105	5,521,866	977,705	8,049,476	838,824	—	$ 38,226,390
TOTAL REQUIREMENTS	$ 47,321,178	$ 46,076,946	$ 10,738,068	$ 5,724,838	$ 38,310,231	$ 14,247,755	$ —	$ 162,419,017

Fiscal Year (FY) 24 Projection

FY24 Projection								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
RESOURCES								
Beginning Balance	$ 15,298,900	$ 52,095,300	$ 1,757,100	$ 10,574,300	$ 58,806,300	$ 2,223,200	$ 1,816,000	$ 142,571,100
Taxes	$ 27,014,900	$ 10,866,500	$ 4,001,500	$ —	$ —	$ —	$ —	$ 41,882,900
State Shared	5,340,200	4,639,500	—	—	—	—	—	$ 9,979,700
County Shared	3,361,700	—	—	—	—	—	—	$ 3,361,700
Special Assessments	100	690,600	588,700	—	100	—	—	$ 1,279,500
Licenses & Permits	474,200	4,070,400	—	—	731,600	12,000	—	$ 5,288,200
Intergovernmental	494,600	5,035,200	—	—	2,519,300	20,000	—	$ 8,069,100
Charges for Services	1,184,900	28,478,500	—	—	43,032,100	6,669,200	79,800	$ 79,444,500
Fines & Forfeitures	946,100	63,100	—	—	351,300	—	—	$ 1,360,500
Interest Income	100,000	393,900	27,200	382,800	1,788,400	165,400	20,000	$ 2,877,700
Loan/Lease Repayments	—	—	—	—	—	—	—	$ —
Miscellaneous Revenue	221,500	3,379,200	—	—	358,500	79,400	—	$ 4,038,600
Debt Proceeds	4,148,000	6,037,800	—	2,424,100	2,040,000	—	—	$ 14,649,900
Interfund Loan Proceeds	—	—	—	—	—	—	—	$ —
Internal Charges	6,384,700	161,000	—	—	—	8,657,300	—	$ 15,203,000
Transfers In	6,989,300	3,796,800	744,100	6,868,900	1,693,800	227,600	—	$ 20,320,500
Total Revenues	$ 56,660,200	$ 67,612,500	$ 5,361,500	$ 9,675,800	$ 52,515,100	$ 15,830,900	$ 99,800	$ 207,755,800
TOTAL RESOURCES	$ 71,959,100	$ 119,707,800	$ 7,118,600	$ 20,250,100	$ 111,321,400	$ 18,054,100	$ 1,915,800	$ 350,326,900

	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
REQUIREMENTS								
Salaries & Benefits	$ 31,980,400	$ 10,817,700	$ —	$ —	$ 9,814,200	$ 5,037,000	$ —	$ 57,649,300
Operations & Maintenance	12,135,700	14,869,900	—	521,600	12,535,100	9,212,000	—	$ 49,274,300
Capital Outlay	10,500,200	20,222,300	—	15,263,700	34,512,900	315,000	—	$ 80,814,100
Debt Service/Loans	67,300	816,500	5,014,800	—	4,640,600	93,300	—	$ 10,632,500
Interfund Loans	—	—	—	—	—	—	—	$ —
Transfers Out	1,939,400	20,716,700	—	2,068,600	8,640,900	976,800	—	$ 34,342,400
TOTAL REQUIREMENTS	$ 56,623,000	$ 67,443,100	$ 5,014,800	$ 17,853,900	$ 70,143,700	$ 15,634,100	$ —	$ 232,712,600

Fiscal Year (FY) 25 Budget Financial Summary

Fiscal Year (FY) 25 Budget								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
RESOURCES								
Beginning Balance	$ 15,336,100	$ 52,264,700	$ 2,103,800	$ 2,396,200	$ 41,177,700	$ 2,420,000	$ 1,915,800	$ 117,614,300
Taxes	$ 29,734,800	$ 10,011,200	$ 4,139,000	$ —	$ —	$ —	$ —	$ 43,885,000
State Shared	5,453,200	3,037,100	—	—	—	—	—	$ 8,490,300
County Shared	3,396,600	—	—	—	—	—	—	$ 3,396,600
Special Assessments	100	396,400	549,900	—	100	—	—	$ 946,500
Licenses & Permits	500,900	5,006,000	—	—	753,500	12,000	—	$ 6,272,400
Intergovernmental	674,400	1,082,600	—	—	689,800	—	—	$ 2,446,800
Charges for Services	1,215,200	29,237,400	—	—	45,805,000	7,036,000	82,200	$ 83,375,800
Fines & Forfeitures	952,800	63,100	—	—	361,800	—	—	$ 1,377,700
Interest Income	100,000	368,500	28,300	41,600	1,788,400	165,400	20,000	$ 2,512,200
Loan/Lease Repayments	—	—	—	—	—	—	—	$ —
Miscellaneous Revenue	221,500	1,015,500	—	—	204,000	45,000	—	$ 1,486,000
Debt Proceeds	3,511,300	3,436,200	—	18,000,000	13,416,100	—	—	$ 38,363,600
Interfund Loan Proceeds	—	—	—	—	1,186,900	—	—	$ 1,186,900
Internal Charges	7,139,500	165,800	—	—	—	9,488,500	—	$ 16,793,800
Transfers In	4,124,400	2,238,500	745,900	1,000,000	272,100	345,600	—	$ 8,726,500
Total Revenues	$ 57,024,700	$ 56,058,300	$ 5,463,100	$ 19,041,600	$ 64,477,700	$ 17,092,500	$ 102,200	$ 219,260,100
TOTAL RESOURCES	$ 72,360,800	$ 108,323,000	$ 7,566,900	$ 21,437,800	$ 105,655,400	$ 19,512,500	$ 2,018,000	$ 336,874,400

	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
REQUIREMENTS								
Salaries & Benefits	$ 38,276,000	$ 14,498,400	$ —	$ —	$ 10,898,200	$ 5,929,500	$ —	$ 69,602,100
Operations & Maintenance	12,558,900	25,914,100	—	—	12,010,300	9,859,200	—	$ 60,342,500
Capital Outlay	3,608,800	27,389,000	—	19,000,400	24,696,000	—	—	$ 74,694,200
Debt Service/Loans	349,200	1,335,500	5,155,800	—	4,907,000	97,200	—	$ 11,844,700
Interfund Loans	1,186,900	—	—	—	—	—	—	$ 1,186,900
Transfers Out	2,683,600	9,731,600	—	—	11,501,000	2,284,500	—	$ 26,200,700
TOTAL REQUIREMENTS	$ 58,663,400	$ 78,868,600	$ 5,155,800	$ 19,000,400	$ 64,012,500	$ 18,170,400	$ —	$ 243,871,100

Fiscal Year (FY) 26 Budget Financial Summary

Fiscal Year (FY) 26 Budget								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
RESOURCES								
Taxes	$ 33,570,400	$ 11,887,400	$ 4,447,600	$ —	$ —	$ —	$ —	$ 49,905,400
State Shared	5,568,600	3,097,200	—	—	—	—	—	$ 8,665,800
County Shared	3,443,200	—	—	—	—	—	—	$ 3,443,200
Special Assessments	100	836,800	550,000	—	100	—	—	$ 1,387,000
Licenses & Permits	529,800	5,992,500	—	—	776,100	12,000	—	$ 7,310,400
Intergovernmental	749,700	10,945,000	—	—	—	—	—	$ 11,694,700
Charges for Services	1,246,400	30,394,700	—	—	49,982,600	7,739,600	84,700	$ 89,448,000
Fines & Forfeitures	959,500	63,100	—	—	372,700	—	—	$ 1,395,300
Interest Income	100,000	368,900	29,500	41,600	1,788,400	165,400	20,000	$ 2,513,800
Loan/Lease Repayments	—	—	—	—	—	—	—	$ —
Miscellaneous Revenue	221,500	1,042,200	—	—	207,600	49,600	—	$ 1,520,900
Debt Proceeds	894,600	2,865,900	—	13,000,000	433,500	—	—	$ 17,194,000
Interfund Loan Proceeds	—	—	—	—	—	—	—	$ —
Internal Charges	7,631,700	170,800	—	—	—	10,638,400	—	$ 18,440,900
Transfers In	3,350,500	1,963,500	743,400	500,000	640,800	356,800	—	$ 7,555,000
TOTAL RESOURCES	$ 58,266,000	$ 69,628,000	$ 5,770,500	$ 13,541,600	$ 54,201,800	$ 18,961,800	$ 104,700	$ 220,474,400

	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
REQUIREMENTS								
Salaries & Benefits	$ 41,173,000	$ 15,656,100	$ —	$ —	$ 11,652,900	$ 6,830,500	$ —	$ 75,312,500
Operations & Maintenance	12,319,300	16,167,900	—	260,000	11,680,500	10,638,500	—	$ 51,066,200
Capital Outlay	2,193,300	34,706,800	—	13,644,400	23,295,300	52,000	—	$ 73,891,800
Debt Service/Loans	811,900	1,747,800	5,146,700	—	6,428,700	101,000	—	$ 14,236,100
Interfund Loans	—	—	—	—	—	—	—	$ —
Transfers Out	2,786,000	10,441,800	—	—	11,577,800	1,896,100	—	$ 26,701,700
TOTAL REQUIREMENTS	$ 59,283,500	$ 78,720,400	$ 5,146,700	$ 13,904,400	$ 64,635,200	$ 19,518,100	$ —	$ 241,208,300

2025 Biennium Adopted Budget Financial Summary

2025 Biennium Adopted Budget								
	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
RESOURCES								
Beginning Balance	$ 15,336,100	$ 52,264,700	$ 2,103,800	$ 2,396,200	$ 41,177,700	$ 2,420,000	$ 1,915,800	$ 117,614,300
Taxes	$ 63,305,200	$ 21,898,600	$ 8,586,600	$ —	$ —	$ —	$ —	$ 93,790,400
State Shared	11,021,800	6,134,300	—	—	—	—	—	$ 17,156,100
County Shared	6,839,800	—	—	—	—	—	—	$ 6,839,800
Special Assessments	200	1,233,200	1,099,900	—	200	—	—	$ 2,333,500
Licenses & Permits	1,030,700	10,998,500	—	—	1,529,600	24,000	—	$ 13,582,800
Intergovernmental	1,424,100	12,027,600	—	—	689,800	—	—	$ 14,141,500
Charges for Services	2,461,600	59,632,100	—	—	95,787,600	14,775,600	166,900	$ 172,823,800
Fines & Forfeitures	1,912,300	126,200	—	—	734,500	—	—	$ 2,773,000
Interest Income	200,000	737,400	57,800	83,200	3,576,800	330,800	40,000	$ 5,026,000
Loan/Lease Repayments	—	—	—	—	—	—	—	$ —
Miscellaneous Revenue	443,000	2,057,700	—	—	411,600	94,600	—	$ 3,006,900
Debt Proceeds	4,405,900	6,302,100	—	31,000,000	13,849,600	—	—	$ 55,557,600
Interfund Loan Proceeds	—	—	—	—	1,186,900	—	—	$ 1,186,900
Internal Charges	14,771,200	336,600	—	—	—	20,126,900	—	$ 35,234,700
Transfers In	7,474,900	4,202,000	1,489,300	1,500,000	912,900	702,400	—	$ 16,281,500
Total Revenues	$ 115,290,700	$ 125,686,300	$ 11,233,600	$ 32,583,200	$ 118,679,500	$ 36,054,300	$ 206,900	$ 439,734,500
TOTAL RESOURCES	$ 130,626,800	$ 177,951,000	$ 13,337,400	$ 34,979,400	$ 159,857,200	$ 38,474,300	$ 2,122,700	$ 557,348,800

	General Fund	Special Revenue	Debt Service	Construction Projects	Enterprise	Internal Service	Permanent	All Funds
REQUIREMENTS								
Salaries & Benefits	$ 79,449,000	$ 30,154,500	$ —	$ —	$ 22,551,100	$ 12,760,000	$ —	$ 144,914,600
Operations & Maintenance	24,878,200	42,082,000	—	260,000	23,690,800	20,497,700	—	$ 111,408,700
Capital Outlay	5,802,100	62,095,800	—	32,644,800	47,991,300	52,000	—	$ 148,586,000
Debt Service/Loans	1,161,100	3,083,300	10,302,500	—	11,335,700	198,200	—	$ 26,080,800
Interfund Loans	1,186,900	—	—	—	—	—	—	$ 1,186,900
Transfers Out	5,469,600	20,173,400	—	—	23,078,800	4,180,600	—	$ 52,902,400
TOTAL REQUIREMENTS	$ 117,946,900	$ 157,589,000	$ 10,302,500	$ 32,904,800	$ 128,647,700	$ 37,688,500	$ —	$ 485,079,400

Summary of Changes from Recommended Budget to Adopted Budget

City Commission Approved Amendments to Recommended Budget

1. Allocate $50,000 of recommended budget for implementing the Belonging in Bozeman Plan to fund a 10-hour-per-week Disability Community Liaison in Fiscal Year 2026 (FY26).
2. Change title of the Equity and Inclusion Program Coordinator to Belonging in Bozeman Program Coordinator.
3. Allocate $360,000 of budgeted $500,000 of City Commission's budget in FY25 to Human Resource Development Council (HRDC) to support operations of the year-round warming center.
4. Allocate an additional $250,000 from the General Fund to the Community Housing Fund for the purpose of supporting community efforts to relocate urban campers from City right-of-way to transitional or permanent housing, funded by a reduction to the personnel budget based on anticipated vacancy savings rather than in increase in property taxes.
5. Allocate an additional $50,000 to annual, multimodal projects in the Street Maintenance Fund.
6. Reduce funding for Parking Fund project P07 Rouse Lot Improvements by $400,000 in FY26. Retain $400,000 budget in FY26 for other parking projects.
7. Allocate $50,000 of recommended budget in Parkland Trust Fund to fund trail improvement projects bolstered by community partners.
8. Allocate $50,000 of the recommend budget in the Parks & Trails District Fund in FY 2025 and 2026 for an engineering study of Bozeman Creek and a land use analysis of future park property along Bozeman Creek.

Quantitative Changes Resulting from Commission Amendments

- Reduced FY25 Salaries & Benefits and increased FY25 Transfers Out in General Fund by $250,000 with a corresponding increase in resources and appropriations in the Community Housing Fund per amendment number 4 above.
- Increased FY25 and FY26 Capital budget in Street Maintenance Fund $50,000 as a result of amendment number 5 above.

Summary of Changes (continued)

Fiscal Year (FY) 25 Budget	Resources				Appropriations			
	City Manager Recommended Budget	City Commission Adopted Budget	Increase/ (Decrease)	Percent Change	City Manager Recommended Budget	City Commission Adopted Budget	Increase/ (Decrease)	Percent Change
General Fund	$ 72,360,800	$ 72,360,800	$ —	— %	$ 58,663,400	$ 58,663,400	$ —	— %
Special Revenue Funds	108,073,000	108,323,000	$ 250,000	0.23 %	78,568,600	78,868,600	$ 300,000	0.38 %
Debt Service Funds	7,566,900	7,566,900	$ —	— %	5,155,800	5,155,800	$ —	— %
Construction Funds	21,437,800	21,437,800	$ —	— %	19,000,400	19,000,400	$ —	— %
Enterprise Funds	105,655,400	105,655,400	$ —	— %	64,012,500	64,012,500	$ —	— %
Internal Service Funds	19,512,500	19,512,500	$ —	— %	18,170,400	18,170,400	$ —	— %
Permanent Funds	2,018,000	2,018,000	$ —	— %	—	—	$ —	— %
TOTAL	**$ 336,624,400**	**$ 336,874,400**	**$ 250,000**	**0.07 %**	**$ 243,571,100**	**$ 243,871,100**	**$ 300,000**	**0.12 %**

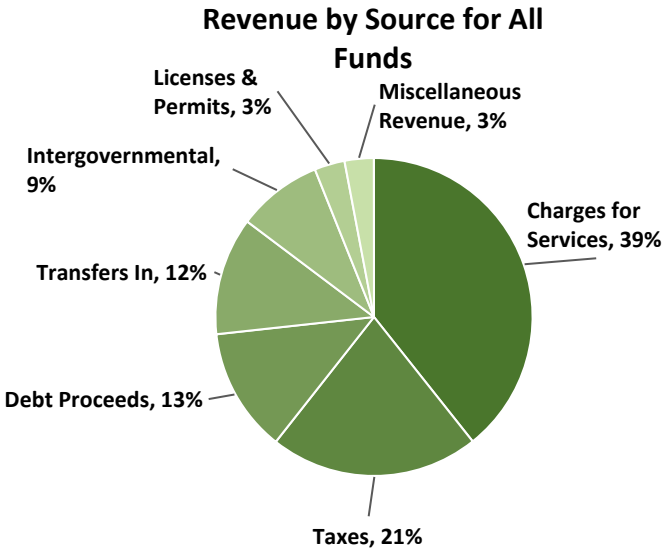
Fiscal Year (FY) 26 Budget	Resources				Appropriations			
	City Manager Recommended Budget	City Commission Adopted Budget	Increase/ (Decrease)	Percent Change	City Manager Recommended Budget	City Commission Adopted Budget	Increase/ (Decrease)	Percent Change
General Fund	$ 58,266,000	$ 58,266,000	$ —	— %	$ 59,283,500	$ 59,283,500	$ —	— %
Special Revenue Funds	69,628,000	69,628,000	$ —	— %	78,670,400	78,720,400	$ 50,000	0.06 %
Debt Service Funds	5,770,500	5,770,500	$ —	— %	5,146,700	5,146,700	$ —	— %
Construction Funds	13,541,600	13,541,600	$ —	— %	13,904,400	13,904,400	$ —	— %
Enterprise Funds	54,201,800	54,201,800	$ —	— %	64,635,200	64,635,200	$ —	— %
Internal Service Funds	18,961,800	18,961,800	$ —	— %	19,518,100	19,518,100	$ —	— %
Permanent Funds	104,700	104,700	$ —	— %	—	—	$ —	— %
TOTAL	**$ 220,474,400**	**$ 220,474,400**	**$ —**	**— %**	**$ 241,158,300**	**$ 241,208,300**	**$ 50,000**	**0.02 %**

2025 Biennium Adopted Budget	Resources				Appropriations			
	City Manager Recommended Budget	City Commission Adopted Budget	Increase/ (Decrease)	Percent Change	City Manager Recommended Budget	City Commission Adopted Budget	Increase/ (Decrease)	Percent Change
General Fund	$ 130,626,800	$ 130,626,800	$ —	— %	$ 117,946,900	$ 117,946,900	$ —	— %
Special Revenue Funds	177,701,000	177,951,000	$ 250,000	0.14 %	157,239,000	157,589,000	$ 350,000	0.22 %
Debt Service Funds	13,337,400	13,337,400	$ —	— %	10,302,500	10,302,500	$ —	— %
Construction Funds	34,979,400	34,979,400	$ —	— %	32,904,800	32,904,800	$ —	— %
Enterprise Funds	159,857,200	159,857,200	$ —	— %	128,647,700	128,647,700	$ —	— %
Internal Service Funds	38,474,300	38,474,300	$ —	— %	37,688,500	37,688,500	$ —	— %
Permanent Funds	2,122,700	2,122,700	$ —	— %	—	—	$ —	— %
TOTAL	**$ 557,098,800**	**$ 557,348,800**	**$ 250,000**	**0.04 %**	**$ 484,729,400**	**$ 485,079,400**	**$ 350,000**	**0.07 %**

City-wide Revenues

Total revenue estimated in the 2025 Biennium Adopted Budget is $439.7 million, $219.3 million in FY25, a $11.5 million increase or equivalent to a 6% increase over FY24 Projected Revenues. Fiscal Year (FY) 26 Budget includes $220.5 million in revenue, a $1.2 million increase or less than 1% increase over FY25 Budget.

The increase in FY25 is primarily due to additional debt proceeds anticipated to fund capital projects, including $18.0 million to fund construction of Fire Station #4, $10.2 million in Wastewater revenue bonds, and other debt proceeds that would cover capital projects or equipment. The increase is offset by a reduction in transfer revenue and grant revenue. In FY24 the remaining American Rescue Plan Act (ARPA) Grant Funds were recognized and transferred to other funds to support approved projects.

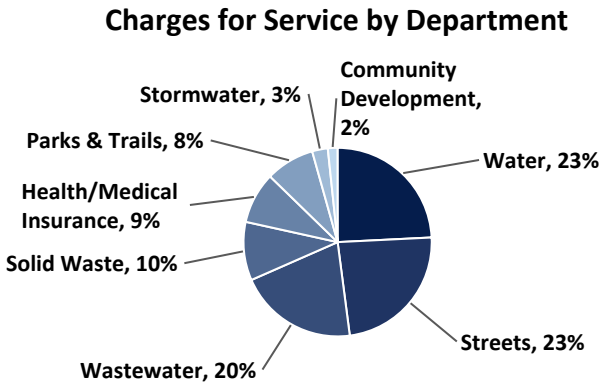


Charges for services are the largest category of City revenue at 39%. Of the $172.8 million included in the budget, 46% is designated to enterprise funds for utilities such as water, wastewater, stormwater, and solid waste. Revenue projections are based on rates set to meet the adopted expenditure budgets and capital improvement program, and include assumptions for expected customer growth. Comprehensive financial models are used to forecast long-term resources and expenditures for each of these funds. More information is provided in the Long-Range Financial Planning Appendix on page 227.

Assessments make up 22% of charges for services. The City has four special districts which collect assessment revenue, Street Maintenance, Street Arterial & Collector, Parks & Trails, and Tree Maintenance. Similar to utility rates, revenue is calculated based on the adopted operational and capital costs of each district.

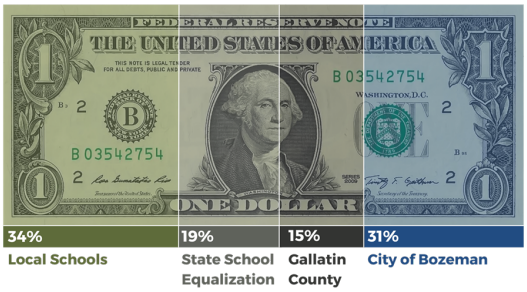
Impact Fees are fees charged to developers which are intended to fund infrastructure projects necessary to support growth. Impact fees for water, wastewater, transportation, and fire make up 17% of charges for services. Revenues are projected based on anticipated development trends.

Other charges for services include revenue from activities such as development reviews in Community Development, cemetery plot sales, City pool admissions, facility rentals, library book sales, and insurance premiums. Revenue projections for these sources are based on trend analysis from previous years and input from the respective program managers.



Property Taxes are the next largest portion of City revenues. The adopted budget includes estimates of mill levies necessary to generate sufficient revenue to cover budgeted expenditures and meet reserve requirements. Certified property values from the Department of Revenue are typically received by cities on August 1, after the budget has been adopted. Based on these values, the City Commission may choose to amend the budget as needed.

Property tax bills, mailed to homeowners by Gallatin County, are made up of multiple mill levies based on the location of your property. The property's appraised value is multiplied by the tax rate, and then multiplied by the total number of applicable mills. One mill is equal to 1/10th of one cent. The City receives approximately 31% of each dollar of property tax paid by property owners (based on FY24 mill levies).



Property taxes primarily support the City's General Fund and are made up of all-purpose mills, permissive mills, and voted mill levies. Details of the mill allocations by year are below:

MILL LEVIES & MILL VALUES						
FISCAL YEAR	**FY21**	**FY22**	**FY23**	**FY24**	**FY25 Budget**	**FY26 Budget**
MILL VALUE (net of URD's)	$ 129,537	$ 155,353	$ 159,782	$247,166	$254,401	$305,418
MILL VALUE (net of URD's) PERCENTAGE CHANGE	3%	20%	3%	55%	3%	20%
GENERAL FUND:						
All-Purpose	**106.18**	**98.66**	**115.79**	**83.30**	**93.00**	**86.00**
DEDICATED MILLS (non-debt service):						
City Planning	2.00	2.00	2.00	1.46	2.00	2.00
Health/Med Insurance	21.37	17.66	21.21	10.88	10.49	9.55
Public Safety Staffing, Fire Dept Equip & Maint.	4.00	4.00	30.00	30.00	30.00	30.00
Transfer to Stormwater - Landfill Project	0.77	1.25	1.24	—	—	—
Transfer to Landfill Closure - Monitoring	2.41	2.32	1.91	1.60	—	—
Senior Transportation	1.00	1.00	1.00	0.77	—	—
Community Housing	3.00	5.00	8.00	5.89	—	—
TOTAL DEDICATED MILLS	**34.55**	**33.23**	**65.36**	**50.60**	**42.49**	**41.55**
DEBT SERVICE:						
Bozeman Public Safety Center GO Bonds	18.31	15.27	15.38	10.15	8.96	7.76
Park & Trail G.O.Bonds	8.31	6.96	7.00	4.49	4.64	3.55
Library G.O. Bonds	2.13	—	—	—	—	—
Fire Station #2 G.O. Bonds	—	—	0.97	2.18	2.68	3.26
Rec G.O. Bonds * to be issued in FY2024	—	—	—	—	—	—
TOTAL DEBT SERVICE	**28.75**	**22.23**	**23.35**	**16.82**	**16.28**	**14.57**
TOTAL MILLS LEVIED	**169.48**	**154.12**	**204.50**	**150.72**	**151.77**	**142.12**
Percentage Change in Mills	-9.9%	-8.2%	29.7%	-34.9%	0.5%	-40.5%
TOTAL PROPERTY TAXES LEVIED	**$ 21,953,931**	**$ 23,943,004**	**$ 32,675,419**	**$ 37,252,252**	**$ 38,610,440**	**$ 43,406,006**
Percentage Change in Dollars	-7.1%	9.1%	36.5%	14.0%	3.6%	12.4%

Debt Proceeds make up 13% of budgeted revenue over the biennium. These projections are based on the projects that the City intends to debt fund. Over the two years, projects of significant nature include:

- Fire Station 4 (GF355) - $18.0 million
- Shops Complex (SHOPS) - $13.0 million
- Water Reclamation Facility Base Hydraulic Project, Phases 1 & 2 (WW129, WW131) - $10.1 million

More information on planned capital expenditures can be found in the Capital Improvement Plan section of this document on page 211, including an indication of which projects are planned to be debt funded.

Transfers In together account for 12% of the budgeted revenues. This category represents the movement of resources between City funds, including internal charges. The City maintains three Internal Service Funds (ISFs): Health-Medical Insurance, Vehicle Maintenance, and Public Works Administration. Internal Charges cover the cost of services provided by one fund to another and are allocated based on the proportional usage of these services. The revenue for internal services is budgeted according to the cost of providing these services, which is distributed among the funds based on their share of service usage. For example, the projected internal charges in the Public Works Administration Fund for the biennium are based on the anticipated cost to operate the ISF over two years.

Intergovernmental revenues amount to 9% of anticipated revenues. The majority of this revenue comes from the State, including $11.0 million in State Entitlement Share revenue which is the City's apportionment of taxes and fees collected at the State level. The State also remits Gas Tax to cities, which is estimated in the budget to be $5.7 million over the biennium. Other revenues included in this category are Bozeman's portion of motor vehicle taxes and funding for the library, collected and remitted by Gallatin County. Revenue projections for these funding sources are based on reporting from the State and trend analysis. The City applies a conservative inflationary increase to previous collections. Other revenues in this category include state and federal grants. Projections are based on awarded grant funding.

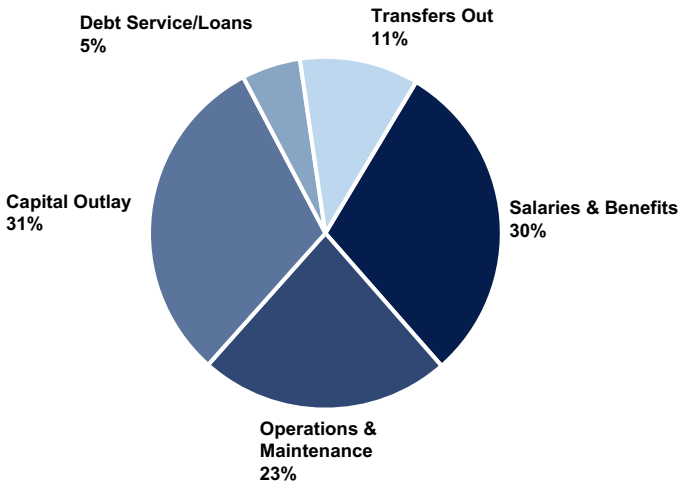
Licenses and Permits, making up 3% of budgeted revenues, are from the collection of permit fees. These revenues include fees for business licenses, parking permits, building permits, and street cut permits. Projected revenue for licenses and permits is based on historical trends and permit fee changes.

Miscellaneous Revenue, accounting for the final 3%, is primarily made up of cash in lieu of parks and infrastructure. Projections for miscellaneous revenue vary year to year based on specific projects.

City-wide Appropriations

Appropriations in the 2025 Biennium Adopted Budget are classified under one of six major categories: Salaries & Benefits (also sometimes referred to as Personnel), Operations & Maintenance, Capital Outlay, Debt Service, and Interfund Transfers Out. Appropriations in the 2025 Biennium Adopted Budget total $485.1 million. In Fiscal Year (FY) 25, budgeted appropriations total $243.9 million, an increase of $11.16 million or approximately 5% over FY24 Projected. In Fiscal Year (FY) 26, budgeted appropriations total $241.2 million, a decrease of $2.7 million or approximately 1.1% over FY25. The graph below shows the relative percentage of the budgeted expenditures for all funds included in the 2025 Biennium Adopted Budget.

Appropriation by Type for All Funds



Salaries & Benefits

The 2025 Biennium Adopted Budget includes 29.12 new FTE in FY25 and 13.00 in FY26. See the Full-Time Equivalents Schedule for complete list of staffing changes on page 46. Other changes are a result of bargaining unit contracts, anticipated salary adjustments, and increases to the cost of providing benefits. The FY24 Projections shown in the following pages also include vacancy savings realized so far this year.

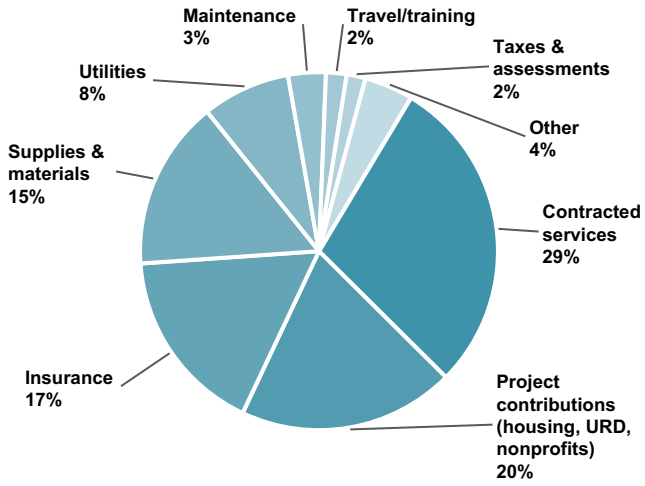
Capital

The greatest portion of appropriated funds is budgeted for Capital Outlay. Significant capital projects include $18 million for Fire Station 4, $13.7 million for the Shops Complex, and $10.1 million for the Water Reclamation Facility Based Hydraulic project. See the Capital Improvements Program section on page 215 for detailed list of planned capital outlay and a link to the Capital Improvement Program.

Operations

Operations & maintenance costs are primarily made up of contracted services. The next largest category is project contributions, most of which are in urban renewal districts (URDs). The urban renewal district annual work plans were adopted by City Commission on May 14, 2024 and links to the adopted work plans can be found on page 166. Community Housing ($4.3 million) and the City Commission ($1.0 million) departments make up the remaining contributions. Insurance is the third largest category at 17% followed closely by supplies & materials at 15%.

Operations & Maintenance Costs for All Funds



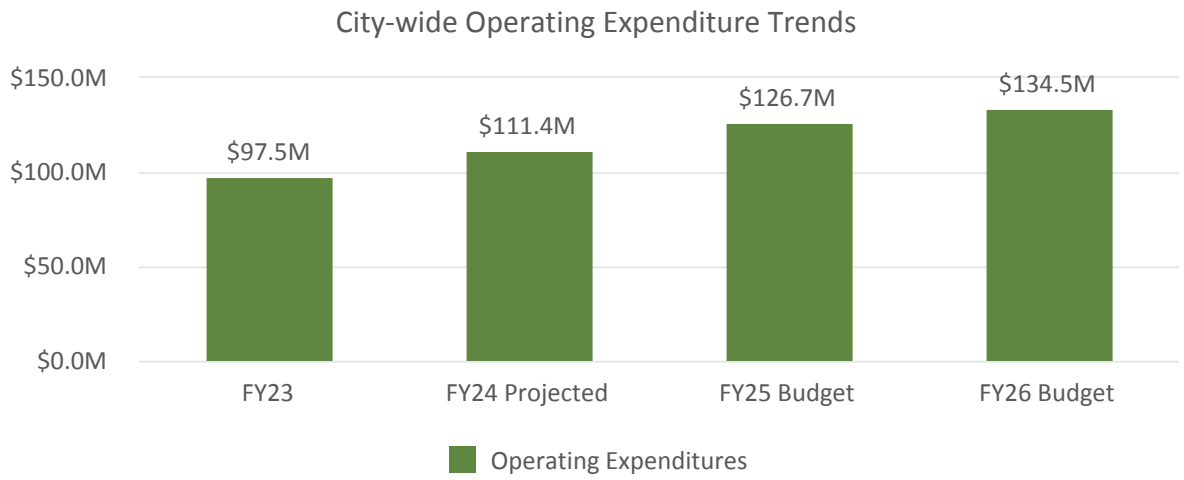
Transfers

Transfers are a category of expenditures that result in revenues in a different City fund. Transfers are mostly made up of internal charges for services that support the Internal Service Funds like Vehicle Maintenance.

City-wide Operating Expenditure Trends

Operating expenditures are total expenditures, minus Capital Outlay, Transfers Out, and City Commission approved grant funding to outside agencies. Operating expenditures are more representative of the true changes to City budgets over time. Fluctuations in major capital projects cause significant swings in year to year budgets. Transfers to other funds are also excluded since they are not truly expenditures on a City-wide level. Appropriations reserved for grants to other agencies also fluctuate significantly from year to year depending on availability of funding.

Operating expenditure increases of 13.7% in FY25 and 6.1% in FY26 are primarily a result of increases to Personnel costs due to a reduction in anticipated vacancy savings, collective bargaining agreements, health insurance cost increases, and newly budgeted positions. Inflationary increases are included in Operations budgets for contracts for services like consulting, janitorial, software, and others. The increase in FY26 is offset by reductions primarily in consulting as the City anticipates completing a number of significant projects in FY25 or carrying those funds into FY26.



Estimated Residential Impact Summary

It is estimated that a typical single-family residential property owner will see an increase of 6.7% per year in total taxes and assessments. That equates to $18.05 per month in FY25 and $19.34 per month in FY26. This estimated annual service cost is based on a 7,500 square foot lot with an average water usage of 7.5 HCF per month. Property tax estimates include a 3% growth in the City's certified taxable value. It also assumes a taxable assessed value (TAV) of $652,100, the median value for a single-family residential home in FY24, plus an estimated 3% increase in TAV in FY25, and a 14% increase in TAV in FY26. Actual increases in taxable values are determined by the Department of Revenue and Montana State Statute and will be determined later in the calendar year. Estimates are based on historical median values by year in Bozeman City limits.

Estimated Annual Service Cost for a Household Based on Taxable Value of $652,100 (FY24) +3% in FY25 + 14% in FY26 7,500 SQFT lot with water use of 7.5 HCF						
	Fiscal Year (FY) 24	Fiscal Year (FY) 25 Budget	Fiscal Year (FY) 26 Budget	FY25 Increase $	FY26 Increase $	FY25 % Change	FY26 % Change
Property Taxes	$ 1,326.84	$ 1,376.24	$ 1,469.03	$ 49.40	$ 92.79	3.7 %	6.7 %
Street Assessment	284.31	292.84	301.62	8.53	8.78	3.0 %	3.0 %
Arterial Street Assessment	60.08	61.88	63.74	1.80	1.86	3.0 %	3.0 %
Tree (Forestry) Assessment	30.53	31.45	32.39	0.92	0.94	3.0 %	3.0 %
Parks & Trails Assessment	208.67	214.94	221.39	6.27	6.45	3.0 %	3.0 %
Water Service	477.78	535.11	588.62	57.33	53.51	12.0 %	10.0 %
Sewer Service	593.46	664.68	717.85	71.22	53.17	12.0 %	8.0 %
Stormwater Service	54.36	55.99	57.67	1.63	1.68	3.0 %	3.0 %
Garbage Service	195.12	214.63	227.51	19.51	12.88	10.0 %	6.0 %
Annual Total	**$ 3,231.15**	**$ 3,447.76**	**$ 3,679.82**	**$ 216.61**	**$ 232.06**	**6.7 %**	**6.7 %**
Monthly Total	**$ 269.26**	**$ 287.31**	**$ 306.65**	**$ 18.05**	**$ 19.34**		

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2025 Biennium Adopted Budget Summary of Changes in Fund Balance

Beginning fund balance are residual funds brought forward from the previous year. Ending fund balance is calculated by adding revenues to the beginning fund balance and subtracting expenditures. More information on types of fund balance can be found in the Glossary of Key Terms, beginning on page 245.

	Beginning Fund Balance	2025 Biennium Revenues	2025 Biennium Expenditures	Net Change	Ending Fund Balance	% Change in Fund Balance
Governmental						
Major Funds						
General Fund	15,336,100	115,290,700	117,946,900	(2,656,200)	12,679,900	(17.32)%
Nonmajor in Aggregate	58,680,500	169,710,000	200,796,300	(31,086,300)	27,594,200	(52.98)%
Total Governmental	**74,016,600**	**285,000,700**	**318,743,200**	**(33,742,500)**	**40,274,100**	**(45.59)%**
Proprietary						
Major Funds						
Water Funds	30,501,200	43,653,000	47,167,700	(3,514,700)	26,986,500	(11.52)%
Wastewater Funds	8,563,200	45,274,300	50,081,400	(4,807,100)	3,756,100	(56.14)%
Nonmajor in Aggregate	4,533,300	65,806,500	69,087,100	(3,280,600)	1,252,700	(72.37)%
Total Proprietary	**43,597,700**	**154,733,800**	**166,336,200**	**(11,602,400)**	**31,995,300**	**(26.61)%**
Total	**117,614,300**	**439,734,500**	**485,079,400**	**(45,344,900)**	**72,269,400**	**(38.55)%**

The following pages include detailed changes in fund balance by fund and detailed explanations of the changes.

2025 Biennium Adopted Budget Changes in Fund Balance by Fund

Fund	Beginning Fund Balance	2025 Biennium Resources	2025 Biennium Appropriations	Net Change	Ending Fund Balance	% Change in Fund Balance	Analysis of Changes > 10% and >$10,000
General Fund							
General Fund	15,336,100	115,290,700	117,946,900	(2,656,200)	12,679,900	(17.3)%	Majority of use of fund balance is for a loan to Solid Waste fund which will be repaid over 5-10 years depending on the results of the Solid Waste fee study. One time capital projects are also funded with fund balance.
Total General Fund	**15,336,100**	**115,290,700**	**117,946,900**	**(2,656,200)**	**12,679,900**	**(17.3)%**	
Special Revenue Funds							
American Rescue Plan	—	—	—	—	—	N/A	
Health-Medical Insurance	486,400	6,026,000	6,512,400	(486,400)	—	(100.0)%	This fund is not intended to carry fund balance. We levy mills to cover the cost of health insurance for governmental fund employees. Fund balance results from vacancy savings, which reduces the amount we need to levy in future years.
Building Inspection Fund	1,019,300	10,882,200	10,071,900	810,300	1,829,600	79.5%	Anticipated growth of reserves in the Building Fund.
Community Development/Planning	2,891,400	6,482,100	7,696,700	(1,214,600)	1,676,800	(42.0)%	Anticipated use of fund balance to help spread permit fee increases over time.
Community Housing Fund	1,780,600	2,277,400	4,058,000	(1,780,600)	—	(100.0)%	The Community Housing Fund is used to build up fund balance to support large development projects. The budget assumes projects are identified and all available funds are spent in the biennium. Spending on projects requires additional City Commission approval.
Fire Department Equipment	651,400	2,270,300	2,173,700	96,600	748,000	14.8%	Anticipated growth in reserves in the Fire Department Equipment Fund.
Fire Impact Fee	339,400	1,344,900	173,200	1,171,700	1,511,100	345.2%	Impact fees can only be used for growth related capital improvement projects. Fund balance is intended to build until larger projects can be funded.
Parks & Trails District	2,793,100	14,737,700	17,321,200	(2,583,500)	209,600	(92.5)%	Anticipated use of fund balance to help hold assessment increases to 3%.
Park Land Trust	2,231,700	1,728,200	1,068,800	659,400	2,891,100	29.5%	Cash in lieu of park land is accounted for in this fund. Fund balance builds until projects are identified that benefit the areas that have paid in.
Tree Maintenance District	476,400	2,040,600	2,288,500	(247,900)	228,500	(52.0)%	Anticipated use of fund balance to help hold assessment increases to 3%.
Gas Tax Fund	—	—	—	—	—	N/A	
Street Arterial Construction District	3,560,000	10,209,200	13,375,000	(3,165,800)	394,200	(88.9)%	Anticipated use of fund balance to help hold assessment increases to 3%.
Street Impact Fee	17,211,800	27,359,000	38,658,100	(11,299,100)	5,912,700	(65.6)%	Impact fees can only be used for growth related capital improvement projects. Fund balance is intended to build until larger projects can be funded.
Street Maintenance District	3,616,500	25,086,000	27,984,700	(2,898,700)	717,800	(80.2)%	Anticipated use of fund balance to help hold assessment increases to 3%.
MPO	417,500	1,015,700	1,217,900	(202,200)	215,300	(48.4)%	The budget assumes we receive the entire federal grant allocation available to the MPO in FY24, resulting in a fund balance beginning the biennium. All money must be spent on eligible MPO projects.
Department Special Revenue Funds	3,547,400	1,219,500	1,404,200	(184,700)	3,362,700	(5.2)%	
Lighting Districts	415,400	629,400	1,044,800	(415,400)	—	(100.0)%	Anticipated use of fund balance to help hold assessment increases down.
Downtown Improvement District	5,600	528,500	529,300	(800)	4,800	(14.3)%	

Fund	Beginning Fund Balance	2025 Biennium Resources	2025 Biennium Appropriations	Net Change	Ending Fund Balance	% Change in Fund Balance	Analysis of Changes > 10% and >$10,000
Urban Renewal Districts	10,820,800	11,849,600	22,010,600	(10,161,000)	659,800	(93.9)%	URD funds build up fund balance to support larger projects to improve the areas. The budget assumes projects are identified and all available funds are spent in the biennium. Spending on projects requires additional City Commission approval.
Total Special Revenue Funds	**52,264,700**	**125,686,300**	**157,589,000**	**(31,902,700)**	**20,362,000**	**(61.0)%**	
Debt Service Funds							
GO Bonds	(330,000)	8,586,600	8,271,400	315,200	(14,800)	(95.5)%	Budget assumes collection of property taxes in excess of debt service budgeted to gradually recover negative fund balance.
URD Bonds	—	1,489,300	1,489,300	—	—	N/A	
Special Improvement Districts (SIDs)	1,810,700	1,157,700	541,800	615,900	2,426,600	34.0%	Assessment revenue from SIDs is accounted for in this fund and used to pay debt service if issued, or to cash flow future SIDs.
SID Revolving Fund	623,100	—	—	—	623,100	—%	
Total Debt Service Funds	**2,103,800**	**11,233,600**	**10,302,500**	**931,100**	**3,034,900**	**44.3%**	
Construction Funds							
Capital Projects	2,396,200	32,583,200	32,904,800	(321,600)	2,074,600	(13.4)%	Anticipated use of fund balance on capital projects and to spread rate increases over time.
Total Capital Projects Funds	**2,396,200**	**32,583,200**	**32,904,800**	**(321,600)**	**2,074,600**	**(13.4)%**	
Enterprise Funds							
Water Fund	30,501,200	43,653,000	47,167,700	(3,514,700)	26,986,500	(11.5)%	Anticipated use of fund balance on capital projects and to spread rate increases over time. Fund balance also includes impact fees which can only be used for growth related capital improvement projects.
Wastewater Fund	8,563,200	45,274,300	50,081,400	(4,807,100)	3,756,100	(56.1)%	Anticipated use of fund balance on capital projects and to spread rate increases over time. Fund balance also includes impact fees which can only be used for growth related capital improvement projects.
Stormwater Fund	582,600	5,945,600	6,317,300	(371,700)	210,900	(63.8)%	Anticipated use of fund balance to reduce rate impacts.
Solid Waste Fund	155,600	21,416,700	21,530,300	(113,600)	42,000	(73.0)%	Anticipated use of fund balance until a fee study can be conducted.
Parking Fund	1,375,100	2,389,900	3,551,000	(1,161,100)	214,000	(84.4)%	Anticipated use of fund balance until a fee study can be conducted, and to reconstruct the Rouse Lot.
Total Enterprise Funds	**41,177,700**	**118,679,500**	**128,647,700**	**(9,968,200)**	**31,209,500**	**(24.2)%**	
Internal Service Funds							
Health-Medical Insurance ISF	—	14,871,000	14,871,000	—	—	N/A	
Public Works Administration	2,396,000	15,589,400	17,199,600	(1,610,200)	785,800	(67.2)%	ISFs are paid for by other departments through internal charges for services. Fund balance is used to reduce those charges.
Vehicle Maintenance	24,000	5,593,900	5,617,900	(24,000)	—	(100.0)%	
Total Internal Service Funds	**2,420,000**	**36,054,300**	**37,688,500**	**(1,634,200)**	**785,800**	**(67.5)%**	
Permanent Funds							
Cemetery Perpetual Care	1,915,800	206,900	—	206,900	2,122,700	10.8%	Fund balance is accumulated to pay for the Cemetery once it is full and no longer collecting fees for services.
Total Permanent Funds	**1,915,800**	**206,900**	**—**	**206,900**	**2,122,700**	**10.8%**	
Total All Funds	**117,614,300**	**439,734,500**	**485,079,400**	**(45,344,900)**	**72,269,400**	**(38.6)%**	

2025 Biennium Adopted Budget Full-time Equivalent (FTE) Schedule

The City strives to maintain service levels with a quickly growing community. A strategic approach, including three-year staffing plans, addresses needs on a citywide level. The 2025 Biennium Adopted Budget includes 29.12 new FTE in FY25 and 13.00 in FY26. Short-term workers are not included in this schedule.

	FY23	FY24	FY25 Adds	FY25	FY26 Adds	FY26
General Government						
City Manager	8.00	9.00	3.00	12.00	—	12.00
City Attorney	13.00	14.00	1.25	15.25	1.00	16.25
Finance	8.25	10.25	2.00	12.25	—	12.25
Facilities Management	8.00	9.50	1.00	10.50	1.00	11.50
Information Technology	9.00	10.00	—	10.00	1.00	11.00
Human Resources	6.00	6.00	1.00	7.00	—	7.00
Planning	21.00	20.00	—	20.00	1.25	21.25
Municipal Court	12.25	12.25	—	12.25	—	12.25
Subtotal - General Govt	**85.50**	**91.00**	**8.25**	**99.25**	**4.25**	**103.50**
Public Safety						
Police	83.30	88.80	7.00	95.80	—	95.80
Fire	48.00	51.00	1.00	52.00	—	52.00
Building Inspection	23.25	23.25	2.00	25.25	0.25	25.50
Parking	6.17	5.82	1.00	6.82	—	6.82
Subtotal - Public Safety	**160.72**	**168.87**	**11.00**	**179.87**	**0.25**	**180.12**
Public Works						
Public Works Admin	31.25	30.25	2.00	32.25	2.50	34.75
Street Maintenance	26.10	26.10	2.00	28.10	2.00	30.10
Metropolitan Planning Org		1.00	1.00	2.00	—	2.00
Stormwater	8.75	8.75	—	8.75	—	8.75
Water	31.55	32.55	1.00	33.55	—	33.55
Wastewater	27.45	27.45	—	27.45	—	27.45
Solid Waste	21.40	21.40	1.00	22.40	—	22.40
Vehicle Maintenance	9.50	9.50	—	9.50	2.00	11.50
Subtotal - Public Works	**156.00**	**157.00**	**7.00**	**164.00**	**6.50**	**170.50**
Public Welfare						
Parks & Recreation	55.16	60.16	1.62	61.78	2.00	63.78
Library	26.87	26.87	1.25	28.12	—	28.12
Neighborhood Services		4.85	—	4.85	—	4.85
Economic Development	3.83	3.83	—	3.83	—	3.83
Sustainability	3.00	3.00	—	3.00	—	3.00
Subtotal - Public Welfare	**88.86**	**98.71**	**2.87**	**101.58**	**2.00**	**103.58**
Total Employees	**491.08**	**515.58**	**29.12**	**544.70**	**13.00**	**557.70**

2025 Biennium Budget Explanation of New Full-time Equivalent (FTE)

	Adds	Position Title(s)	Explanation
General Government			
City Manager	3.00	Graphic Designer (1 FTE), Belonging in Bozeman Program Coordinator (1 FTE), Records Coordinator (1 FTE)	To enhance communications with the public, implement the Belonging in Bozeman Plan, and add capability to maintain records promptly.
City Attorney	2.25	Assistant City Attorney (1 FTE), Legal Intern (0.25 FTE), Procurement/Contracts Analyst (1 FTE)	To expand capacity to do more proactive work and ensure compliance with procurement and contracting policies and laws
Finance	2.00	Budget Analyst (2 FTE)	To expand department capacity to do more proactive work including participation in fee studies, more robust financial modeling, and provide more support for departments in budget management
Facilities Management	2.00	Facilities Worker (1 FTE), Project Coordinator (1 FTE)	To increase coordination and capacity to respond to internal service requests and provide additional support in project management for significant construction projects
Information Technology	1.00	Cyber Security Specialist (1 FTE)	To ensure security of the City's networks and data
Human Resources	1.00	HR Associate - Recruitment (1 FTE)	To expedite filling of vacant and new positions
Planning	1.25	Planner III (1 FTE), Systems Analyst/Special Projects (0.25 FTE)	Recent state legislation has increased the workload for Planning staff, resulting in the need for additional capacity.
Public Safety			
Police	7.00	Police Officer (3 FTE), Detective (1 FTE), Community Liaison (1 FTE), Special Services Supervisor (1 FTE), Special Services Officer (1 FTE)	To support the Belonging in Bozeman plan, expand the capacity of the patrol and detective divisions, and to add non-sworn positions to respond to incidents that may not require law enforcement
Fire	1.00	Battalion Chief-Support Service (1 FTE)	To support accreditation of the Fire Department and expand capacity to train and develop staff
Building Inspection	2.25	Assistant Building Official (1 FTE), Plans Examiner - Fire (1 FTE), Systems Analyst/Special Projects (0.25 FTE)	To support increasing volume of permits, reviews, and inspections on increasingly complex construction types
Parking	1.00	Parking Compliance Officer (1 FTE)	To meet increasing demand from the community for parking management services in neighborhoods
Public Works			
Public Works Admin	4.50	Engineering Technician (1 FTE), Engineer I/II - Transportation (1 FTE), Systems Analyst/Special Projects (0.5 FTE), GIS Analyst (1 FTE), Admin Assistant I (1 FTE)	To support increasing workload in permitting, traffic impact analysis, and engineering studies
Street Maintenance	4.00	Streets Operator (2 FTE), Streets Operator (2 FTE)	Street maintenance aims to return to 1 FTE per 13 miles of roadway. The number of miles has grown in recent years to 1 per 18 miles.
Metropolitan Planning Org	1.00	Planner I/II (1 FTE)	To manage new Metropolitan Planning Organization (MPO) projects
Water	1.00	Engineer I/II (1 FTE)	To support projects to expand and protect the City's water supply
Solid Waste	1.00	Admin Assistant I (1 FTE)	To support existing administrative work and roll out of organics program in FY25
Vehicle Maintenance	2.00	Mechanic (2 FTE)	To address City vehicle downtimes and increase level of service
Public Welfare			
Parks & Recreation	3.62	Assistant Parks & Rec Director (1 FTE), Rec Leader I Reclass (1.24 FTE), Lifeguard II (1.38 FTE)	To support existing programs and expand departmental capabilities to focus on policy, partnerships, leadership, and strategic planning
Library	1.25	Librarian I - Collections (1.25 FTE)	To manage growing physical and e-resources in the library
Total Employees	**42.12**		

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Adopted Budgets

General Fund

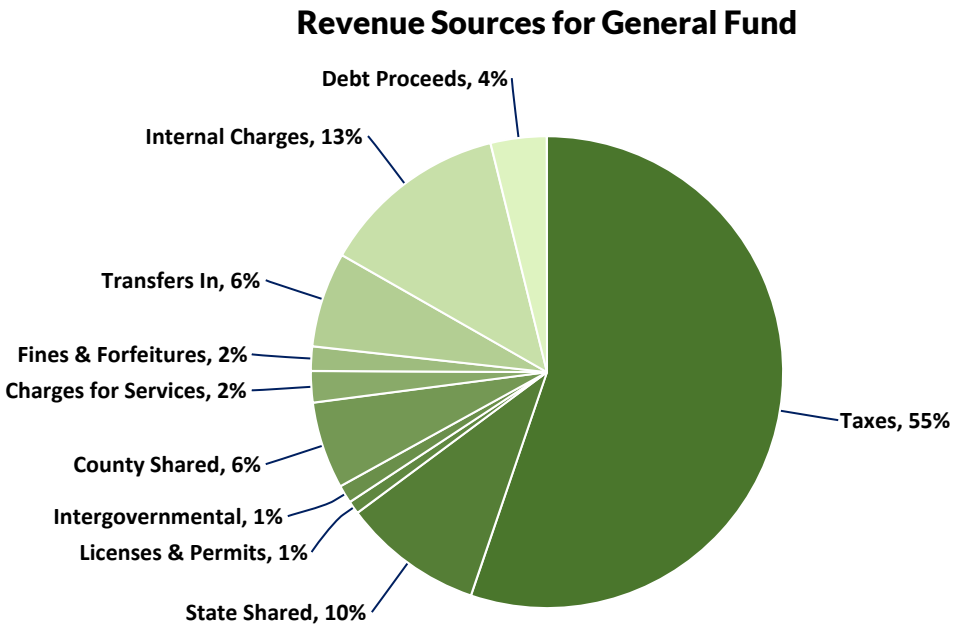
The General Fund budget will be presented multiple times throughout this document. Departmental expenditures in the General Fund will be presented again in more detail in the General Government, Public Safety, and Public Welfare Service Areas. The General Fund is used to account for all financial resources of the City, except for those required to be accounted for in another fund.

High Level Budget Summary by Appropriation Category

General Fund	FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance		**$ 15,298,900**	**$ 15,336,100**		**$ 15,336,100**
Total Revenues	**$ 53,568,452**	**$ 56,660,200**	**$ 57,024,700**	**$ 58,266,000**	**$115,290,700**
Expenditures by Category					
Salaries & Benefits	$ 28,117,588	$ 31,980,400	$ 38,276,000	$ 41,173,000	$ 79,449,000
Operations & Maintenance	9,122,838	12,135,700	12,558,900	12,319,300	24,878,200
Capital Outlay	3,107,361	10,500,200	3,608,800	2,193,300	5,802,100
Debt Service/Loans	78,978	67,300	349,200	811,900	1,161,100
Interfund Loans	—	—	1,186,900	—	1,186,900
Transfers Out	6,894,414	1,939,400	2,683,600	2,786,000	5,469,600
Total Expenditures	**$ 47,321,178**	**$ 56,623,000**	**$ 58,663,400**	**$ 59,283,500**	**$117,946,900**
Reserved for Future Expenditures		**$ —**	**$ 3,559,600**	**$ (712,400)**	**$ 2,847,200**
Undesignated Ending Balance		**$ 15,336,100**	**$ 10,137,800**	**$ 9,832,700**	**$ 9,832,700**

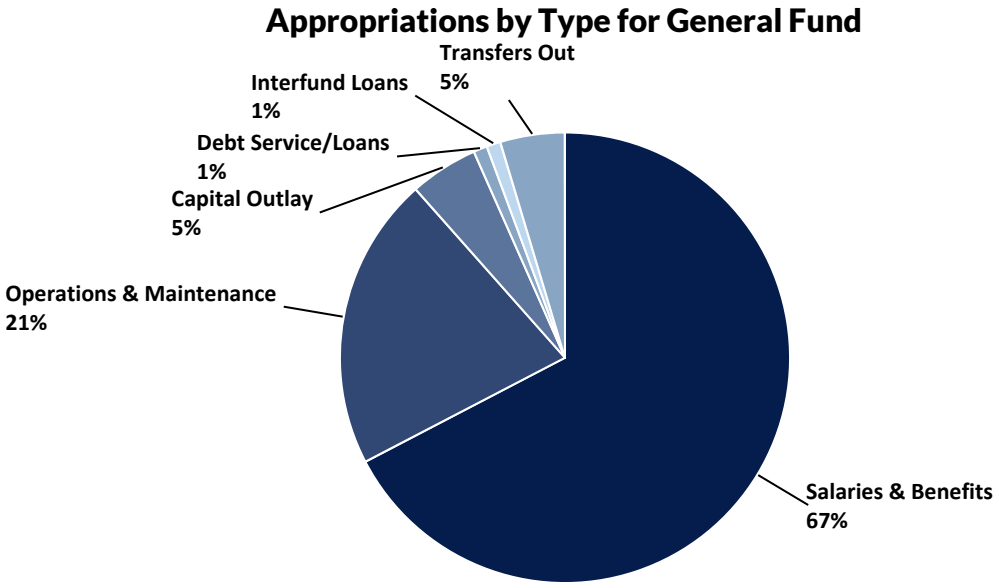
General Fund Revenues

The 2025 Biennium Adopted Budget includes an estimate of $115.3 million in total General Fund revenue over the two year period, with the largest sources of external revenue coming from property taxes, internal charges for services, and state shared revenue. Nineteen percent of General Fund revenue comes from transfers in from other funds, which includes the mill levy that supports payments for health and medical insurance, and billings to departments for services like finance, information technology, and human resource support. The following chart shows the breakdown of estimated revenues:

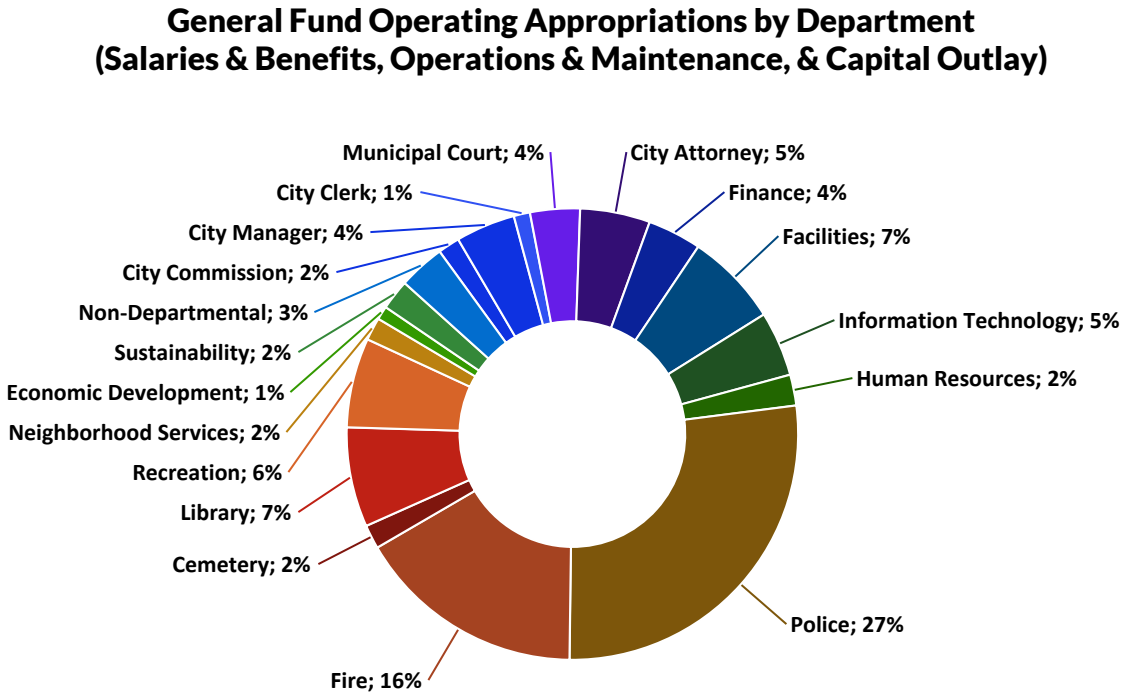


General Fund Appropriations

The 2025 Biennium Adopted Budget General Fund budget has $117.9 million in appropriated expenditures over the two-year period. Salaries & Benefits expenses are the highest portion at $79.4 million, followed by operations at $24.9 million. Capital outlays are $5.8 million, which includes vehicle replacements, facility improvements, and investments in energy projects. The break down by percentage is below:

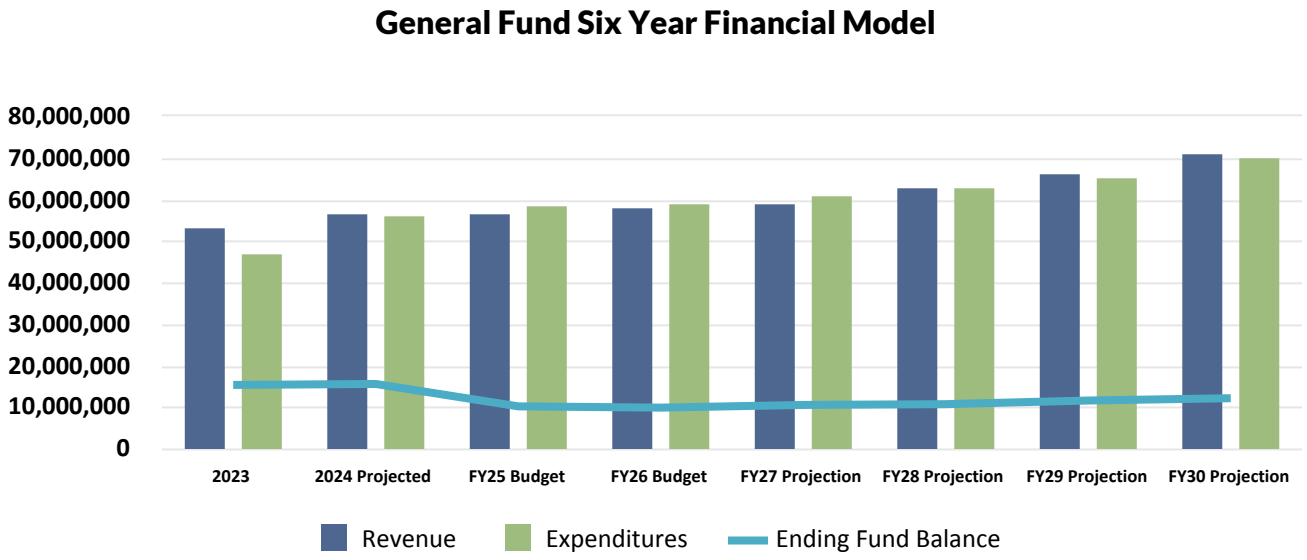


Appropriations by department shows the greatest portion of anticipated General Fund expenses is for Public Safety, with Police at 27% followed by Fire at 16%. Non-Departmental is where funding has been allocated for the City Commission to approve grants to non-profit agencies that serve Bozeman citizens. Non-departmental also includes city-wide insurance payments.



General Fund Reserves

The Government Finance Officers Association (GFOA) recommends keeping 16.67% of either revenues or expenditures in reserves annually for the General Fund. The City's adopted policy is to maintain at least 16.67% of revenue. The 2025 Biennium Adopted Budget is in compliance with this policy. The General Fund is expected to have $9.8 million of undesignated reserves or 16.9% of revenues at the end of the 2025 Biennium. Designated reserves for future capital projects and programs are $2.8 million. Designated reserves are kept for a future Quick Response Vehicle Program in the Fire Department.



2025 Biennium Adopted Budget General Fund - by Category

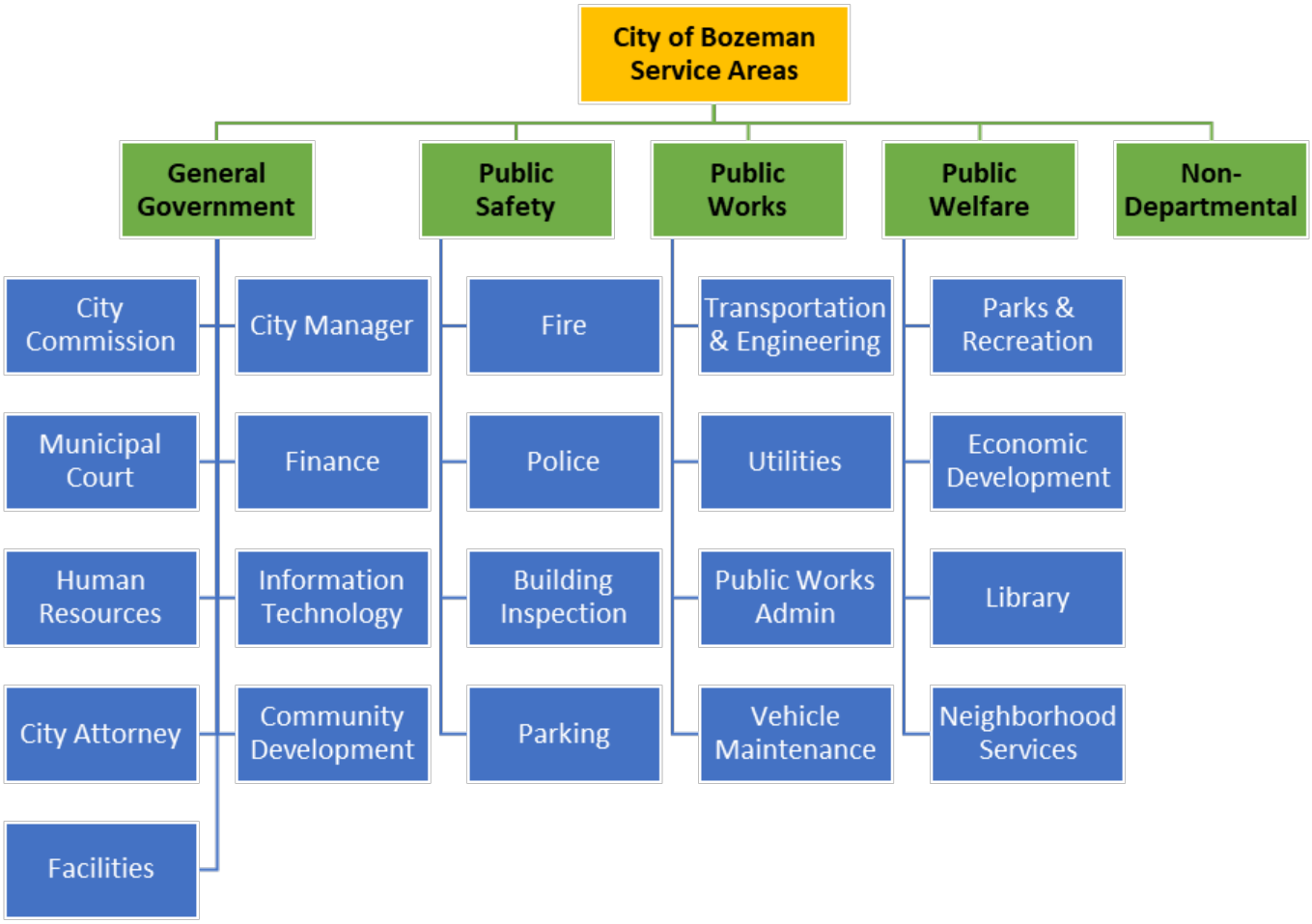
General Fund	FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance		**$ 15,298,900**	**$ 15,336,100**		**$ 15,336,100**
Revenues					
Taxes	23,164,839	27,014,900	29,734,800	33,570,400	63,305,200
State Shared	5,122,791	5,340,200	5,453,200	5,568,600	11,021,800
Licenses & Permits	381,922	474,200	500,900	529,800	1,030,700
Intergovernmental	23,496	494,600	674,400	749,700	1,424,100
County Shared	3,339,118	3,361,700	3,396,600	3,443,200	6,839,800
Charges for Services	941,649	1,184,900	1,215,200	1,246,400	2,461,600
Fines & Forfeitures	1,009,840	946,100	952,800	959,500	1,912,300
Interest Income	171,669	100,000	100,000	100,000	200,000
Miscellaneous Revenue	3,126,126	221,600	221,600	221,600	443,200
Transfers In	10,854,877	6,989,300	4,124,400	3,350,500	7,474,900
Internal Charges	5,365,523	6,384,700	7,139,500	7,631,700	14,771,200
Debt Proceeds	66,602	4,148,000	3,511,300	894,600	4,405,900
Interfund Loan Proceeds	—	—	—	—	—
Total Revenues	**$ 53,568,452**	**$ 56,660,200**	**$ 57,024,700**	**$ 58,266,000**	**$115,290,700**
Expenditures by Category					
Salaries & Benefits	$ 28,117,588	$ 31,980,400	$ 38,276,000	$ 41,173,000	$ 79,449,000
Operations & Maintenance	9,122,838	12,135,700	12,558,900	12,319,300	24,878,200
Capital Outlay	3,107,361	10,500,200	3,608,800	2,193,300	5,802,100
Debt Service/Loans	78,978	67,300	349,200	811,900	1,161,100
Interfund Loans	—	—	1,186,900	—	1,186,900
Transfers Out	6,894,414	1,939,400	2,683,600	2,786,000	5,469,600
Total Expenditures	**$ 47,321,178**	**$ 56,623,000**	**$ 58,663,400**	**$ 59,283,500**	**$117,946,900**
Reserved for Future Expenditures		**$ —**	**$ 3,559,600**	**$ (712,400)**	**$ 2,847,200**
Undesignated Ending Balance		**$ 15,336,100**	**$ 10,137,800**	**$ 9,832,700**	**$ 9,832,700**

2025 Biennium Adopted Budget General Fund - by Department

General Fund	FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	2025 Biennium Adopted Budget
Beginning Balance		**$ 15,298,900**	**$ 15,336,100**		**$ 15,336,100**
Revenues					
Taxes	$ 23,164,839	$ 27,014,900	$ 29,734,800	$ 33,570,400	$ 63,305,200
State Shared	$ 5,122,791	$ 5,340,200	$ 5,453,200	$ 5,568,600	$ 11,021,800
Licenses & Permits	381,922	474,200	500,900	529,800	1,030,700
Intergovernmental	23,496	494,600	674,400	749,700	1,424,100
County Shared	3,339,118	3,361,700	3,396,600	3,443,200	6,839,800
Charges for Services	941,649	1,184,900	1,215,200	1,246,400	2,461,600
Fines & Forfeitures	1,009,840	946,100	952,800	959,500	1,912,300
Interest Income	171,669	100,000	100,000	100,000	200,000
Miscellaneous Revenue	3,126,126	221,600	221,600	221,600	443,200
Transfers In	10,854,877	6,989,300	4,124,400	3,350,500	7,474,900
Internal Charges	5,365,523	6,384,700	7,139,500	7,631,700	14,771,200
Debt Proceeds	66,602	4,148,000	3,511,300	894,600	4,405,900
Total Revenues	**$ 53,568,452**	**$ 56,660,200**	**$ 57,024,700**	**$ 58,266,000**	**$ 115,290,700**
Expenditures by Department					
City Commission	$ 281,943	$ 414,300	$ 775,100	$ 947,300	$ 1,722,400
City Manager	1,368,502	2,149,900	2,150,700	2,541,800	4,692,500
City Clerk	382,682	400,900	649,400	623,700	1,273,100
Municipal Court	1,393,264	1,577,500	1,922,100	2,016,600	3,938,700
City Attorney	2,000,717	2,294,100	2,665,400	2,855,900	5,521,300
Finance	1,187,979	1,522,300	2,055,500	2,176,300	4,231,800
Facilities	2,341,719	5,308,000	3,559,700	3,826,900	7,386,600
Information Technology	2,431,181	2,450,000	2,357,300	2,755,700	5,113,000
Human Resources	845,700	961,700	1,193,500	1,249,400	2,442,900
Police	10,769,839	11,938,200	15,020,300	14,970,100	29,990,400
Fire	7,237,539	7,819,200	8,816,400	9,247,100	18,063,500
Cemetery	656,222	1,138,400	1,154,000	751,000	1,905,000
Library	3,074,837	3,388,100	3,991,600	3,878,500	7,870,100
Recreation	3,833,472	8,837,600	3,803,600	3,259,400	7,063,000
Neighborhood Services	—	364,400	886,100	908,300	1,794,400
Economic Development	473,844	478,100	524,000	539,600	1,063,600
Sustainability	384,931	1,043,400	1,102,900	1,297,000	2,399,900
Non-Departmental	1,683,416	2,530,200	1,816,100	1,841,000	3,657,100
Debt Service/Loans	78,978	67,300	349,200	811,900	1,161,100
Interfund Loans	$ —	$ —	$ 1,186,900	$ —	$ 1,186,900
Transfers Out	$ 6,894,414	$ 1,939,400	$ 2,683,600	$ 2,786,000	$ 5,469,600
Total Expenditures	**$ 47,321,178**	**$ 56,623,000**	**$ 58,663,400**	**$ 59,283,500**	**$ 117,946,900**
Reserved for Future Expenditures		**$ —**	**$ 3,559,600**	**$ (712,400)**	**$ 2,847,200**
Undesignated Ending Balance		**$ 15,336,100**	**$ 10,137,800**	**$ 9,832,700**	**$ 9,832,700**

Adopted Budgets by Department

The remaining adopted budgets are organized first by Service Area and then by Department. In many cases, a department also corresponds with a self-balancing fund.



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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.

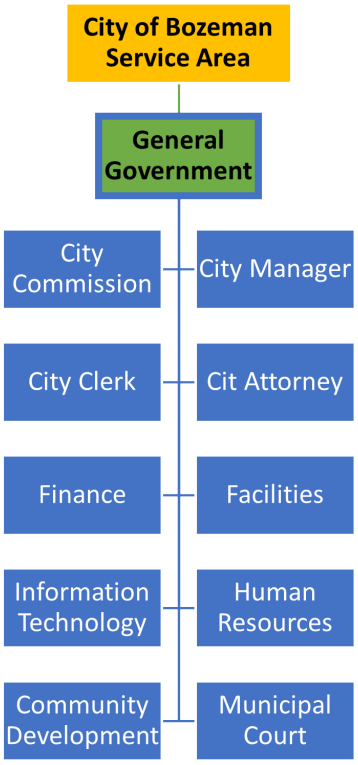
City Manager – The role of the City Manager is to operate at the will of the City Commission with a focus on policy, long-range planning, and strategy. The purpose of the City Manager's office is to administer City operations and provide overall leadership, direction, coordination, and support for the 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 responsible for financial planning, budgeting, accounting, and treasury, including utility billing. The Finance Department provides support to other departments for all financial matters.

Facilities Management (Strategic Services) - Facilities Management is responsible for all facility needs throughout the organization, including routine maintenance, 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 legal 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, 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.

City Commission

(General Fund)

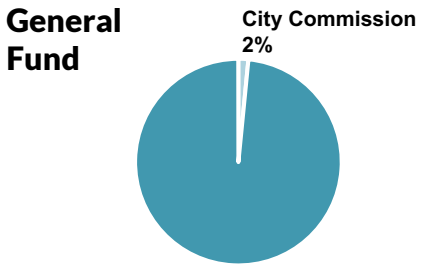
The City Commission is the legislative body of city government comprised of a mayor and four commissioners. Responsibilities of the Commission include establishment of policies governing the operation of the City and appointment of members to citizen advisory boards and commissions.

Major Objectives

- Work closely with City 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 and internal transfers, making up 2% of operating expenditures.



Department Goals

1. Dramatically increase transparency and create access to all city documents (Strategic Plan 1.1 Outreach)
2. The adopted biennial budget is guided by adopted plans and goals, including:
    - o Foster and build public trust, support, and pride in local government
    - o Develop a Tenant's Right to Counsel Program
    - o Develop a comprehensive regional strategy on homelessness
    - o Implement at least eight (8) recommendations from the Belonging in Bozeman Plan
    - o Rework and restore a new Historic Preservation Policy - including trees and landmarks
    - o Encourage the creation of Accessory Dwelling Units (ADUs) in our city through an ADU Incentive Program
    - o Create an Affordable Housing Preservation Policy
    - o Ramp up the SAFE Plan and become a Gold-level Bike Friendly Community
    - o Create a Bozeman Creek Resiliency Plan

Commission Member	Term
 Mayor Terry Cunningham	Elected Term: Jan., 2024 - Jan., 2026
 Deputy Mayor Joey Morrison	Elected Term: Jan., 2024 - Jan., 2026
 Commission Jennifer Madgic	Elected Term: Jan., 2024 - Jan., 2028
 Commissioner Douglas Fischer	Appointed Term: Nov., 2023 - Dec., 2025
 Commissioner Emma Bode	Appointed Term: June 4, 2024 - Dec., 2025

2025 Biennium Adopted Budget

The City Commission budget is accounted for in the General Fund.

City Commission						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 190,141	$ 207,600	$ 233,500	$ 247,500	$ 481,000
	Operations & Maintenance	61,537	175,200	541,600	699,800	1,241,400
	Capital Outlay	30,265	31,500	—	—	—
Total Expenditures		**$ 281,943**	**$ 414,300**	**$ 775,100**	**$ 947,300**	**$ 1,722,400**

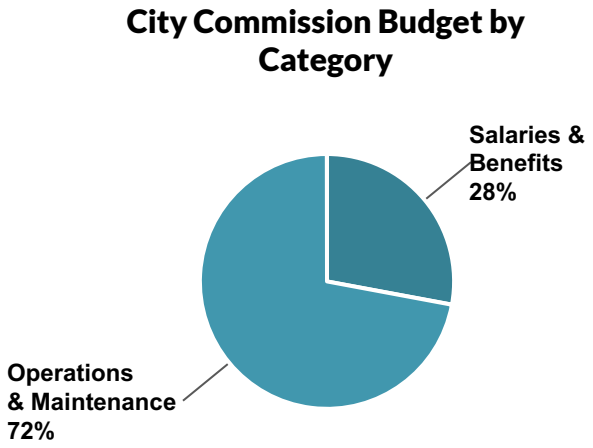
Salaries & Benefits

No FTE Changes

Operations

Beginning in FY25, City Commission's operating budget includes an annual $500k appropriation for Commission priorities and grants for community partners. At budget adoption, the City Commission allocated $360,000 of this funding in FY25 to Human Resource Development Council (HRDC) to support operations of the year-round warming center.

Commission's operating budget fluctuates year to year based on the election cycle. With FY24 and FY26 being election years, the operating budget is elevated to cover election expenses.



Capital

None

City Manager (General Fund)

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.

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.

Budget Allocation

Funded by the General Fund and internal transfers, making up 4% of operating expenditures.

2025 Biennium Adopted Budget

The City Manager's office is accounted for only in the General Fund.

City Manager						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 1,030,775	$ 1,540,900	$ 1,502,900	$ 1,857,000	$ 3,359,900
	Operations & Maintenance	326,149	609,000	647,800	684,800	1,332,600
	Capital Outlay	11,578	—	—	—	—
Total Expenditures		$ 1,368,502	$ 2,149,900	$ 2,150,700	$ 2,541,800	$ 4,692,500

Salaries & Benefits

Addition of 2 FTE:

- Graphic Designer (1 FTE) and Belonging in Bozeman Program Coordinator (1 FTE) in FY25

At budget adoption, the City Commission added a $250,000 transfer to Community Housing to be funded using vacancy savings, resulting in the decline in salaries & benefits shown between FY24 and FY25. More information on this and other amendments made by Commission can be found in the Summary of Changes from City Manager Recommended to Adopted Budget on page 34.

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

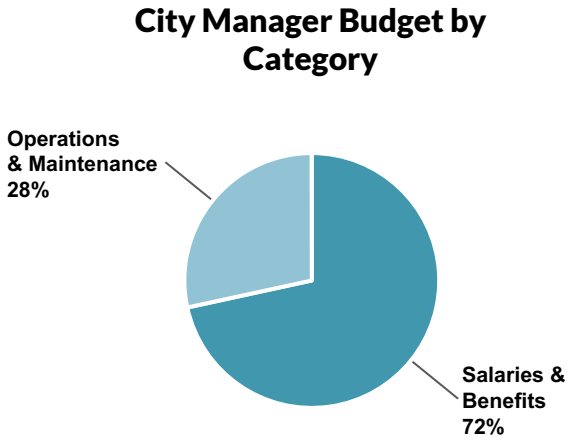
Operations

Inflationary increases to operating expenses. The budget also includes $30k for community outreach and education, some or all of which might be used for ballot education for a possible public safety mill levy later this year.

During budget adoption, City Commission allocated $360,000 of the FY25 budget to grant to HRDC to ensure the warming center is operating and open year round.

Capital

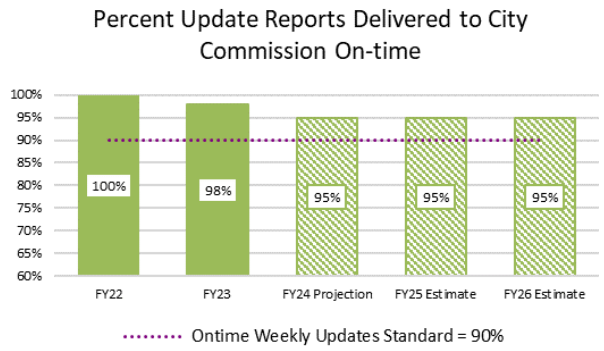
None

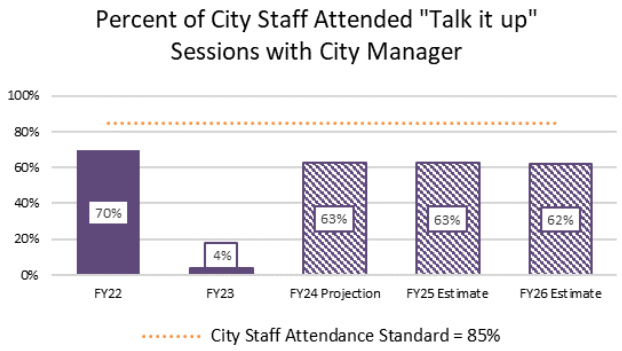


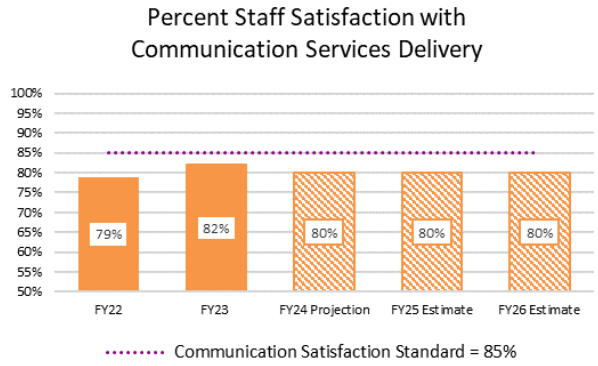
Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1.	Hire City Manager and Assistant City Manager	1.4 A Well-Planned City
2.	Hire Communications personnel	1.1 An Engaged Community
3.	Implement Belonging in Bozeman Plan	1.3 A Safe, Welcoming Community
4.	Build trust, both among City Staff and with the public	1.1 An Engaged Community
5.	Continue to engage the community through engagement projects	1.1 An Engaged Community

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Percent Update Reports Delivered to City Commission On-Time	3,4	100%	98%	95%	95%	95%	90%
Percent Staff Satisfaction with Communication Delivery	2, 4	79%	82%	80%	80%	80%	85%
Percent of City Staff Attended "Talk It Up" Session with City Manager	4	70%	4%	63%	63%	62%	85%







City Clerk (General Fund - 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.

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 and internal transfers, making up 1% of operating expenditures.

2025 Biennium Adopted Budget

The City Clerk's Office is accounted for only in the General Fund.

City Clerk						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 184,302	$ 223,300	$ 333,100	$ 353,000	$ 686,100
	Operations & Maintenance	198,380	177,600	266,300	270,700	537,000
	Capital Outlay	—	—	50,000	—	50,000
Total Expenditures		$ 382,682	$ 400,900	$ 649,400	$ 623,700	$ 1,273,100

Salaries & Benefits

Addition of 1 FTE:

- Records Coordinator (1 FTE) in FY25

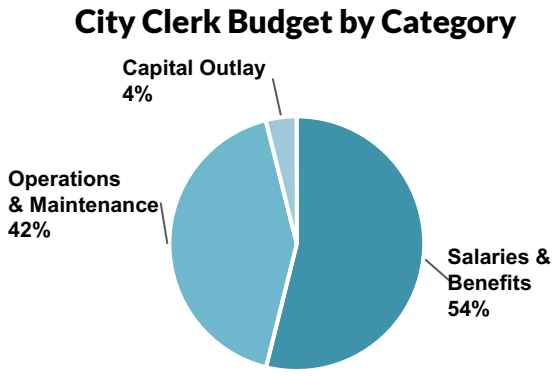
Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

Reduction in FY24 Projection due to one-time expense for upgrade in high-definition streaming through the City's meeting streaming service in FY23. Increase in both years of biennium due to the addition of $50k for contracted scanning services. Contracted services through Laserfiche are also projected higher in both FY25 and FY26 as there is a greater need anticipated for record scanning and retention over the biennium.

Capital

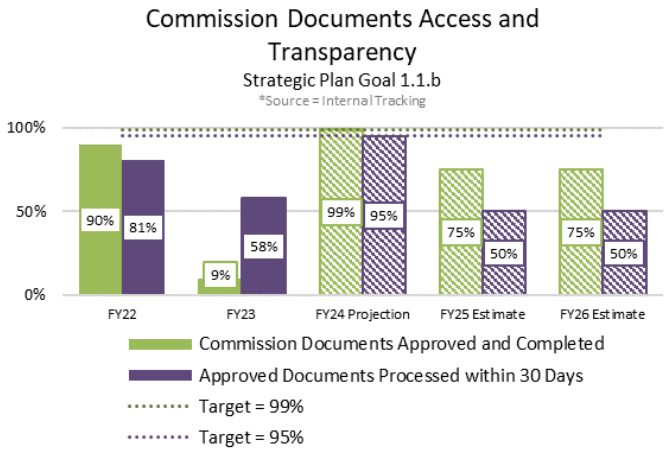
Records Request Software (GF378) in FY25 for $50,000. See Capital Improvements Program section on page211 for a capital improvement program summary and a detailed list of City-wide planned projects.

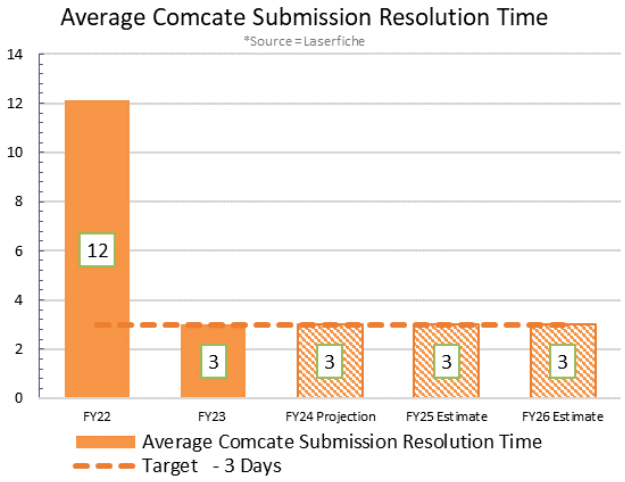


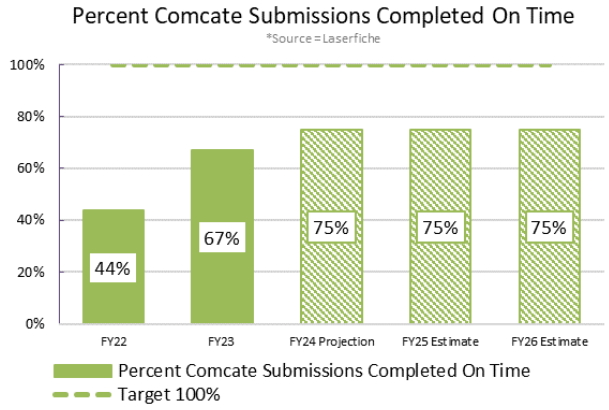
Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1	Identify key systems that if integrated would improve efficiency and effectiveness	7.3 Best Practices, Creativity, and Foresight
2	Identify opportunities to improve collaboration between City departments and create subgroups on communications, community interactions, long-range planning, and other matters of common concern	7.3 Best Practices, Creativity, and Foresight

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Percent of Commission-Approved-for-Signature Documents Processed	1	90%	9%	99%	75%	75%	99%
Percent of Approved Documents Processed to Laserfiche within 30 Days	1	81%	58%	95%	50%	50%	95%
Percent Comcate Submissions Completed On Time	2	44%	67%	75%	75%	75%	100%
Average Comcate Submission Resolution Time (Days)	1	12	3	3	3	3	3







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City Attorney (General Fund & Victim/ Witness Advocate Fund)

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.

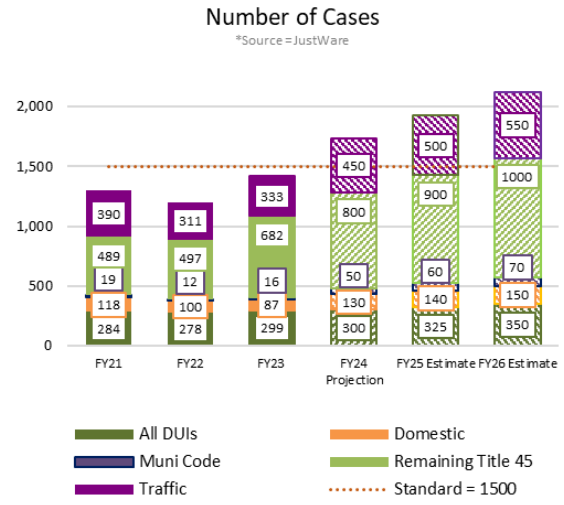
Major Objectives

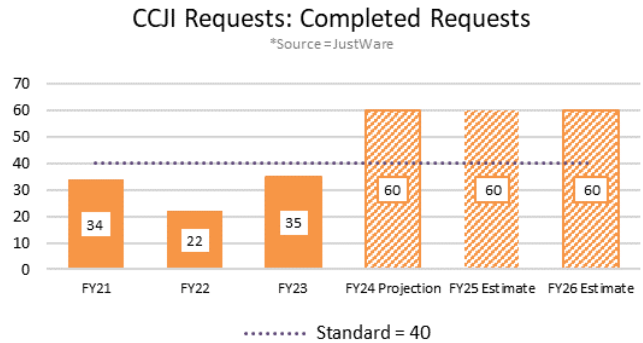
- To serve as Legal Officer pursuant to Sect. 4.03 of the Charter
- To be a critical part of the City's leadership through integration with department directors, management team members, the City Commission, and other City agencies.
- To enforce state laws and City ordinances pertaining to misdemeanor 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.

Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1.	Continue to prioritize increasing the efficiency and effectiveness of the prosecution team	7.3 Best Practices, Creativity & Foresight
2.	Prioritize cooperation with the Bozeman Police Department through coaching, preparing for trial, and shift briefings	1.7 A High Performance Organization
3.	Continue to lead efforts to address issues related to the unhoused	3.2 Health & Safety Action
4.	Prioritize efforts related to affordable housing	3.2 Health & Safety Action
5.	Continue to protect the legal interests of and direct legal operations of the City	7.3 Best Practices, Creativity & Foresight

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Total Cases	1	1,278	1,497	1,795	1,970	2,165	N/A - Workload Indicator
Completed Confidential Criminal Justice Information (CCJI) Requests	1	22	35	60	60	60	40
MMIA Claims Filed	5	32	39	40	40	40	25





Budget Allocation

Funded mainly from the General Fund, making up 5% of the fund's operating expenditures.

2025 Biennium Adopted Budget

City Attorney					
Department Expenditure Budget by Fund	FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Fund					
General Fund	$ 2,000,717	$ 2,294,100	$ 2,665,400	$ 2,855,900	5,521,300
Victim/Witness Advocate Fund	122,658	72,600	130,300	136,600	266,900
Total Expenditures	**2,123,375**	**2,366,700**	**2,795,700**	**2,992,500**	**5,788,200**

The General Fund is used to account for the majority of the City Attorney budget.

General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 1,829,056	$ 2,015,100	$ 2,354,900	$ 2,599,200	$ 4,954,100
	Operations & Maintenance	126,563	279,000	310,500	256,700	567,200
	Capital Outlay	45,098	—	—	—	—
Total Expenditures		**$ 2,000,717**	**$ 2,294,100**	**$ 2,665,400**	**$ 2,855,900**	**$ 5,521,300**

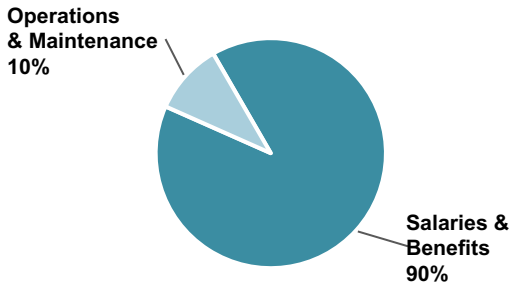
Salaries & Benefits

Addition of 2.25 FTE:

- Assistant City Attorney (1 FTE) and Legal Intern (0.25 FTE) in FY25
- Procurement/Contracts Analyst (1 FTE) in FY26

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

City Attorney General Fund Budget by Category



Operations

Increase in FY24 Projection due to moving anticipated costs for case management software from capital projection to operating projection ($60k). Other increases due to scheduled computer replacements in FY24. Increase in FY25 for budgeted Telecom project ($50k) as well as planned desk replacements in City Hall ($18k). Telecom project is one-time planned cost which results in a reduction in FY26. Inflationary increases in FY26 have also been incorporated.

Capital

None

The Victim/Witness Advocate Fund is used to account for the salaries, benefits, and operating expenses to provide a Victim/Witness Advocate. Occasionally, the fund supports travel expenses for a victim to testify in trial. Per Montana Code Annotated (MCA)(46-18-236.7), the City is able to retain charges for payment of the expenses of a victim and witness advocate program. Code allows for $50 each misdemeanor and felony charge, which serves as the primary source of revenue for this fund.

Victim/Witness Advocate Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 346,800	$ 342,500		$ 342,500
Revenues						
	Fines & Forfeitures	$ 59,429	$ 63,100	$ 63,100	$ 63,100	$ 126,200
	Interest Income	8,831	5,200	5,200	5,200	10,400
Total Revenues		$ 68,260	$ 68,300	$ 68,300	$ 68,300	$ 136,600
Expenditures						
	Salaries & Benefits	—	52,600	110,300	116,600	226,900
	Operations & Maintenance	122,658	20,000	20,000	20,000	40,000
Total Expenditures		$ 122,658	$ 72,600	$ 130,300	$ 136,600	$ 266,900
	Ending Balance		$ 342,500	$ 280,500	$ 212,200	$ 212,200

Salaries & Benefits

No new FTEs. A Victim Services Coordinator was hired mid way through FY24. The increase in FY25 is based on a full year of personnel expenditures. FY26 increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

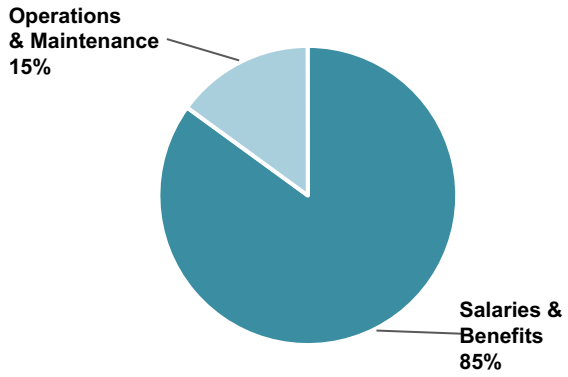
Operations

Prior to FY24, the City was supporting a Victim Witness Program provided by Gallatin County. Beginning in FY24, the City created its own program and shifted expenditures appropriately to both Salaries & Benefits and Operations & Maintenance. Transitioning from providing match to supporting our own program resulted in a change in how expenses are accounted for as well as a reduction in overall cost of the program to the City.

Capital

None

Victim/Witness Advocate Fund Budget by Category



Finance (General Fund)

The Finance Department is responsible for financial planning, budgeting, accounting, and treasury, including utility billing. The Finance Department provides support to other departments for all financial matters.

Budget Allocation

Funded by the General Fund, making up 4% of operating expenditures.

Major Objectives

- Oversee efficient, effective, and transparent management of the public's resources by providing quality financial services, accurate financial reporting, and balanced budgets
- Ensure compliance with financial policies, state and federal statutes, and Generally Accepted Accounting Principles (GAAP)
- Develop long-term financial plans and funding strategies for various City operations

2025 Biennium Adopted Budget

The Finance Department is accounted for only in the General Fund.

Finance						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 885,024	$ 1,016,100	$ 1,550,800	$ 1,659,300	$ 3,210,100
	Operations & Maintenance	302,956	506,200	504,700	517,000	1,021,700
Total Expenditures		$ 1,187,979	$ 1,522,300	$ 2,055,500	$ 2,176,300	$ 4,231,800

Salaries & Benefits

Addition of 2 FTE:

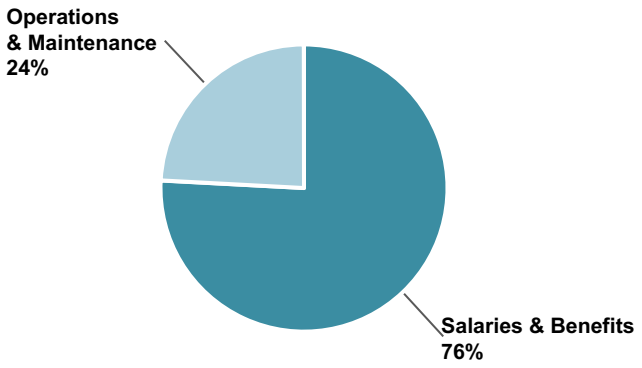
- Budget Analysts (2 FTE) in FY25

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

Decrease from FY24 Projected to FY25 due primarily to preparation of annual financial report in-house, offset by increases to contracted services budgets to support ongoing contract with municipal advisors, and finance's share of the Enterprise Resource Management (ERP) contract. Increase of 2.6% from FY25 to FY26 due to contracted services anticipated inflation.

Finance Budget by Category



Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1.	Improve financial reporting internally	7.3 Best Practices, Creativity & Foresight
2.	Modernize finance processes, continuous improvement	7.3 Best Practices, Creativity & Foresight
3.	Cross train staff, increasing department resiliency	7.2 Employee Excellence
4.	Identify long-term revenue solutions for General Fund, Planning Fund, Parking Fund, and others	7.5 Funding and Delivery of City Services

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Invoices Processed Annually	2	27,692	29,218	29,802	30,398	31,006	N/A - Workload Indicator
Total Annual Budget	1	$158.3M	$182.7M	$318.0M	$242.5M	$241.7M	N/A - Workload Indicator
Utility Bills Issued & Processed Annually	2	205,092	208,259	212,424	216,673	221,006	N/A - Workload Indicator

Facilities (Strategic Services / General Fund)

Facilities Management is responsible for all facility needs throughout the organization, including routine maintenance, 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.

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.
- Assure City buildings meet or exceed all applicable building codes, OSHA, and ADA requirements
- Implement building design, maintenance, and operational practices resulting in energy saving Measurements.

Budget Allocation

Funded by the General Fund, making up 7% of operating expenditures.

2025 Biennium Adopted Budget

Facilities is accounted for only in the General Fund.

Facilities						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 606,579	$ 762,900	$ 1,092,100	$ 1,167,200	$ 2,259,300
	Operations & Maintenance	1,694,216	2,009,600	1,956,600	1,864,000	3,820,600
	Capital Outlay	40,924	2,535,500	511,000	795,700	1,306,700
Total Expenditures		$ 2,341,719	$ 5,308,000	$ 3,559,700	$ 3,826,900	$ 7,386,600

Salaries & Benefits

Addition of 2 FTE:

- Facilities Worker (1 FTE) in FY25
- Project Coordinator (1 FTE) in FY26

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

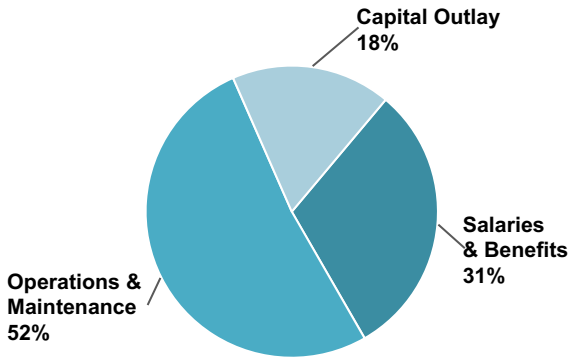
Operations

FY24 was the first year of full operating costs of the Bozeman Public Safety Center. Reductions in FY25 and FY26 are due to a modification in budgeting practices to align with historical actuals. Inflationary costs have been incorporated in both years of the biennium.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Facilities Budget by Category

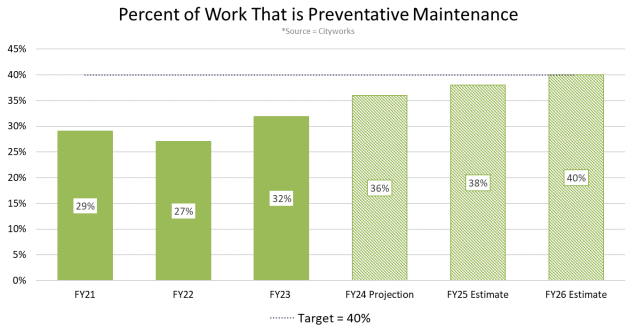


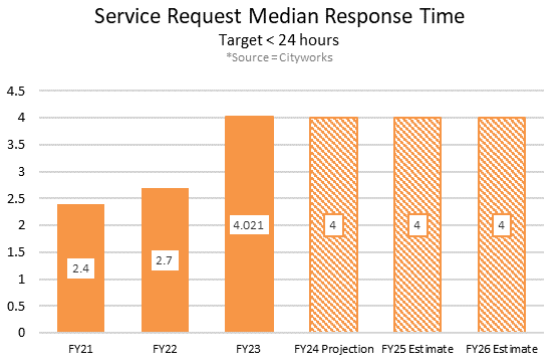
Department Goals and Performance Measurements

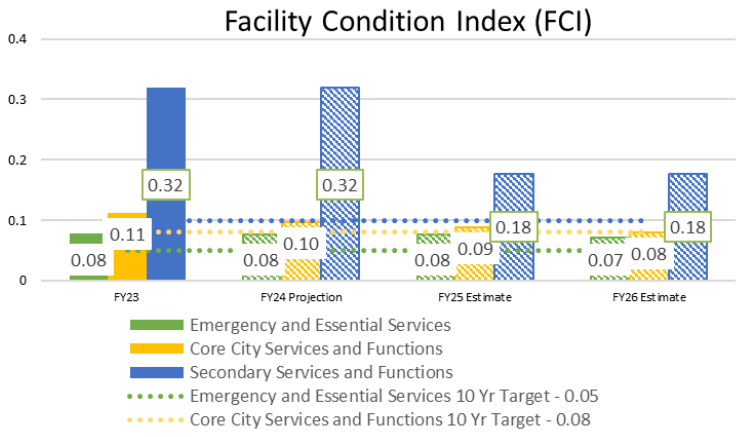
Department Goals		
Goal		**Strategic Plan**
1.	Manage construction activities in preparation of construction on Lindley Center, Bogert Pool, and Swim Center	3.4 Active Recreation
2.	Oversee pre-construction of Fire Station 4	3.1 Public Safety
3.	Continue to focus on priority repairs identified by Facility Condition Assessments	7.4 Performance Metrics
4.	Continue to manage and maintain the organization's facilities	4.3 Strategic Infrastructure Choices

Performance Measurements

Measure	Dept. Goal	FY22	FY23	FY24 Projection	FY25 Estimate	FY26 Estimate	Target
Preventative Maintenance (percent of total work)	3	27%	32%	34%	34%	34%	40%
Median Response Time for Service Requests (hours)	4	3	4	4	4	4	<24
FCI Score: Emergency and Essential Services[1]	3	ND[2]	0.08	0.08	0.08	0.07	0.05
FCI Score: Core City Services and Functions	3	ND	0.11	0.10	0.09	0.08	0.08
FCI Score: Secondary Services and Functions	3	ND	0.32	0.32	0.18	0.18	0.10







[1] Facility Condition Index (FCI) is a percentage score that measures a building's condition by comparing the cost of repairs to the building's replacement value

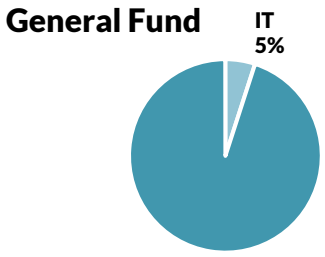
[2] ND: No data available

Information Technology (General Fund)

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.

Budget Allocation

Funded by the General Fund, making up 5% of operating expenditures.



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.

2025 Biennium Adopted Budget

The Information Technology Department is accounted for only in the General Fund.

Information Technology (IT)						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 1,184,344	$ 1,282,700	$ 1,452,600	$ 1,677,600	$ 3,130,200
	Operations & Maintenance	597,441	972,500	844,700	746,100	1,590,800
	Capital Outlay	649,396	194,800	60,000	332,000	392,000
Total Expenditures		**$ 2,431,181**	**$ 2,450,000**	**$ 2,357,300**	**$ 2,755,700**	**$ 5,113,000**

Salaries & Benefits

Addition of Cyber Security Specialist (1 FTE) in FY26. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

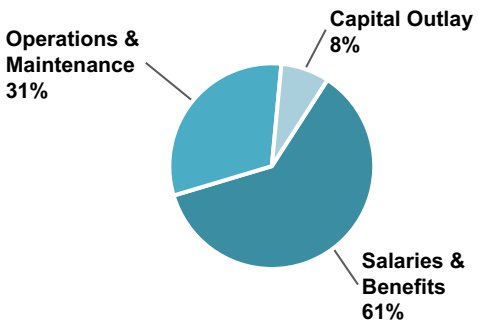
Operations

Reductions in FY25 and FY26 are due to timing of maintenance contracts and updated budgeting practices to split IT contracts between the funds and departments using the service. Updated budgeting more accurately accounts for annual Enterprise Resource Planning software resulting in a reduction to the IT budget. Not all quotes for future years were available for budget entry and future contracts could come in slightly above the biennium budget.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

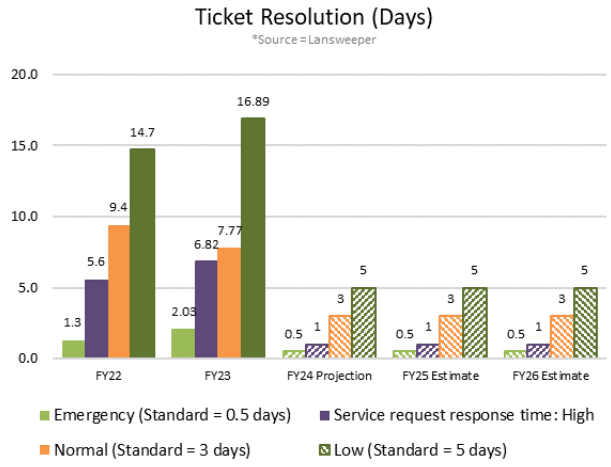
Information Technology Department Budget by Category

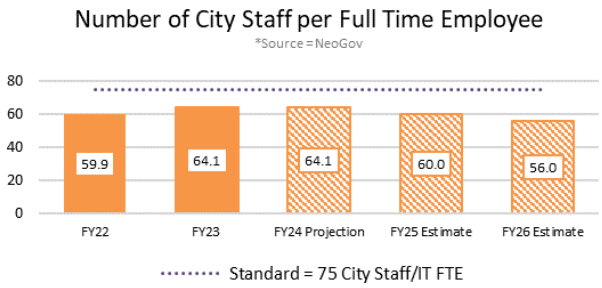


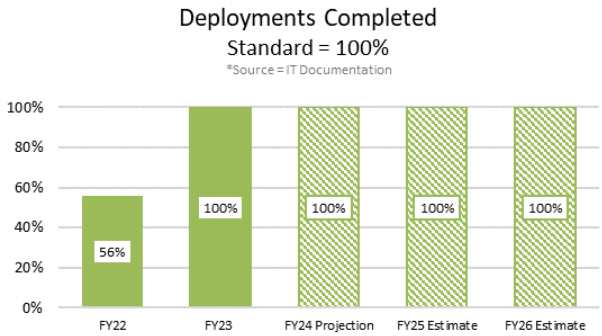
Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1.	Manage and operate the City's enterprise applications, hardware, and networking services	7.3 Best Practices, Creativity & Foresight
2.	Continue to push ADA Compliance	1.1 Outreach
3.	Improve Emergency Preparedness: Update IT plan, finish Disaster Recovery Plan	3.1 Public Safety
4.	Get Fire Station 2 operational	3.1 Public Safety
5.	Move departmental drives to SharePoint, get all users on same version of Microsoft Office	7.3 Best Practices, Creativity & Foresight
6.	Prepare for Enterprise Resource Planning (ERP) Software Replacement	7.3 Best Practices, Creativity & Foresight

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Emergency-Rated Service Request Response Time (Days)	1	1.3	2.0	0.5	0.5	0.5	0.5
High-Rated Service Request Response Time (Days)	1	5.6	6.8	1.0	1.0	1.0	1.0
Normal-Rated Service Request Response Time (Days)	1	9.4	7.8	3.0	3.0	3.0	3.0
Low-Rated Service Request Response Time (Days)	1	14.7	16.9	5.0	5.0	5.0	5.0
Percentage of Deployments Completed	1	56 %	100 %	100 %	100 %	100 %	100 %
Number of City Staff per IT Full-Time Equivalent	1	59.86	64.11	64.11	59.97	55.97	75.00





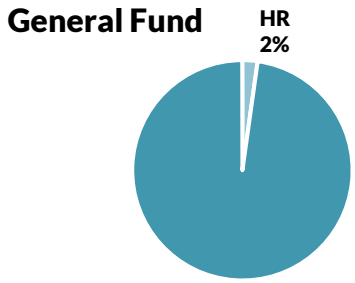


Human Resources (General Fund)

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 legal information, sound recruitment practices, and protects the employment rights of the City and its employees.

Budget Allocation

Funded by the General Fund, making up 2% of the operating expenditures.



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

2025 Biennium Adopted Budget

The Human Resources Department is accounted for only in the General Fund.

Human Resources						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 703,971	$ 758,400	$ 945,600	$ 1,002,700	$ 1,948,300
	Operations & Maintenance	141,729	203,300	247,900	246,700	494,600
Total Expenditures		**$ 845,700**	**$ 961,700**	**$ 1,193,500**	**$ 1,249,400**	**$ 2,442,900**

Salaries & Benefits

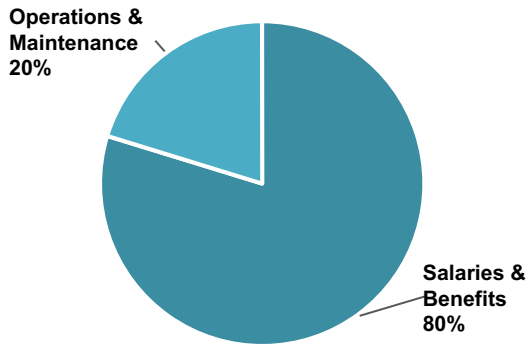
Addition of 1 HR Associate for Recruitment in FY25

Other increases are based on anticipated increases to total compensation.

Operations

Addition of a software module to support hiring and onboarding, and a City-wide compensation study anticipated to kick off in FY25.

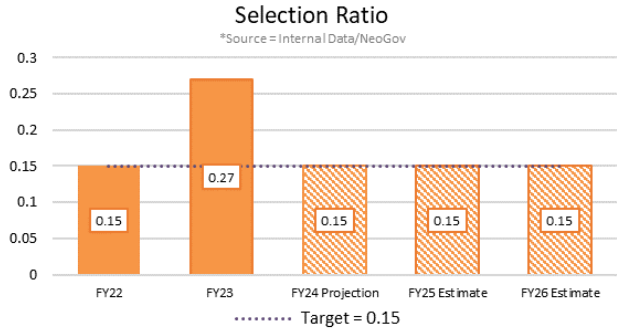
Human Resources Budget by Category

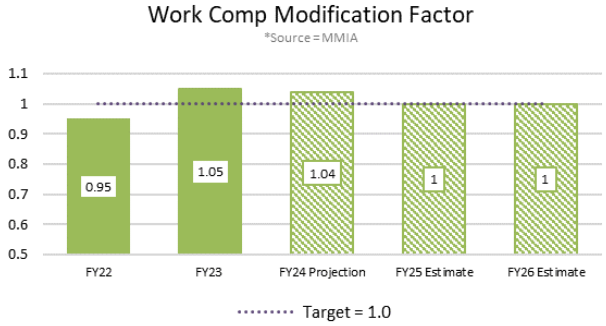


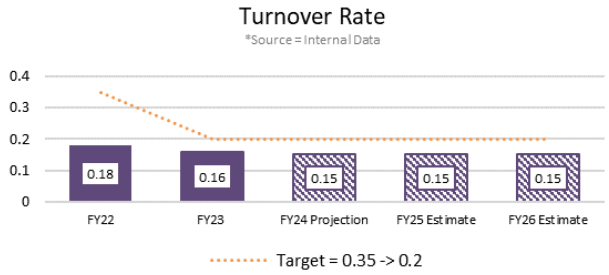
Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1.	Increase internal staff capacity to adequately support all City departments	7.2 Employee Excellence
2.	"Back to basics" – audits of internal processes and procedures to ensure accuracy and efficiency	7.3 Best Practices, Creativity & Foresight
3.	Update City's Employee Handbook and Hiring Practices	7.2 Employee Excellence
4.	Implement a bi-weekly payroll process	7.3 Best Practices, Creativity & Foresight
5.	Cross train and seek professional development for HR staff	7.2 Employee Excellence
6.	Continue to attract, select, and hire the best candidates for job vacancies within the organization	7.2 Employee Excellence

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Average Recruitment Cycle Time (post-final offer)	1	22	35	30	25	20	30
Turnover Rate	3	0.18	0.16	0.15	0.15	0.15	0.20
Selection Ratio[3]	6	0.15	0.27	0.15	0.15	0.15	0.15
Workers Compensation Modification Factor[4]	1	0.95	1.05	1.04	1.00	1.00	1.00







[3] Ratio of the number of people hired to the number of minimally qualified applicants

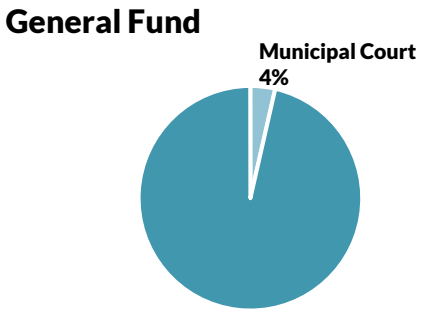
[4] The ratio of the City's actual workers' compensation claims compared to the expected costs for comparable organizations

Municipal Court (General Fund)

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.

Budget Allocation

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



Major Objectives

- Continue providing an up-to-date court docket
- Utilize funding for the implementation of the BRIDGERS DUI Treatment Court.
- Moving towards e-filing to facilitate filing efficiency

2025 Biennium Adopted Budget

Municipal Court is accounted for only in the General Fund.

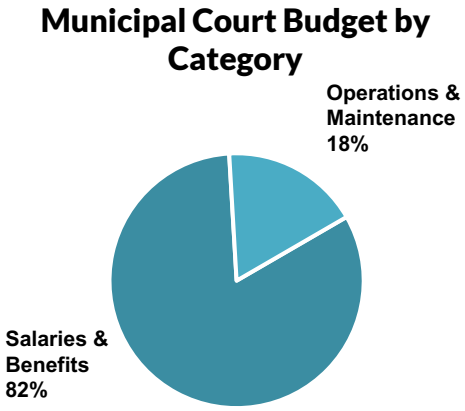
Municipal Court						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 1,271,773	$ 1,389,100	$ 1,592,800	$ 1,652,600	$ 3,245,400
	Operations & Maintenance	121,491	188,400	329,300	364,000	693,300
Total Expenditures		**$ 1,393,264**	**$ 1,577,500**	**$ 1,922,100**	**$ 2,016,600**	**$ 3,938,700**

Salaries & Benefits

No FTE changes. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

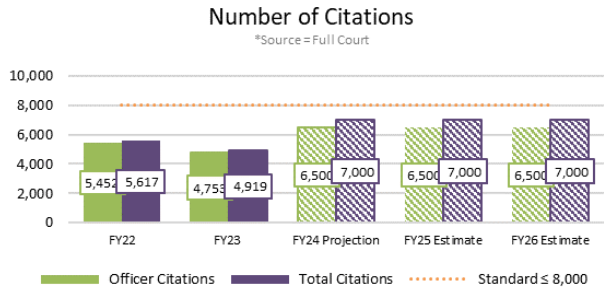
The overall driver of increases in FY24 and the 2025 biennium are related to the newly established BRIDGERS DUI Court. FY25 serves as the first full-year of costs associated with the program. These expenses will be covered by grant funding. FY26 operational increases are primarily due to expanding DUI court participant testing capacity.

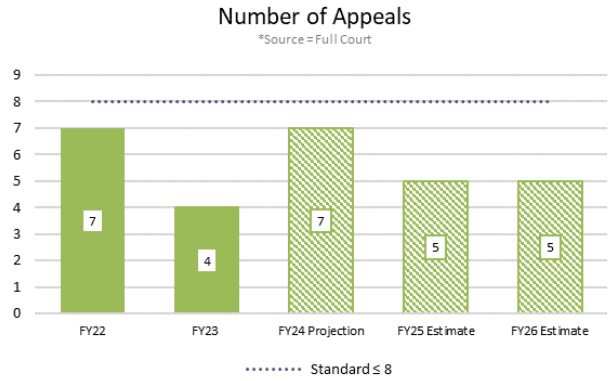


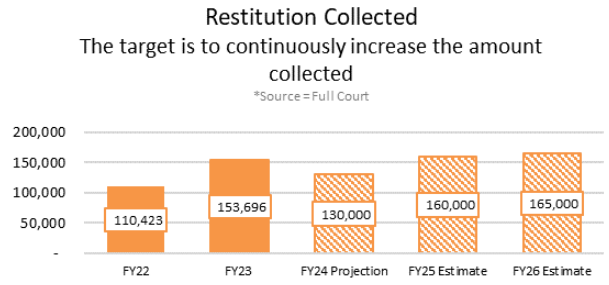
Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1.	Complete courtroom technology installation in the Bozeman Public Safety Center	3.1 Public Safety
2.	Provide high-level training for staff	7.2 Employee Excellence
3.	Restructure staffing to support high-level projects	7.2 Employee Excellence
4.	Develop partners in the community to support treatment courts	3.2 Health & Safety Action
5.	Use the community liaison model with the treatment courts to increase equitable and inclusive outcomes	3.2 Health & Safety Action
6.	Maintain efficient collection of fines and restitution	3.1 Public Safety

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Restitution Collected	6	110,423	153,696	130,000	160,000	165,000	N/A - Workload Indicator
Officer Citations	6	5,452	4,753	6,500	6,500	6,500	N/A - Workload Indicator
Total Citations	6	5,617	4,919	7,000	7,000	7,000	8,000
Number of Appeals Annually	5, 6	7	4	7	5	5	8







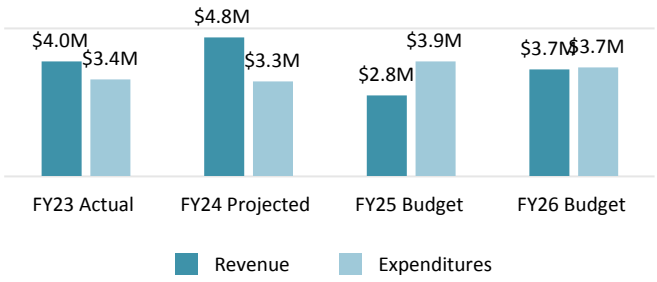
Planning Fund (Community Development Department)

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, and serving related Advisory Boards and Commissions.

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.
- Address City and State ordinances and codes as they related to the health, safety, and general quality of life concerns of our community.

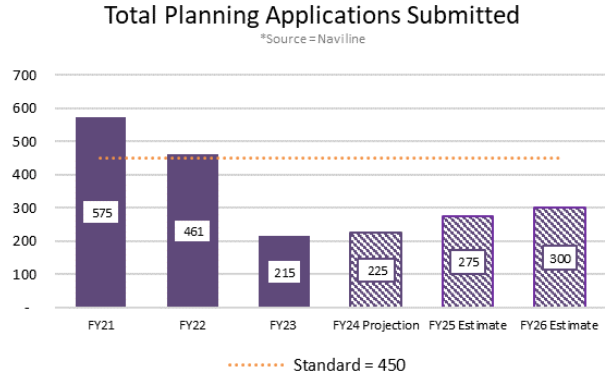
Planning Fund Financial Trends

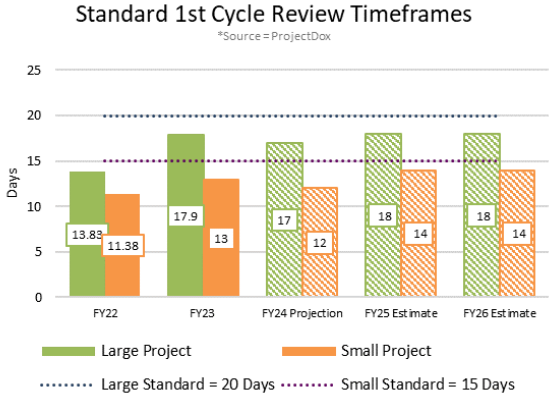


Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1	Improve online resources for customers	7.1 Values-Driven Culture
2	Implement code updates, consistent with state law and Commission direction	7.3 Best Practices, Creativity & Foresight
3	Review and update cross-departmental processes	7.3 Best Practices, Creativity & Foresight
4	Initiate Land Use Plan	4.1 A Well-Planned City

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Average number of days a small project spends in 1st cycle of staff review[5]	1, 2, 3	11	13	12	14	14	15
Average number of days a large project spends in 1st cycle of staff review[6]	1, 2, 3	14	18	17	18	18	20
Total number of Planning applications submitted	2	461	215	225	275	300	450





[5] Small projects – Administrative applications (Director decision)
[6] Large projects – Legislative applications (City Commission decision)

2025 Biennium Adopted Budget

The Planning Fund is a special revenue fund that accounts for expenditures related to community planning and zoning operations. There are two major revenue sources for the fund: property taxes and planning fees. Planning fees are budgeted to increase by approximately 15% per year in the biennium to support staff and operations.

Planning Fund (Community Development)						
Community Development/Planning Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 1,417,800	$ 2,891,400		$ 2,891,400
Revenues						
	Taxes	$ 319,373	$ 370,800	$ 619,100	$ 1,266,100	$ 1,885,200
	Licenses & Permits	65,250	101,500	104,500	107,600	212,100
	Intergovernmental	12,400	6,000	6,200	6,400	12,600
	State Shared	134,472	149,500	152,700	155,900	308,600
	Charges for Services	1,110,987	1,060,900	1,220,000	1,403,100	2,623,100
	Interest Income	9,872	14,000	14,400	14,800	29,200
	Miscellaneous Revenue	59,771	81,100	83,500	86,000	169,500
	Internal Charges	164,263	161,000	165,800	170,800	336,600
	Transfers In	2,100,029	2,838,900	436,900	468,300	905,200
Total Revenues		$ 3,976,416	$ 4,783,700	$ 2,803,100	$ 3,679,000	$ 6,482,100
Expenditures						
	Salaries & Benefits	2,255,983	2,259,800	2,546,300	2,872,700	5,419,000
	Operations & Maintenance	580,722	486,100	897,000	350,600	1,247,600
	Capital Outlay	90,571	65,000	13,000	—	13,000
	Transfers Out	428,824	499,200	491,300	525,800	1,017,100
Total Expenditures		$ 3,356,100	$ 3,310,100	$ 3,947,600	$ 3,749,100	$ 7,696,700
	Ending Balance		$ 2,891,400	$ 1,746,900	$ 1,676,800	$ 1,676,800

Salaries & Benefits

Addition of a Planner III in FY26 (1 FTE), and a Systems Analyst/Special Projects (0.25 FTE) split between Planning (25%), Building Inspection (25%), and Transportation & Engineering (50%) in FY26.

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

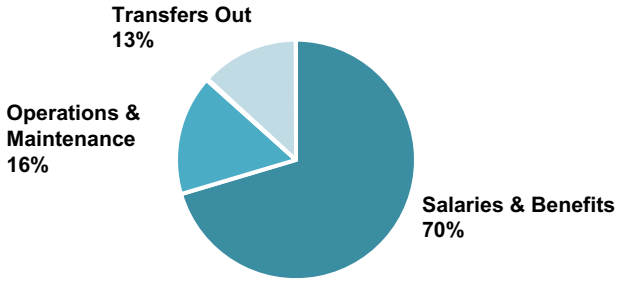
Operations

Significant increase in FY25 due primarily to contracted services for work on the Land Use Plan (formerly Growth Policy) for $500k.

Capital

Includes half of a printer replacement for Community Development. See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Planning Fund Budget by Category



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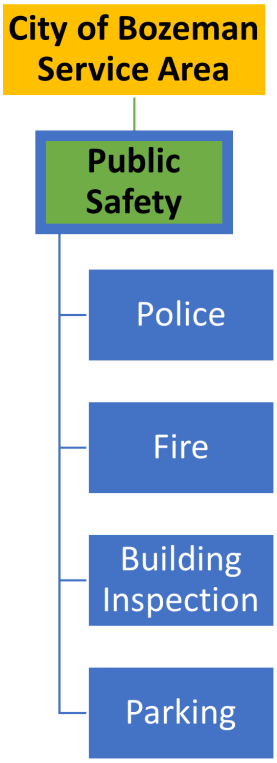
Public Safety

Police - The Police Department budget accounts for costs associated with providing law enforcement services within the city of Bozeman. The General Fund budget primarily supports operations. Officers 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 - 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 Fund (Community Development) - The Building Inspection Department accounts for expenditures utilized to monitor construction projects within the city of Bozeman jurisdictional area as allowed by state law. The intent of this department 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 Fund - The Parking Fund has responsibility for managing and enforcing public parking within the city of Bozeman, including 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.



Police (General Fund, Multiple Others)

The Police Department budget accounts for costs associated with providing law enforcement services within the city of Bozeman. The General Fund budget primarily supports operations. Officers are responsible for detecting, preventing, and investigating all crimes occurring within the city as well as providing a broad range of public safety services.

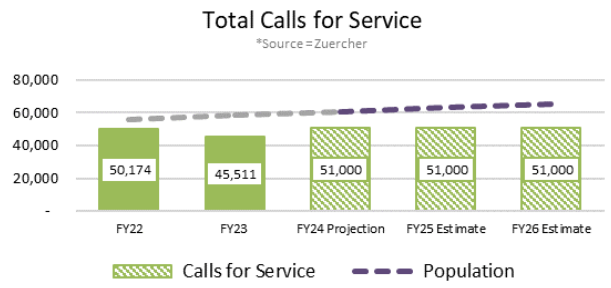
Major Objectives

- Detect, investigate, and proactively deter criminal activity
- Provide assistance to those who cannot care for themselves or those in danger of physical harm
- Provide crime prevention and safety education to schools, civic groups, businesses, and the public
- Develop positive programs, in partnership with the members of our community, to address public safety issues through community engagement and outreach

Department Goals and Performance Measurements

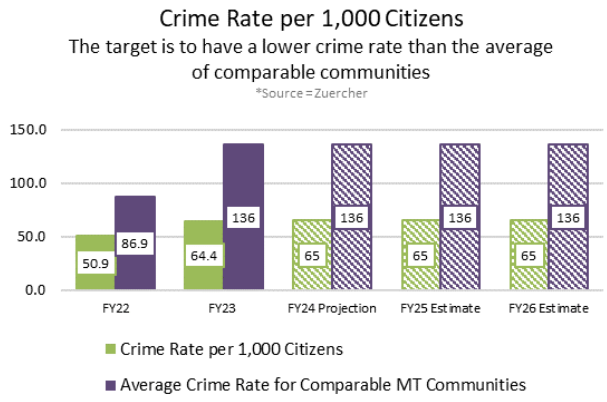
Department Goals		
Goal		**Strategic Plan**
1	Recruit high-quality officers and retain current officers with improved workload management and wellness programs. Increase training for officers and detectives to maintain essential skills and develop knowledge into specialty areas.	7.2 Employee Excellence
2	Identify and transcribe important documents into languages such as Spanish that assist minority communities.	3.2 Health & Safety Action
3	Work with a dedicated PD Community Liaison and City Communications Specialist to better inform the public about police events and emergency messages.	3.2 Health & Safety Action
4	Implement additional software systems in areas such as training and forensics that increase efficiency.	7.3 Best Practices, Creativity & Foresight

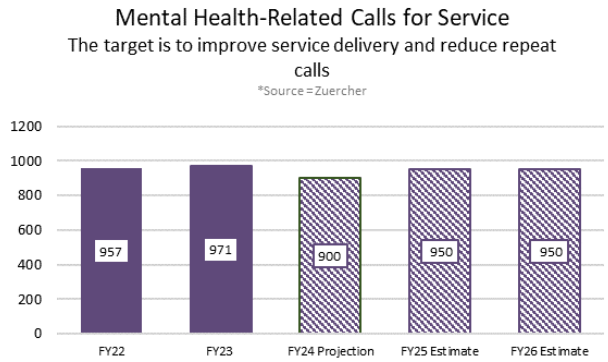
Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Crime Rate per 1,000 Citizens	1	51	64	65	65	65	Annual Reduction
Average Crime Rate per 1000 Citizens of Comparable MT Communities[7]	1	87	136	136	136	136	N/A
Total Calls for Service	1	50,174	45,511	51,000	51,000	51,000	N/A - Workload Indicator
Mental Health-Related Calls for Service	1	957	971	900	950	950	N/A - Workload Indicator



[7] Provided for comparison purposes

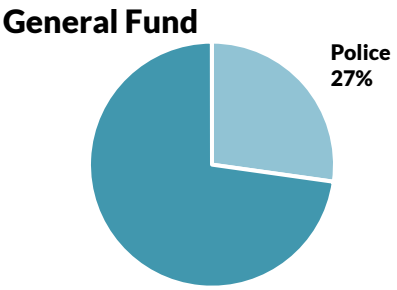
Performance Measurements (continued)





Budget Allocation

Funded primarily by the General Fund with additional programs funded by special revenue funds. Police makes up 27% of operating expenditures.



2025 Biennium Adopted Budget

The Police Department is primarily accounted for in the General Fund. Other Police Department Funds are included in the table below. Each fund is then broken out into a detailed budget with a description of its purpose.

Police					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
General Fund	$ 10,769,839	$ 11,938,200	$ 15,020,300	$ 14,970,100	$ 29,990,400
Drug Forfeiture Fund	254,639	262,300	287,000	305,200	592,200
Police Special Revenue Fund	402,739	11,900	5,400	17,000	22,400
Drug Forfeiture: City/County Fund	—	45,700	—	—	—
Bozeman Public Safety Center Capital Construction Fund	2,159,875	—	—	—	—
Total Expenditures	**$ 13,587,092**	**$ 12,258,100**	**$ 15,312,700**	**$ 15,292,300**	**$ 30,605,000**

Department Expenditure Budget by Category		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Expenditures						
	Salaries & Benefits	$ 9,473,387	$ 10,337,400	$ 12,641,700	$ 13,584,700	$ 26,226,400
	Operations & Maintenance	1,847,177	1,330,300	1,404,800	1,347,100	2,751,900
	Capital Outlay	2,266,528	590,400	1,265,200	359,500	1,624,700
	Transfers Out	—	—	1,000	1,000	2,000
Total Expenditures		**$ 13,587,092**	**$ 12,258,100**	**$ 15,312,700**	**$ 15,292,300**	**$ 30,605,000**

Salaries & Benefits

Addition of 7 FTE in the General Fund in FY25:

- Non-sworn Community Liaison (1 FTE)
- Non-sworn Special Services officer (1 FTE)
- Non-sworn Special Services Supervisor (1 FTE)
- Police Officers (3 FTE)
- Detective (1 FTE)

Other increases in salaries & benefits are based on negotiated contracts and anticipated increases to the cost of providing health benefits. FY26 positions are assumed to be part of a Public Safety Mill Levy.

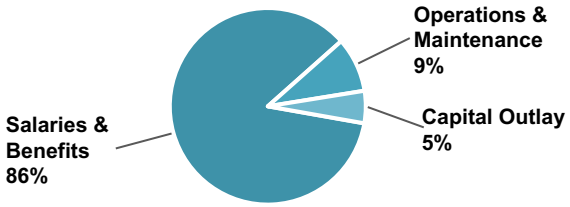
Operations

Police operating expenses are primarily accounted for the General Fund. Increase in FY24 Projection due to the necessary but unanticipated replacement of tasers. Increase in FY25 resulting primarily from the costs to outfit new staff. This cost results in a slight reduction in FY26 as there are no new FTEs approved. The overall department projection for FY24 indicates a decrease due to the completion of the Bozeman Public Safety Center construction. FY23 Operations & Maintenance costs in the capital construction fund were roughly $680k with no operational expenses in that fund for FY24. Operating in the General Fund is projected to decrease from FY25 to FY26 due to fewer new FTE to outfit. An increase in the Police Special Revenue Fund for replacements vests in FY26 results in an overall increase in the department's adopted budget from FY25 to FY26.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Police Total Department Budget by Category



The General Fund accounts for the majority of Police expenditures that are not funded by a special source.

General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 9,225,729	$ 10,081,700	$ 12,361,300	$ 13,286,100	$ 25,647,400
	Operations & Maintenance	1,150,461	1,266,100	1,393,800	1,324,500	2,718,300
	Capital Outlay	393,649	590,400	1,265,200	359,500	1,624,700
Total Expenditures		**$ 10,769,839**	**$ 11,938,200**	**$ 15,020,300**	**$ 14,970,100**	**$ 29,990,400**

The Drug Forfeiture Fund is used to account for two officers assigned to the Missouri River Drug Task Force (MRDTF). MRDTF provides a federal grant that pays the two officers' salary, excluding overtime, up to approximately $70k per year. These officers also work overtime for the High Intensity Drug Trafficking Areas (HIDTA) program which is a State grant pass-through from Gallatin County. This only covers overtime when applicable and is relatively minimal ($2k-$5k) each year. All other expenses are paid by the General Fund and meet the match requirement of MRDTF. Given that the City is likely to receive the grant award but not guaranteed, the adopted budget does not account for grant revenue in the biennium. Once awarded, a budget amendment will be taken to Commission.

Drug Forfeiture Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			**$ (3,900)**	**$ —**		**$ —**
Revenues						
	Intergovernmental	$ 73,204	$ 52,600	$ —	$ —	$ —
	Interest Income	(5,817)	—	—	—	—
	Miscellaneous Revenue	—	2,500	—	—	—
	Transfers In	369,895	211,100	287,000	305,200	592,200
Total Revenues		**$ 437,282**	**$ 266,200**	**$ 287,000**	**$ 305,200**	**$ 592,200**
Expenditures						
	Salaries & Benefits	$ 247,658	$ 255,700	$ 280,400	$ 298,600	$ 579,000
	Operations & Maintenance	6,981	6,600	5,600	5,600	11,200
	Transfers Out	—	—	1,000	1,000	2,000
Total Expenditures		**$ 254,639**	**$ 262,300**	**$ 287,000**	**$ 305,200**	**$ 592,200**
Ending Balance			**$ —**	**$ —**	**$ —**	**$ —**

The Police Special Revenue Fund is used for non-payroll related federal grants received by the Police Department. For example, the department receives an annual grant for the purchase of bullet proof vests. The grant revenue and associated expenditures are accounted for in this fund each year.

Police Special Revenue Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			**$ 245,900**	**$ 239,300**		**$ 239,300**
Revenues						
	Intergovernmental	$ 396,233	$ 2,300	$ —	$ —	$ —
	Interest Income	5,260	3,000	3,000	3,000	6,000
	Miscellaneous Revenue	2,590	—	—	—	—
Total Revenues		**$ 404,083**	**$ 5,300**	**$ 3,000**	**$ 3,000**	**$ 6,000**
Expenditures						
	Operations & Maintenance	$ 9,799	$ 11,900	$ 5,400	$ 17,000	$ 22,400
	Capital Outlay	392,939	—	—	—	—
Total Expenditures		**$ 402,739**	**$ 11,900**	**$ 5,400**	**$ 17,000**	**$ 22,400**
Ending Balance			**$ 239,300**	**$ 236,900**	**$ 222,900**	**$ 222,900**

The Drug Forfeiture: City/County Fund was another special revenue fund used to account for grant funding from the Missouri River Task Force. This fund will be closed out in fiscal year 2024. Any remaining fund balance at fiscal year end will be transferred to the Drug Forfeiture Fund detailed above.

Drug Forfeiture: City/County Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			$ 135,800	$ —		$ —
Revenues						
	Interest Income	2,927	—	—	—	—
Total Revenues		$ 2,927	$	$	$	$
Expenditures						
	Operations & Maintenance	$ —	$ 45,700	$ —	$ —	$ —
	Transfers Out	—	90,100	—	—	—
Total Expenditures		$	$ 135,800	$	$	$
Ending Balance			$ —	$ —	$ —	$ —

The Bozeman Public Safety Center Capital Construction Fund is used to account for the revenue and expenditures solely related to the construction of the Bozeman Public Safety Center. The Police, Fire, and Municipal Courts are all located in this building which was funded primarily with a mill levy approved by voters in November 2018.

Bozeman Public Safety Center Capital Construction Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			$ 316,500	$ —		$ —
Revenues						
	Interest Income	$ (823)	$ —	$ —	$ —	$ —
	Transfers In	4,063,705	—	—	—	—
Total Revenues		$ 4,062,882	$	$	$	$
Expenditures						
	Operations & Maintenance	$ 679,936	$ —	$ —	$ —	$ —
	Capital Outlay	1,479,940	—	—	—	—
	Transfers Out	—	316,500	—	—	—
Total Expenditures		$ 2,159,875	$ 316,500	$	$	$
Ending Balance			$ —	$ —	$ —	$ —

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Fire (General Fund, Multiple)

The Fire Department provides fire, rescue, hazardous materials, and emergency medical services, and fire prevention strategy throughout Bozeman.

Major Objectives

- Provide response to fire, hazardous materials, technical rescue, EMS, and other undefined emergencies across the city. Ensure members are trained to national standards to safely and effectively perform their job.
- Provide plan review and permitting for new buildings. Ensure existing buildings meet life safety codes. Deliver car seat program and other community education programs
- Provide EMS Transport when private third party is not available

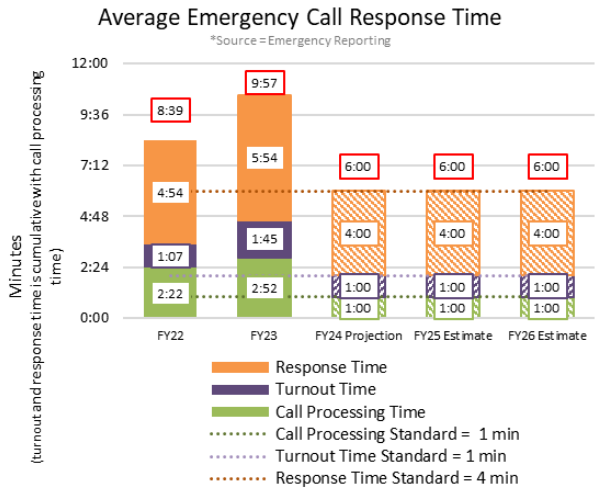
Department Goals and Performance Measurements

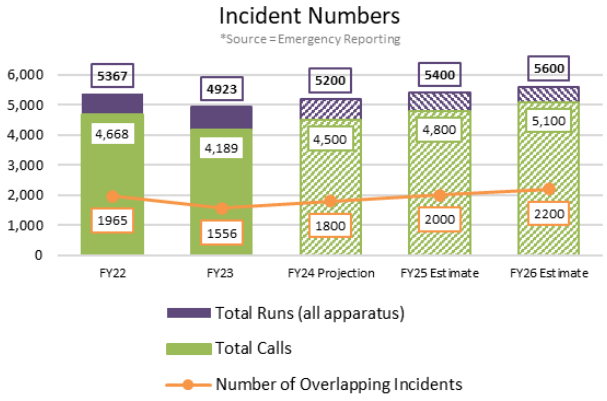
Department Goals		
Goal		**Strategic Plan**
1	Complete self assessment document and site visit and update fire department strategic plan for accreditation	3.1 Public Safety
2	Implement new records management system and data analytics software	7.3 Best Practices, Creativity & Foresight
3	Open Fire Station #2	3.1 Public Safety
4	Oversee progress on Fire Station #4 including the development of the ballot question, design, and construction.	3.1 Public Safety
5	Implement Quick Response Vehicle (QRV) program	3.1 Public Safety
6	Implement a formal emergency management program	3.1 Public Safety
7	Update Fire Department permit and plan review fees	3.1 Public Safety

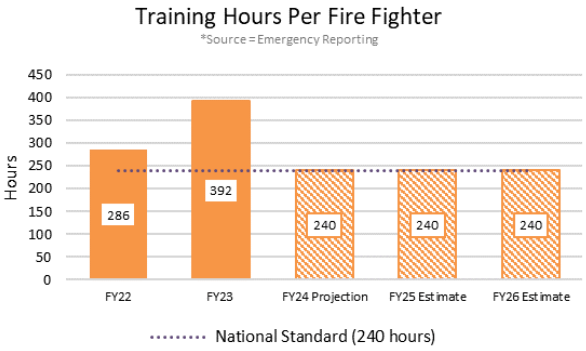
Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Total Calls	5, 6	4,668	4,189	4,500	4,800	5,100	N/A - Workload Indicator
Total Runs (all apparatus)	5, 6	5,367	4,923	5,200	5,400	5,600	N/A - Workload Indicator
Number of Overlapping Incidents	6	1,965	1,556	1,800	2,000	2,200	N/A - Workload Indicator
Average Emergency Response for Call Processing (CP) in minutes	3, 4, 5, 6	2:22	2:52	1:00	1:00	1:00	1:00
Average Emergency Response Turnout (TO) in minutes	3, 4, 5, 6	1:07	1:45	1:00	1:00	1:00	1:00
Average Emergency Response Time (RP) in minutes	3, 4, 5, 6	4:54	5:54	4:00	4:00	4:00	4:00
Average Emergency Response Total (CP+TO+RP in minutes)	3, 4, 5, 6	8:23	10:31	6:00	6:00	6:00	6:00
Number of average training hours per Fire Fighter	1	286	392	240	240	240	240[8]

[8] Target based on Insurance Service Office and National Fire Protection Association standard of 240 hours per member per calendar year

Performance Measurements (continued)

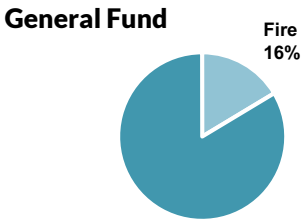






Budget Allocation

Fire is supported operationally primarily through the General Fund, making up 16% of operating expenditures.



2025 Biennium Adopted Budget

The Fire Department is primarily accounted for in the General Fund. Other Fire Department Funds are included in the table below. Each fund is then broken out into a detailed budget with a description of its purpose.

Fire					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
General Fund	$ 7,237,539	$ 7,819,200	$ 8,816,400	$ 9,247,100	$ 18,063,500
Fire Impact Fee Fund	30,279	5,332,000	84,800	88,400	173,200
Fire Department Equipment Fund	1,317,737	6,602,000	1,228,000	945,700	2,173,700
Budget Capital Construction Fund (For Fire Station 4)	—	—	18,000,000	—	18,000,000
Fire Station #2 Capital Construction Fund	1,517,666	12,318,500	—	—	—
Total Expenditures	**$ 10,103,221**	**$ 32,071,700**	**$ 28,129,200**	**$ 10,281,200**	**$ 38,410,400**

Department Expenditure Budget by Category		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	6,326,756	6,920,500	7,889,500	8,414,400	16,303,900
	Operations & Maintenance	996,280	1,004,400	980,900	889,400	1,870,300
	Capital Outlay	1,613,047	17,501,300	18,434,000	151,700	18,585,700
	Debt Service/Loans	—	—	794,000	794,000	1,588,000
	Transfers Out	1,167,138	6,645,500	30,800	31,700	62,500
Total Expenditures		**$ 10,103,221**	**$ 32,071,700**	**$ 28,129,200**	**$ 10,281,200**	**$ 38,410,400**

Salaries & Benefits

All Fire department salaries & benefits are accounted for in the General Fund. The addition of a Battalion Chief-Support Service (1 FTE) is included in FY25. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

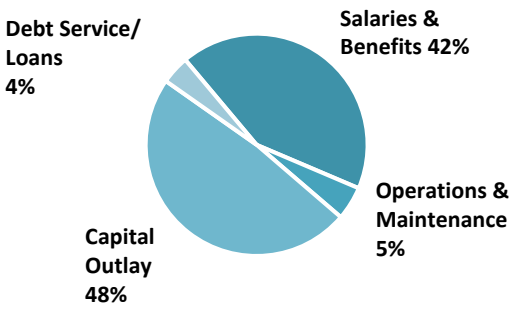
Operations

Fire operating expenses are primarily accounted for the General Fund. An EMS inventory system is a new purchase for FY25 in the General Fund. The increase is offset by a decline in external vehicle repair costs in the same fund, and a reduction in O&M related to the Fire Impact Fee Fund resulting in an overall decrease for the department in FY25. The General Fund budget also includes $25k for ballot education for a possible public safety mill levy later this year. Decrease in FY26 budget from reduction in supplies and materials for EMS inventory system budgeted in the General Fund. Additional decreases in anticipated cost for contracted services for equipment testing in FY26.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Fire Total Department Budget by Category



The General Fund accounts for the majority of Fire expenditures that are not funded by a special source.

Fire						
General Fund		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Expenditures						
	Salaries & Benefits	$ 6,326,756	$ 6,920,500	$ 7,889,500	$ 8,414,400	$ 16,303,900
	Operations & Maintenance	893,183	898,700	926,900	832,700	1,759,600
	Capital Outlay	17,600	—	—	—	—
Total Expenditures		**$ 7,237,539**	**$ 7,819,200**	**$ 8,816,400**	**$ 9,247,100**	**$ 18,063,500**

The Fire Impact Fee Fund accounts for the collection and expenditure of fire impact fees. Impact fees are charged to new developments in Bozeman to fund capital costs associated with providing the additional services these new developments create.

Fire Impact Fee Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance	**$ 4,880,800**	**$ 339,400**			**$ 339,400**
Revenues						
	Charges for Services	$ 522,006	$ 743,200	$ 615,800	$ 634,300	$ 1,250,100
	Interest Income	101,857	47,400	47,400	47,400	94,800
Total Revenues		**$ 623,864**	**$ 790,600**	**$ 663,200**	**$ 681,700**	**$ 1,344,900**
Expenditures						
	Operations & Maintenance	$ 4,179	$ 4,100	$ 54,000	$ 56,700	$ 110,700
	Capital Outlay	—	1,500,000	—	—	—
	Transfers Out	26,100	3,827,900	30,800	31,700	62,500
Total Expenditures		**$ 30,279**	**$ 5,332,000**	**$ 84,800**	**$ 88,400**	**$ 173,200**
	Ending Balance	**$ 339,400**	**$ 917,800**	**$ 1,511,100**		**$ 1,511,100**

The Fire Department Equipment Fund is used to account for the Public Safety mill levy tax revenues for fire department capital and equipment.

Fire Department Equipment Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance	**$ 383,800**	**$ 651,400**			**$ 651,400**
Revenues						
	Taxes	$ 640,306	$ 734,500	$ 1,023,800	$ 1,228,100	$ 2,251,900
	Interest Income	18,926	9,200	9,200	9,200	18,400
	Miscellaneous Revenue	—	1,000,000	—	—	—
	Debt Proceeds	—	5,125,900	—	—	—
Total Revenues		**$ 659,232**	**$ 6,869,600**	**$ 1,033,000**	**$ 1,237,300**	**$ 2,270,300**
Expenditures						
	Operations & Maintenance	$ 98,518	$ 100,600	$ —	$ —	$ —
	Capital Outlay	78,182	3,683,800	434,000	151,700	585,700
	Debt Service/Loans	—	—	794,000	794,000	1,588,000
	Transfers Out	1,141,038	2,817,600	—	—	—
Total Expenditures		**$ 1,317,737**	**$ 6,602,000**	**$ 1,228,000**	**$ 945,700**	**$ 2,173,700**
	Ending Balance	**$ 651,400**	**$ 456,400**	**$ 748,000**		**$ 748,000**

The Budget Capital Construction Fund is used to budget for large capital projects that are anticipated be debt funded. In relation to the Fire department, the budget in this fund is for Fire Station 4.

Budget Capital Construction Fund (For Fire Station 4)		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		**$ —**	**$ —**		**$ —**
Revenues						
	Debt Proceeds	—	—	18,000,000	—	18,000,000
Total Revenues		**$**	**$**	**$ 18,000,000**	**$**	**$ 18,000,000**
Expenditures						
	Capital Outlay	—	—	18,000,000	—	18,000,000
Total Expenditures		**$**	**$**	**$ 18,000,000**	**$**	**$ 18,000,000**
	Ending Balance		**$ —**	**$ —**	**$ —**	**$ —**

The Fire Station #2 Capital Construction Fund is used to account for the revenue and expenditures solely related to the construction of Fire Station #2. The Fire Station is expected to be complete by the end of the first quarter of FY25. As the project spans two fiscal years, any unexpended budget from FY24 will be carried into FY25 to cover the remainder of the project.

Fire Station #2 Capital Construction Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			**$ 5,664,200**	**$ —**		**$ —**
Revenues						
	Interest Income	$ 146,763	$ 36,700	$ —	$ —	$ —
	Transfers In	141,038	6,617,600	—	—	—
Total Revenues		**$ 287,800**	**$ 6,654,300**	**$**	**$**	**$**
Expenditures						
	Operations & Maintenance	$ 400	$ 1,000	$ —	$ —	$ —
	Capital Outlay	1,517,266	12,317,500	—	—	—
Total Expenditures		**$ 1,517,666**	**$ 12,318,500**	**$**	**$**	**$**
Ending Balance			**$ —**	**$ —**	**$ —**	**$ —**

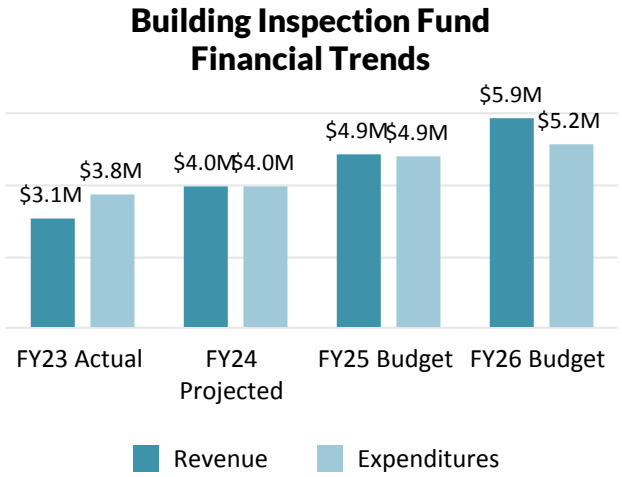
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Building Inspection Fund (Community Development Department)

The Building Inspection Department accounts for expenditures utilized to monitor construction projects within the city of Bozeman jurisdictional area as allowed by state law. The intent of this department 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.

Major Objectives

- Develop and retain 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 consistent inspections even as new construction methods are introduced to the community.



2025 Biennium Adopted Budget

The 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. A phase-in of fee increases is ongoing and in line with the International Code Council Valuation & Fee Calculation Resolutions adopted by the City Commission.

Building Inspection Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance	**$ 1,015,200**	**$ 1,019,300**			**$ 1,019,300**
Revenues						
	Licenses & Permits	$ 3,057,482	$ 3,940,100	$ 4,870,000	$ 5,852,100	$ 10,722,100
	Charges for Services	32,400	47,900	49,300	50,800	100,100
	Interest Income	25,806	10,000	10,000	10,000	20,000
	Miscellaneous Revenue	2	19,100	19,700	20,300	40,000
Total Revenues		**$ 3,115,690**	**$ 4,017,100**	**$ 4,949,000**	**$ 5,933,200**	**$ 10,882,200**
Expenditures						
	Salaries & Benefits	2,287,224	2,556,000	3,478,800	3,728,700	7,207,500
	Operations & Maintenance	696,189	876,300	793,300	888,700	1,682,000
	Capital Outlay	421,400	115,000	65,000	54,100	119,100
	Transfers Out	387,240	465,700	514,800	548,500	1,063,300
Total Expenditures		**$ 3,792,054**	**$ 4,013,000**	**$ 4,851,900**	**$ 5,220,000**	**$ 10,071,900**
	Ending Balance	**$ 1,019,300**	**$ 1,116,400**	**$ 1,829,600**		**$ 1,829,600**

Salaries & Benefits

Addition of 2.25 FTE:

- Assistant Building Official (1 FTE) in FY25
- Plans Examiner - Fire (1 FTE) in FY25
- Systems Analyst/Special Projects (0.25 FTE) in FY26.

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

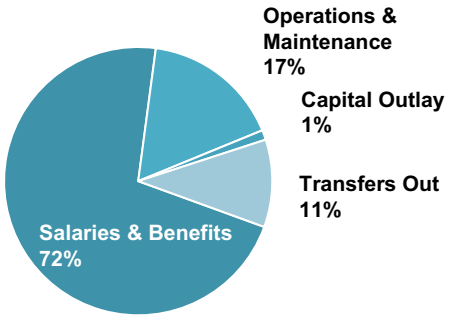
Operations

Reduction from FY24 Projected to FY25 Budget resulting from an effort to reduce 3rd party reviews. Increase in FY26 due to laptop lifecycle replacements.

Capital

The CIP includes two vehicle replacements, one in each year of the biennium, and half of a new printer for Community Development. See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Building Inspection Fund Budget by Category

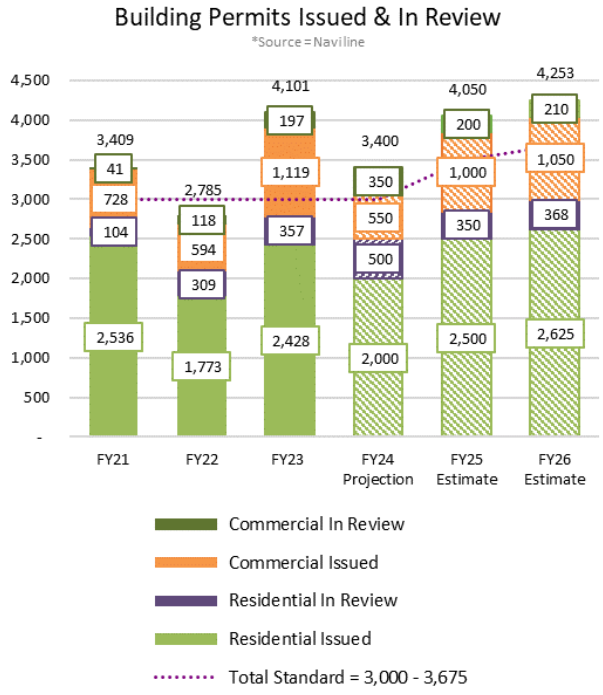


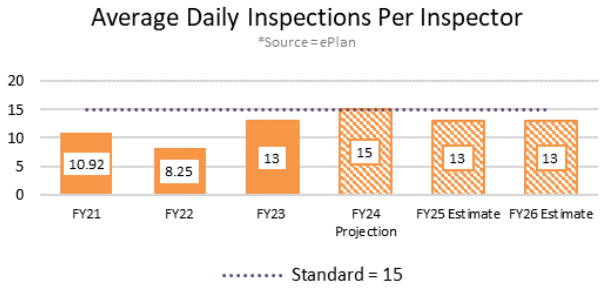
Department Goals and Performance Measurements

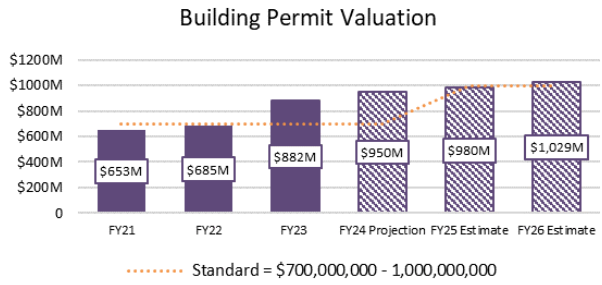
Department Goals		
Goal		**Strategic Plan**
1.	Continue to automate processes and reduce dependence on paper	6.3 Climate Action
2.	Improve online resources for customers	7.1 Values-Driven Culture
3.	Review and update processes	7.3 Best Practices, Creativity & Foresight
4.	Implement code updates	7.3 Best Practices, Creativity & Foresight
5.	Provide guidance related to and enforce the minimum building code standards to promote public safety	7.3 Best Practices, Creativity & Foresight

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Residential Permits Issued	1, 3, 5	1,773	2,428	2,000	2,500	2,625	N/A - Workload Indicators
Residential Permits In Review	1, 3, 5	309	357	500	350	368	N/A - Workload Indicators
Total Residential Permits	1, 3, 5	2,077	2,785	2,500	2,850	2,993	N/A - Workload Indicators
Commercial Permits Issued	1, 3, 5	594	1,119	550	1,000	1,050	N/A - Workload Indicators
Commercial Permits In Review	1, 3, 5	118	197	350	200	210	N/A - Workload Indicators
Total Commercial Permits	1, 3, 5	708	1,316	900	1,200	1,260	N/A - Workload Indicators
Total Permits	1, 3, 5	2,785	4,101	3,400	4,050	4,253	Varies, see line below
Total Permits Target	1, 3	3,000	3,000	3,000	3,500	3,675	N/A
Building Permit Valuation (Residential and Commercial)	5	$685M	$882M	$950M	$980M	$1,029M	Varies, see line below
Building Permit Valuation Target	5	$700M	$700M	$700M	$1,000M	$1,000M	N/A
Average Daily Inspections per Inspector	4, 5	8.25	13	15	13	13	15

Performance Measurements (continued)







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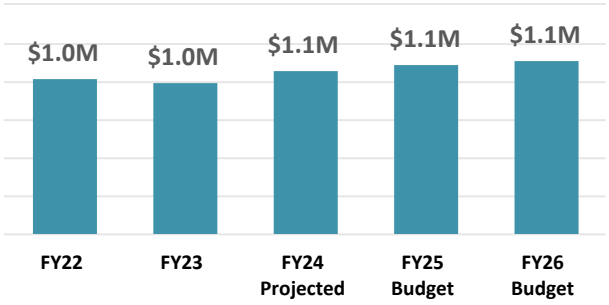
Parking Fund

The Parking Fund 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.

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 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.

Parking Fund Permit & Fine Revenue



2025 Biennium Adopted Budget

The Parking Fund is an enterprise fund that accounts for revenues and expenditures associated with the Parking Department. An enterprise fund is a self-supporting fund that provides good and services to the public for a fee.

Parking Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		**$ 1,950,300**	**$ 1,375,100**		**$ 1,375,100**
Revenues						
	Licenses & Permits	$ 665,191	$ 731,600	$ 753,500	$ 776,100	$ 1,529,600
	Charges for Services	(35,567)	1,100	1,100	1,100	2,200
	Fines & Forfeitures	338,418	351,300	361,800	372,700	734,500
	Interest Income	43,718	58,800	58,800	58,800	117,600
	Miscellaneous Revenue	(2,358)	8,000	3,000	3,000	6,000
Total Revenues		**$ 1,009,402**	**$ 1,150,800**	**$ 1,178,200**	**$ 1,211,700**	**$ 2,389,900**
Expenditures						
	Salaries & Benefits	503,476	495,700	651,800	695,700	1,347,500
	Operations & Maintenance	527,868	668,500	609,700	466,600	1,076,300
	Capital Outlay	119,230	430,000	97,000	570,500	667,500
	Transfers Out	127,499	131,800	223,200	236,500	459,700
Total Expenditures		**$ 1,278,072**	**$ 1,726,000**	**$ 1,581,700**	**$ 1,969,300**	**$ 3,551,000**
	Ending Balance		**$ 1,375,100**	**$ 971,600**	**$ 214,000**	**$ 214,000**

Salaries & Benefits

Parking Compliance Officer (1 FTE) added in FY25. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

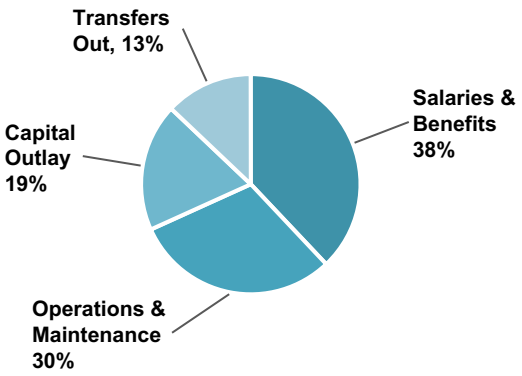
Operations

One-time expenditures approved and projected in FY24 result in reduction in operations in the FY25 budget. One-time expenses include: license plate reading (LPR) technology, Rouse Lot upgrades, and pay station replacements. The FY25 Budget also includes $150k for consulting services to update the Strategic Parking Plan.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Parking Fund Budget by Category



Department Goals and Performance Measurements

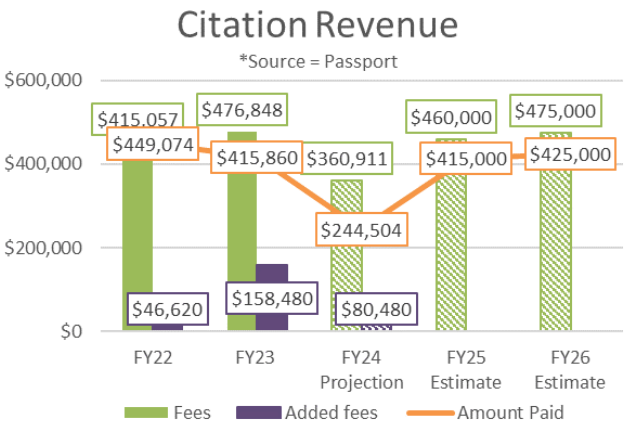
Department Goals		
Goal		**Strategic Plan**
1.	Regulate the use of on-street and off-street public parking to promote public safety	3.1 Public Safety
2.	Keeping up-to-date equipment (LPR both mobile and fixed, pay stations, vehicles)	7.3 Best Practices, Creativity & Foresight
3.	Training for driving and de-escalation for all officers	7.2 Employee Excellence
4.	Being consistent with safety violations (2am-7am, No-Parking, Fire Hydrants)	7.5 Funding and Delivery of City Services
5.	Implementing the Garage Maintenance Manual	4.2 High Quality Urban Approach
6.	Updating the garage (Putting a roof on the garage, adding electric charging stations)	4.3 Strategic Infrastructure Choices

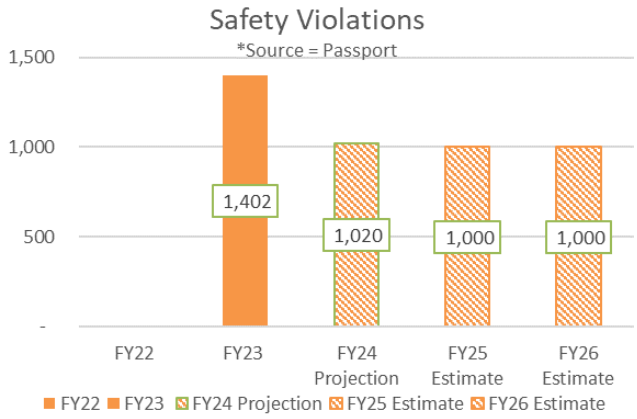
Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Percent Paid Citations	1	71%	65%	64%	100%	100%	100%
Percent Unpaid Citations	1	29%	35%	36%	—%	—%	—%
Violation Fees	1	$415,057	$476,848	$360,911	$460,000	$475,000	N/A - Workload Indicator
Added Violation Fees [9]	1	$46,620	$158,480	$80,480	$0	$0	$0
Amount of Fees Paid	1	$449,074	$415,860	$244,504	$415,000	$425,000	N/A - Workload Indicator
Number of Towed Vehicles	1	204	224	57	240	255	N/A - Workload Indicator
Safety Violations	1	ND[10]	1,402	1,020	1,000	1,000	N/A - Workload Indicator

[9] Additional fees are accrued on original fees if payment is delinquent.

[10] ND: No data available

Performance Measurements (continued)





Public Works

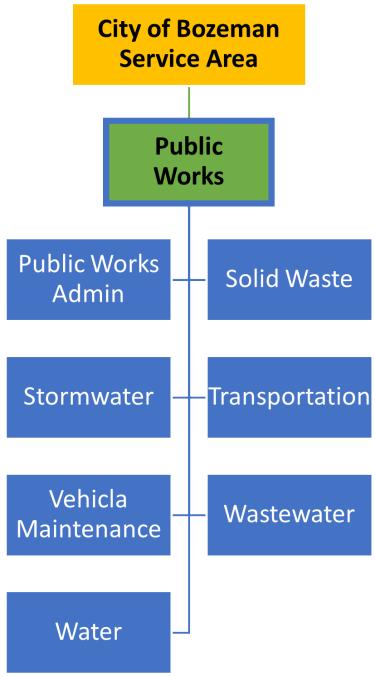
Public Works Administration - Public Works administration oversees and supports the Public Works divisions.

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 department proudly serves the City of Bozeman Solid Waste customers by providing them with programs and services that effectively and efficiently manage municipal solid waste generated within the Bozeman City limits.

Stormwater Fund - Manages 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.



Transportation - The goal of the Transportation department 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 Fund - The Vehicle Maintenance department 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.

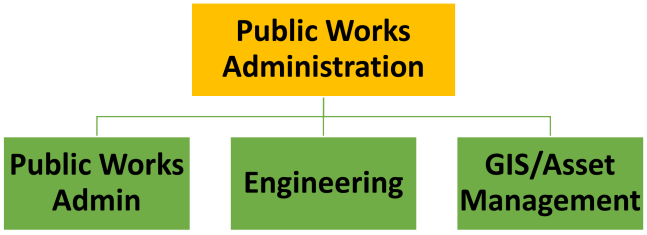
Wastewater Fund –Providing and maintaining a wastewater collection system for the City, including an operations division and the Water Reclamation Facility (WRF).

Water Fund– Operating and maintaining the City's water transmission and distribution system. Includes an operations division, the Water Treatment Plant (WTP) and water conservation.

Public Works Administration

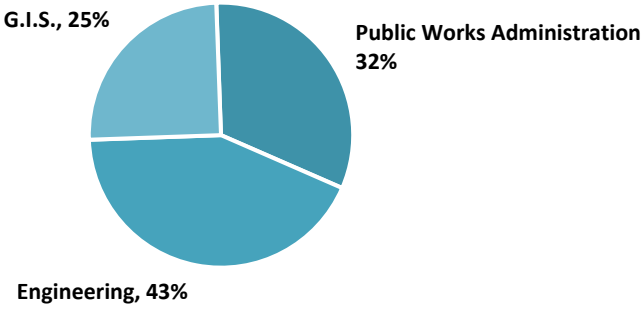
(Internal Service Fund / Capital Projects Fund)

Public Works (PW) Administration is a Department that includes three divisions which will be presented separately on the following pages: PW Admin, Engineering, and GIS/Asset Management. The department also includes both the ***Public Works Administration Fund*** and the ***Shops Complex Capital Projects Fund.*** Both fund budgets are shown on the next page. The divisions within the Public Works Administration Fund are primarily funded by internal charges for services revenue from other City departments that utilize their services.





Public Works Admin Fund Budget by Department



2025 Biennium Adopted Budget

Public Works					
Department Expenditure Budget by Fund	FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Fund					
Public Works Administration Fund	$ 5,962,664	$ 6,465,600	$ 8,437,900	$ 8,761,700	$ 17,199,600
Shops Complex Capital Construction Fund	—	100,000	156,000	13,780,000	13,936,000
Total Expenditures	**$ 5,962,664**	**$ 6,565,600**	**$ 8,593,900**	**$ 22,541,700**	**$ 31,135,600**

Public Works Administration Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
		Beginning Balance	**$ 3,104,100**	**$ 2,396,000**		**$ 2,396,000**
Revenues						
	Licenses & Permits	$ 7,675	$ 12,000	$ 12,000	$ 12,000	$ 24,000
	Intergovernmental	—	20,000	—	—	—
	Interest Income	77,836	184,200	184,200	184,200	368,400
	Miscellaneous Revenue	41,602	26,400	—	—	—
	Transfers In	—	227,600	345,600	356,800	702,400
	Internal Charges	5,660,363	5,287,300	6,837,400	7,657,200	14,494,600
Total Revenues		**$ 5,787,476**	**$ 5,757,500**	**$ 7,379,200**	**$ 8,210,200**	**$ 15,589,400**
Expenditures						
	Salaries & Benefits	$ 4,076,115	$ 4,092,000	$ 4,873,500	$ 5,582,700	$ 10,456,200
	Operations & Maintenance	1,044,149	1,382,600	1,582,300	1,628,700	3,211,000
	Capital Outlay	125,690	195,000	—	—	—
	Debt Service/Loans	89,680	93,300	97,200	101,000	198,200
	Transfers Out	627,029	702,700	1,884,900	1,449,300	3,334,200
Total Expenditures		**$ 5,962,664**	**$ 6,465,600**	**$ 8,437,900**	**$ 8,761,700**	**$ 17,199,600**
		Ending Balance	**$ 2,396,000**	**$ 1,337,300**	**$ 785,800**	**$ 785,800**

The Shops Complex Capital Construction Fund is used to account for the financing and construction of the Shops Complex. The project is anticipated to be funded primarily by debt with some transfers in from the Public Works Administration Fund. Construction is anticipated to span multiple fiscal years with design efforts primarily in Fiscal Year 2025. Operations & Maintenance expenses in Fiscal Year 2026 are related to the cost to issue debt. More information on the project can be found in the City's 2025-2029 Capital Improvement Plan on page 263.

SHOPS COMPLEX		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
		Beginning Balance	**$ 3,104,100**	**$ 3,004,100**		**$ 3,004,100**
Revenues						
	Transfers In	$ —	$ —	$ 1,000,000	$ 500,000	$ 1,500,000
	Debt Proceeds	—	—	—	13,000,000	13,000,000
Total Revenues		**$**	**$**	**$ 1,000,000**	**$ 13,500,000**	**$ 14,500,000**
Expenditures						
	Operations & Maintenance	$ —	$ —	$ —	$ 260,000	$ 260,000
	Capital Outlay	—	100,000	156,000	13,520,000	13,676,000
Total Expenditures		**$**	**$ 100,000**	**$ 156,000**	**$ 13,780,000**	**$ 13,936,000**
		Ending Balance	**$ 3,004,100**	**$ 3,848,100**	**$ 3,568,100**	**$ 3,568,100**

Public Works Admin Division

(Public Works Administration Fund)

The Public Works Admin Division is a division of the Public Works Administration Fund. The Fund includes three divisions in total including PW Admin, Engineering, and GIS/Asset Management.

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.

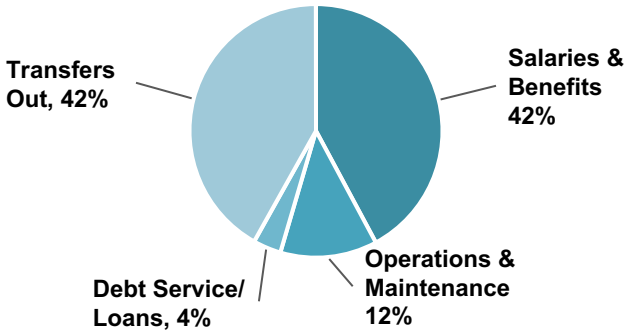
Department Goals

1. Onboard new Admin for Solid Waste (Strategic Plan 7.2 Employee Excellence)
2. Implement Engineering Fee updates and additions (Strategic Plan 7.5 Funding and Delivery of City Services)
3. Complete Public Works Shops Complex planning & preliminary design (Strategic Plan 4.3 Strategic Infrastructure Choices)

Performance Measurements

This function oversees the performance of all of Public Works. See following division pages for performance measures specific to each division of Public Works Admin.

Public Works Administration Division Budget by Category



2025 Biennium Adopted Budget

The Public Works Administration Division of the ***Public Works Administration Fund*** accounts for the oversight of all Public Works divisions while also providing support to all other Public Works departments.

Public Work Administration Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Public Works Administration Division						
Expenditures						
	Salaries & Benefits	$ 1,174,242	$ 1,048,500	$ 1,078,800	$ 1,249,000	$ 2,327,800
	Operations & Maintenance	151,711	144,200	345,300	338,900	684,200
	Debt Service/Loans	89,680	93,300	97,200	101,000	198,200
	Transfers Out	627,029	702,700	1,203,600	1,107,600	2,311,200
Total Expenditures		**$ 2,042,662**	**$ 1,988,700**	**$ 2,724,900**	**$ 2,796,500**	**$ 5,521,400**

Salaries & Benefits

No new FTE. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

PW Admin has been coordinating with the City Clerks' Office for ongoing digitization of historic records to provide greater transparency and efficiency in information retention and storage. In FY24, the scanning vendor terminated services, resulting in a reduction in contracted services. The increase in FY25 is due in part for resumption of the scanning project as well as an increase in contracted services for graffiti removal. The scanning project and graffiti removal will continue in FY26. The slight reduction from FY25 is due to fewer computer replacements in FY26.

Engineering Division (Public Works Administration Fund)

The Engineering Division is a division of the Public Works Administration Fund. The Fund includes three divisions in total including PW Admin, Engineering, and GIS/Asset Management. This division provides professional level technical support to the other Public Works divisions and other City Departments.

Major Objectives

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

2025 Biennium Adopted Budget

Public Works Administration Internal Service Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Engineering Division						
Expenditures						
	Salaries & Benefits	$ 2,012,919	$ 2,199,400	$ 2,799,000	$ 2,936,200	$ 5,735,200
	Operations & Maintenance	342,275	693,800	517,300	481,100	998,400
	Capital Outlay	100,080	—	—	—	—
	Transfers Out	—	—	430,600	216,000	646,600
Total Expenditures		**$ 2,455,274**	**$ 2,893,200**	**$ 3,746,900**	**$ 3,633,300**	**$ 7,380,200**

Salaries & Benefits

Addition of 2.5 FTE:

- Engineering Technician (1 FTE) and an Engineer I/II - Transportation (1 FTE) in FY25
- Systems Analyst/Special Projects (0.50 FTE) split between Planning (25%), Building Inspection (25%), and Transportation & Engineering (50%) in FY26

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

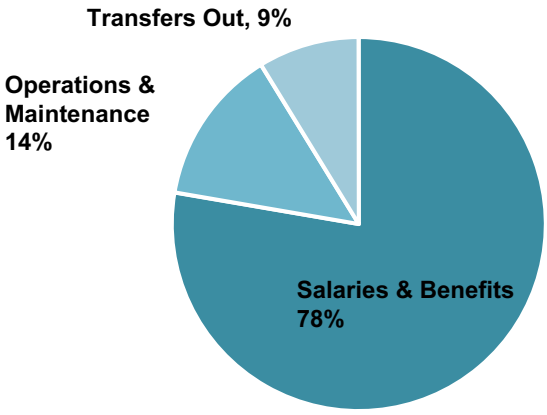
Operations

Decrease in FY25 budget due to reduction in contracted services with the completion of engineering design standards update. Decrease from FY25 to FY26 due primarily to the mobile field maintenance & inspection planned in FY25.

Capital

None

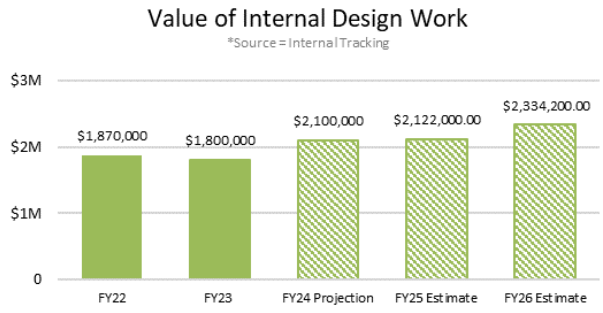
Engineering Division Budget by Category

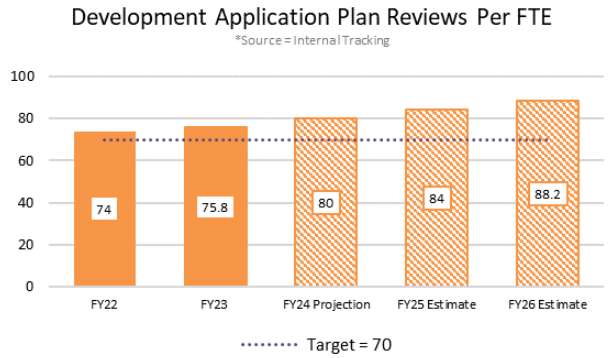


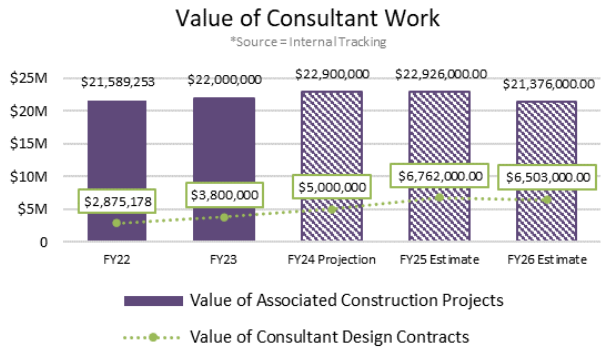
Division Goals and Performance Measurements

Division Goals		
Goal		**Strategic Plan**
1.	Update facility plans for compliance with SB 382: Create the Montana Land Use Planning Act	4.3 Strategic Infrastructure Choices
2.	Increase in-house design capacity – PM, water resources, transportation and traffic calming	7.5 Funding and Delivery of City Services
3.	Water supply availability dashboard	1.1 Outreach
4.	Continue to provide professional level technical support to the other Public Works divisions and other City Departments	7.3 Best Practices, Creativity & Foresight

Performance Measurements							
Measure	**Div. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Value of Professional Services Contracts	4	$2.9M	$3.8M	$5.0M	$6.8M	$6.5M	Variable Nature
Value of Internal Design Work (Street Maintenance, ADA, & Stormwater Projects)	4	$1.9M	$1.8M	$2.1M	$2.1M	$2.3M	Variable Nature
Value of Public Construction Projects	4	$21.6M	$22.0M	$22.9M	$22.9M	$21.4M	Variable Nature
Development Application Reviews per FTE	2	74	76	80	84	88	70







GIS/Asset Management

(Public Works Administration Division/Strategic Services)

GIS/Asset Management is a division of the Public Works Administration Fund. The Fund includes three divisions in total including PW Admin, Engineering, and GIS/Asset Management. Geographic Information System (GIS) 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.

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

2025 Biennium Adopted Budget

Public Works Administration Internal Service Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
G.I.S. and Asset Management Division						
Expenditures						
	Salaries & Benefits	$ 888,954	$ 844,100	$ 995,700	$ 1,397,500	$ 2,393,200
	Operations & Maintenance	462,224	524,600	719,700	808,700	1,528,400
	Capital Outlay	25,610	195,000	—	—	—
	Debt Service/Loans	—	—	—	—	—
	Transfers Out	—	—	250,700	125,700	376,400
Total Expenditures		**$ 1,376,789**	**$ 1,563,700**	**$ 1,966,100**	**$ 2,331,900**	**$ 4,298,000**

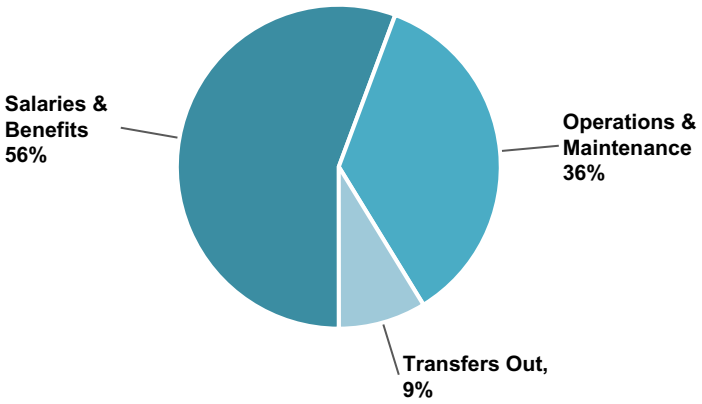
Salaries & Benefits

Addition of 2 FTE:

- Systems GIS Analyst (1 FTE) in FY26
- Administrative Assistant (1 FTE) in FY26

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

GIS/Asset Management Division Budget by Category



Operations

Increase in operating budgets over the biennium due primarily to moving previously planned capital projects for Aerial Photography, LiDAR, and Land Cover data from the capital budget to operating budget under contracted services.

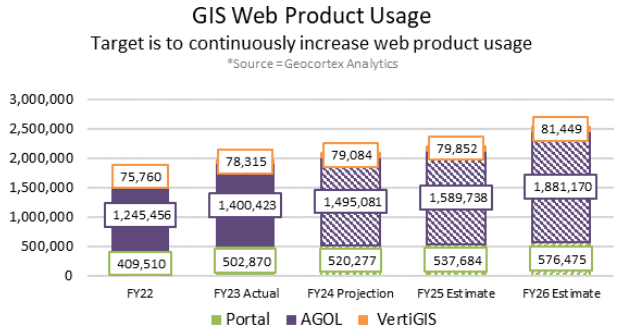
Capital

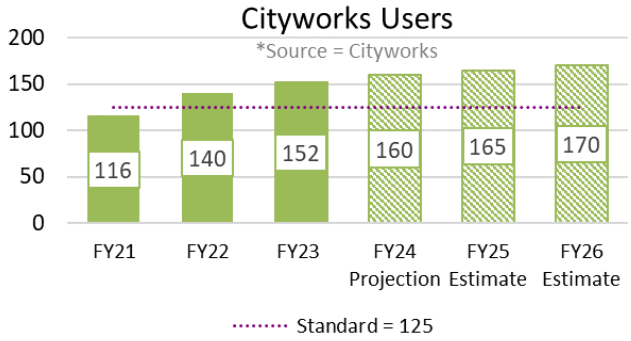
None

Division Goals and Performance Measurements

Division Goals		
Goal		**Strategic Plan**
1.	Support Branch Out Bozeman	6.3 Climate Action
2.	Support Engineering Design Standards Update, Transportation Plan effort, GIS Overhaul	7.3 Best Practices, Creativity & Foresight
3.	Implement CityWorks for Water Treatment Plant	7.3 Best Practices, Creativity & Foresight
4.	Assist Engineering Division with updates & migrations for all modeling efforts	7.3 Best Practices, Creativity & Foresight
5.	Continue to manage, analyze, utilize, and provide spatial data to support decision-making and operations	7.3 Best Practices, Creativity & Foresight

Performance Measurements							
Measure	**Div. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Number of Cityworks Users	3	140	152	160	165	170	125
Annual Uses of ArcGis Online (AGOL)	5	1,245,456	1,400,423	1,495,081	1,589,738	1,881,170	Annual Increase
Annual Uses of Portal	5	409,510	502,870	520,277	537,684	576,475	Annual Increase
Annual Uses of Vertigis	5	75,760	78,315	79,084	79,852	81,449	Annual Increase





Asset Management Report Card

Grades reflect GIS/AM work in support of the Divisions

*Source = GIS/AM Staff

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

Denotes improvement from last year

Denotes decline from last year

Solid Waste

The Solid Waste department 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.

The Solid Waste department encompasses activities that are accounted for in the Solid Waste Fund as well as the Landfill Post-Closure Fund.

In Fiscal Year 2024, the City's Solid Waste department received a $1,605,660 grant from the U.S. Environmental Protection Agency (EPA) to develop a sustainable organics management program. The goal of the program is to provide year-round recycling and composting services to the city of Bozeman. The receipt of this grant heavily informs the adopted biennium budget for the Solid Waste department.

Major Objectives

- Offer quality service to the residents of Bozeman
- Promote waste reduction thru recycling efforts
- Optimize operational efficiencies
- Operate and maintain post-closure remediation systems for closed landfill

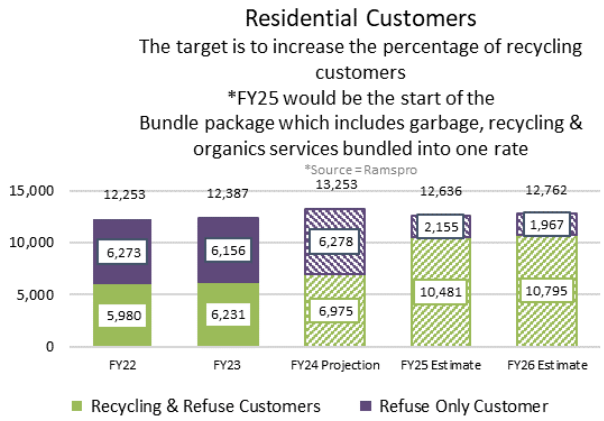
Department Goals and Performance Measurements

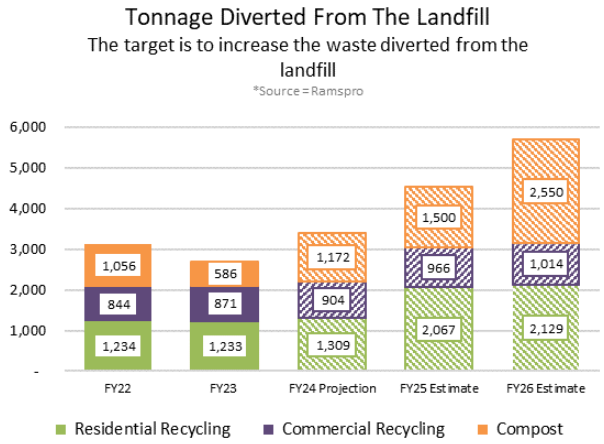
Department Goals		
Goal		**Strategic Plan**
1	Provide services that effectively and efficiently manage municipal solid waste generated within the Bozeman City limits	6.3 Climate Action
2	Expand year-round organics services to include food scraps utilizing EPA Grant for $1.6M	6.3 Climate Action
3	Expand co-mingle recycling program	6.3 Climate Action
4	Provide urban camper garbage removal	3.2 Health & Safety Action
5	Promote bear resistant containers	3.1 Public Safety
6	Continue to properly maintain and monitor closed landfill	3.2 Health & Safety Action

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Tonnage Diverted from Landfill: Residential Recycling	1	1,234	1,233	1,309	2,067	2,129	Annual Increase
Tonnage Diverted from Landfill: Commercial Recycling	1	844	871	904	966	1,014	Annual Increase
Tonnage Diverted from Landfill: Compost	1	1,056	586	1,172	1,500	2,550	Annual Increase
Customers with Recycling & Refuse Collection	1	5,980	6,231	6,975	10,481	10,795	Annual Increase
Customers with only Refuse Collection[11]	1	6,273	6,156	6,278	2,155	1,967	Annual Decrease

[11] Target is to see annual decrease resulting from customers adding recycling to their services, not unsubscribing from the program all together.

Performance Measurements (continued)

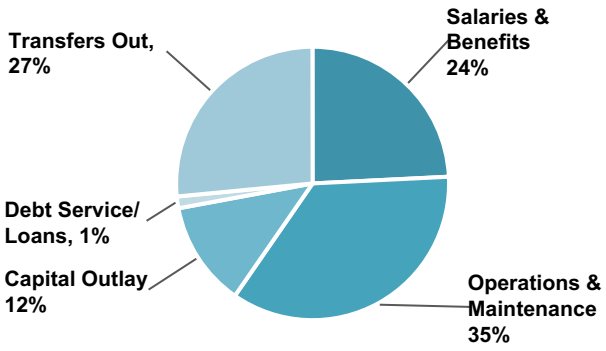




2025 Biennium Adopted Budget

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 and is planned to be presented to the City Commission in the fall. Solid Waste rate increases were adopted by City Commission on August 13, 2024. This department includes the Landfill Post-Closure Fund, additional details on this fund's budget follow the description of the Solid Waste Fund.

Solid Waste Department Budget by Category



Solid Waste					
Department Expenditure Budget by Fund	FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Fund					
Solid Waste Fund	$ 6,033,877	$ 9,206,700	$ 11,026,900	$ 9,590,500	$ 20,617,400
Landfill Post-Closure Fund	$ 1,673,602	$ 698,200	$ 272,100	$ 640,800	912,900
Total Expenditures	**$ 7,707,479**	**$ 9,904,900**	**$ 11,299,000**	**$ 10,231,300**	**$ 21,530,300**

Solid Waste Fund

Solid Waste Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 307,600	$ 155,600		$ 155,600
Revenues						
	Intergovernmental	$ —	$ 1,451,800	$ 153,900	$ —	$ 153,900
	Charges for Services	5,872,630	6,636,500	8,026,500	8,664,300	16,690,800
	Interest Income	4,602	2,900	2,900	2,900	5,800
	Miscellaneous Revenue	33,285	69,300	44,000	47,600	91,600
	Interfund Loan Proceeds	—	—	1,186,900	—	1,186,900
	Transfers In	—	894,100	—	—	—
	Debt Proceeds	—	—	1,941,100	433,500	2,374,600
	Special Assessments	94	100	100	100	200
Total Revenues		$ 5,910,612	$ 9,054,700	$ 11,355,400	$ 9,148,400	$ 20,503,800
Expenditures						
	Salaries & Benefits	1,903,368	2,152,500	2,523,400	2,692,200	5,215,600
	Operations & Maintenance	2,817,307	3,184,800	3,469,100	3,595,200	7,064,300
	Capital Outlay	279,311	2,372,300	1,903,000	425,000	2,328,000
	Debt Service/Loans	—	—	—	301,000	301,000
	Transfers Out	1,033,892	1,497,100	3,131,400	2,577,100	5,708,500
Total Expenditures		$ 6,033,877	$ 9,206,700	$ 11,026,900	$ 9,590,500	$ 20,617,400
	Ending Balance		$ 155,600	$ 484,100	$ 42,000	$ 42,000

Salaries & Benefits

Addition of an Administrative Assistant I (1 FTE) in FY25. Two new operators are included in the FY24 projection to support the pilot organics management program. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

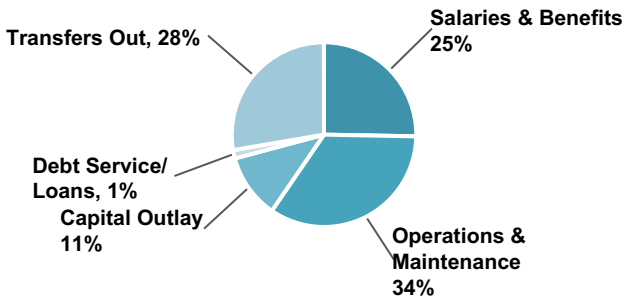
Operations

Increases are a result of the addition of an organics program, with some expenditures beginning in the FY24 projection, and a rate study planned for FY25. Other increases are Inflationary.

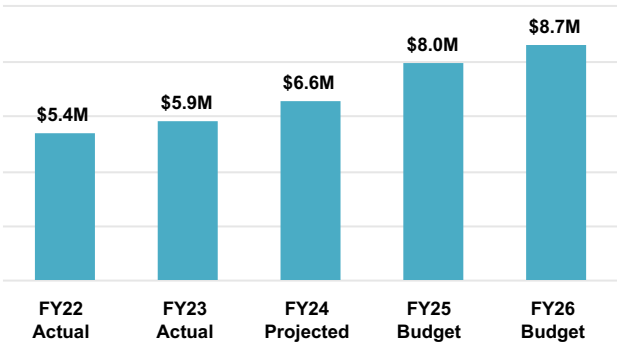
Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Solid Waste Fund by Category



Solid Waste Fund Charges for Services Revenue



The Landfill Post-Closure Fund is used to account for activities related to the City's municipal solid waste landfill. State and Federal laws and regulations require the City to place a final cover on its landfill site when it stops accepting waste and to perform certain maintenance and monitoring functions at the site for 30 years after final closure. The City stopped accepting waste effective June 30, 2008. The final capping of the cells is still pending.

The Landfill Post-Closure Fund is funded by a mill levy for the ongoing monitoring of the landfill, transferred in from the General Fund. Expenditures are solely related to the continued monitoring and maintenance of the site.

Landfill Post Closure Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			**$ 240,400**	**$ —**		**$ —**
Revenues						
	Interest Income	$ 3,896	$ —	$ —	$ —	$ —
	Transfers In	295,000	457,800	272,100	640,800	912,900
Total Revenues		**$ 298,896**	**$ 457,800**	**$ 272,100**	**$ 640,800**	**$ 912,900**
Expenditures						
	Operations & Maintenance	$ 1,673,602	$ 288,200	$ 272,100	$ 289,300	$ 561,400
	Capital Outlay	—	410,000	—	351,500	351,500
Total Expenditures		**$ 1,673,602**	**$ 698,200**	**$ 272,100**	**$ 640,800**	**$ 912,900**
Ending Balance			**$ —**	**$ —**	**$ —**	**$ —**

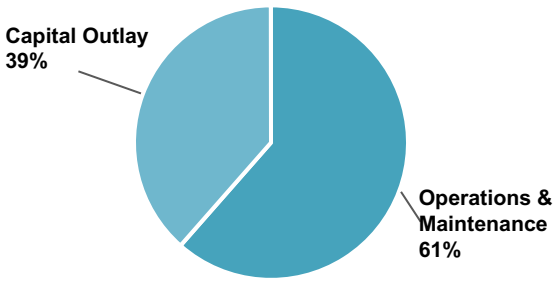
Operations

Increases are inflationary based on the cost to contract monitoring services.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Landfill Post-Closure Fund by Category

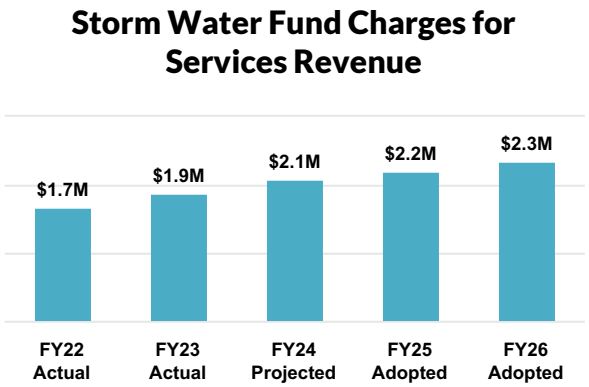


Stormwater Fund

Manages 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.

Major Objectives

- Protect the public from flooding and pipe failures
- Reduce discharge volume and improve the quality of stormwater discharges to surface waters
- Comply with environmental regulations



2025 Biennium Adopted Budget

The City's Stormwater Fund is an enterprise fund where rates charged to users are based on impervious area and existing infrastructure are collected in order to cover the cost to provide the service. Considering the costs of inflation and the current adopted Capital plan, which accounts for growth in the City, a 3.0% rate increase in each year of the biennium has been included in the adopted budget. The impact on the typical homeowner is approximately $1.63 to $1.68 annually. See the Estimated Citizen Impact section on page 40 for more information. The most recent stormwater rate increases were adopted by City Commission on August 13, 2024.

Stormwater Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance	$ 1,932,300	$ 582,600			$ 582,600
Revenues						
	Charges for Services	$ 1,883,096	$ 2,093,800	$ 2,212,700	$ 2,338,300	$ 4,551,000
	Interest Income	41,202	59,800	59,800	59,800	119,600
	Miscellaneous Revenue	—	12,400	—	—	—
	Transfers In	190,784	—	—	—	—
	Debt Proceeds	—	—	1,275,000	—	1,275,000
Total Revenues		$ 2,115,082	$ 2,166,000	$ 3,547,500	$ 2,398,100	$ 5,945,600
Expenditures						
	Salaries & Benefits	848,624	835,300	881,300	942,800	1,824,100
	Operations & Maintenance	172,337	349,800	223,100	247,800	470,900
	Capital Outlay	373,669	1,697,600	1,055,100	1,184,500	2,239,600
	Debt Service/Loans	115,475	116,400	116,200	281,000	397,200
	Transfers Out	484,548	516,600	666,100	719,400	1,385,500
Total Expenditures		$ 1,994,653	$ 3,515,700	$ 2,941,800	$ 3,375,500	$ 6,317,300
	Ending Balance	$ 582,600	$ 1,188,300	$ 210,900		$ 210,900

Salaries & Benefits

No FTE changes. Increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

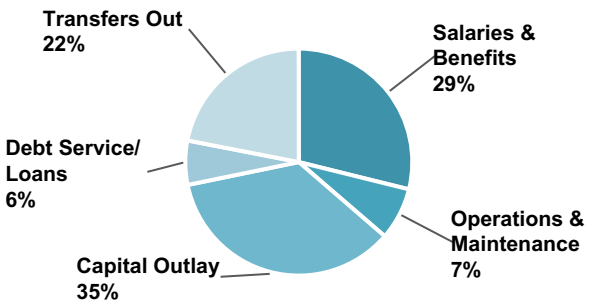
Operations

FY24 projection contains significant one time expenditures including the Stormwater Facility Plan and a catch up payment for monthly operating costs at E. Beall for 2023 and 2024. Inflationary increases to ongoing operational expenditures are incorporated in FY25 and FY26.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Stormwater Fund Budget by Category



Department Goals and Performance Measurements

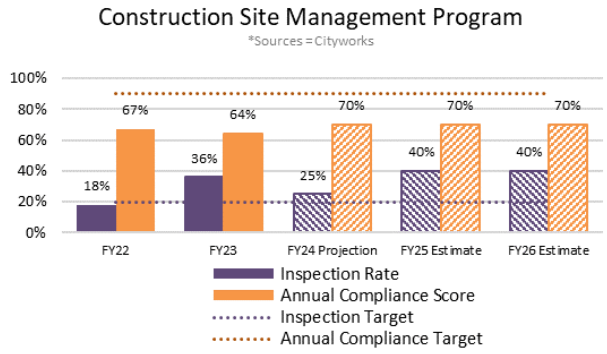
Department Goals		
Goal		**Strategic Plan**
1.	Complete Stormwater Facilities Plan Update and incorporate its guidance	7.3 Best Practices, Creativity & Foresight
2.	Modernize policy and plan for the next 20 years	7.3 Best Practices, Creativity & Foresight
3.	Continue streamlining processes such as permit review and inspections	7.3 Best Practices, Creativity & Foresight

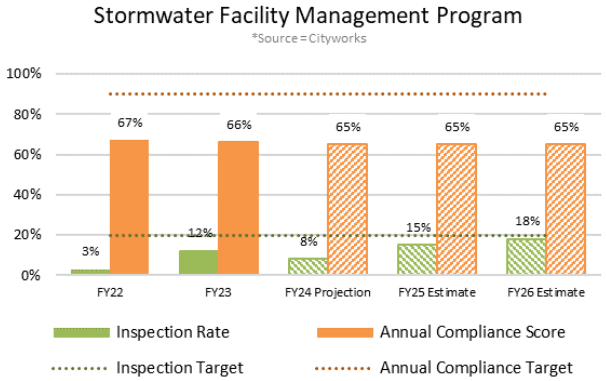
Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Stormwater Facility Management Program: Facility Inspection Rate	3	3%	12%	8%	15%	18%	20%
Stormwater Facility Management Program: Facility Compliance Audit Score	3	67%	66%	65%	65%	65%	90%
Construction Site Management Program: Site Inspection Rate	3	18%	36%	25%	40%	40%	20%
Construction Site Management Program: Site Compliance Audit Score	3	67%	64%	70%	70%	70%	90%
Stormwater River Impact Report Card[12]	1	D (60%)	F (59%)	B (81%)	B (81%)	B (81%)	Letter Grade Increase per Year

[12] Grade is calculated based on the overall effectiveness of the program and compares to the criteria below:

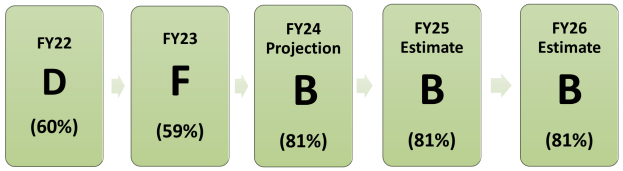
Grade = A: No stormwater impact on receiving waters, allowing for a continuation of administrative programs and reduction of TMDL Action Plan investment to maintain grade.
Grade = B: Low stormwater impact to receiving waters, requiring continuation of administrative programs and TMDL Action Plan investment to increase grade.
Grade = C: Moderate stormwater impact on receiving waters, requiring an expansion of administrative programs and continuation of TMDL Action Plan investment to increase grade.
Grade = D: Significant stormwater impact on receiving waters, requiring an expansion of administrative programs and TMDL Action Plan investment to increase grade.
Grade = F: Major stormwater impact on receiving waters, reassessment of administrative programs and TMDL Action Plan investment strategy required.

Performance Measurements (continued)





Stormwater River Impact Report Card



** 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.

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Transportation

The goal of the Transportation Department 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.

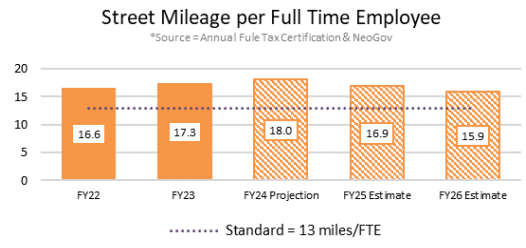
Major Objectives

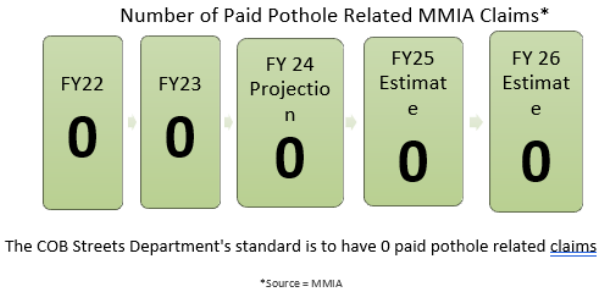
- Implement an efficient pavement management plan, in turn creating yearly maintenance programs for failing street infrastructure.
- Utilize pavement condition assessment for planning and scheduling our repairs from potholes to complete reconstruction
- Maintain City-owned paths, sidewalks, bike lanes, and streets to allow all forms of transportation to move in a safe and prudent manner.

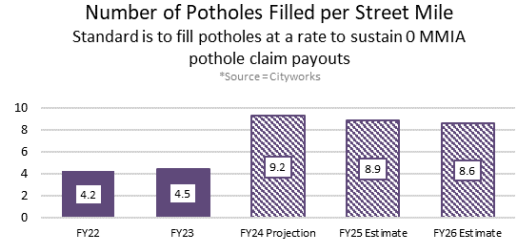
Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1	Work with MDT and Gallatin County to provide a seamless transition from state and county road into the city infrastructure	1.3 Public Agencies Collaboration
2	Plan for future growth to keep meeting our service goals	7.5 Funding and Delivery of City Services
3	Support all modes of transportation	4.2 High Quality Urban Approach
4	Provide a workspace that promotes longevity and employee growth	7.2 Employee Excellence

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Mileage per Streets FTE	1, 2, 3	17	17	18	17	16	13
Number of Paid Pothole Related MMIA Claims[13]	1, 3	0	0	0	0	0	0
Number of Potholes Filled per Street Mile	1, 3	4	4	9	9	9	Tracking to sustain zero MMIA pothole claims







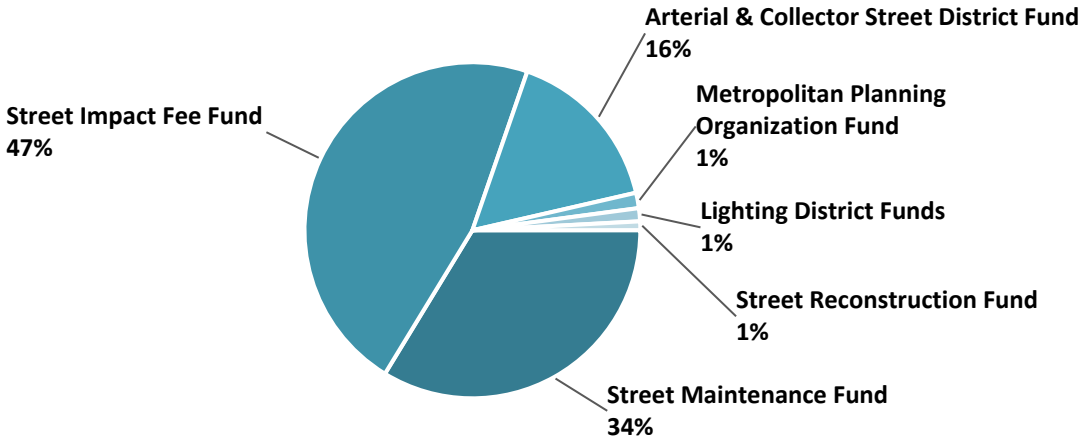
[13] Montana Municipal Interlocal Authority (MMIA)

2025 Biennium Adopted Budget

The Transportation Department is accounted for in multiple funds, as outlined in the table below. The funds within the Transportation Department are primarily funded by assessment revenue, impact fees, and other special revenue sources. These funds are differentiated primarily by funding source although certain transportation projects receive appropriations from multiple funds. For example, many capital street projects involve a certain aspect of improvement while also addressing the demands of growth in the community. This circumstance tends to result in the portion of the project that addresses capacity expansion to be funded with impact fees and the remainder funded by street assessment revenue. More information on each fund is broken out below with a detailed budget and description of its purpose.

Transportation					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
Street Maintenance Fund	$ 9,729,585	$ 13,114,300	$ 13,752,700	$ 14,232,000	$ 27,984,700
Street Impact Fee Fund	4,934,967	5,097,900	16,826,900	21,831,200	38,658,100
Arterial & Collector Street District Fund	1,238,372	3,973,100	4,616,100	8,758,900	13,375,000
Metropolitan Planning Organization Fund	—	15,400	596,400	621,500	1,217,900
Lighting District Funds	470,545	510,800	512,400	532,400	1,044,800
Street Reconstruction Fund	673,663	619,900	582,400	124,400	706,800
Total Expenditures	**$ 17,047,132**	**$ 23,331,400**	**$ 36,886,900**	**$ 46,100,400**	**$ 82,987,300**

Transportation Department Budget by Fund



The Street Maintenance District Fund is a special revenue fund that accounts for the City's Street Maintenance District. The District was created in 1990 and encompasses the entirety of City limits. The District is funded by special assessments paid by property owners in the district. Beginning in FY24, this fund also accounts for revenues from state gasoline taxes that can be used on street maintenance, street arterial & collector capital projects, or street reconstruction projects. Special assessments that fund this district are charged to property owners based on lot size. The 2025 Biennium Adopted Budget includes annual 3.0% increases in the assessment rates to keep up with construction cost inflation. The annual increase to a typical single-family lot size of 7,500 square-feet is approximately $8.53 in FY25 and in $8.78 FY26. See the Estimated Citizen Impact section on page 40 for more information.

Street Maintenance Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 1,865,400	$ 3,616,500		$ 3,616,500
Revenues						
	Licenses & Permits	$ 37,033	$ 28,000	$ 30,000	$ 31,000	$ 61,000
	State Shared	—	4,432,900	2,827,300	2,884,200	5,711,500
	Charges for Services	8,220,620	9,060,700	9,425,800	9,805,700	19,231,500
	Interest Income	41,037	20,000	20,000	20,000	40,000
	Miscellaneous Revenue	451,977	800	1,000	1,000	2,000
	Transfers In	—	391,400	—	—	—
	Debt Proceeds	862,620	911,900	—	—	—
	Special Assessments	17,716	19,700	20,000	20,000	40,000
Total Revenues		$ 9,631,002	$ 14,865,400	$ 12,324,100	$ 12,761,900	$ 25,086,000
Expenditures						
	Salaries & Benefits	$ 2,425,976	$ 2,542,600	$ 3,091,300	$ 3,464,000	$ 6,555,300
	Operations & Maintenance	2,693,337	4,249,900	3,610,500	3,588,500	7,199,000
	Capital Outlay	2,155,172	3,229,400	3,427,300	3,142,000	6,569,300
	Debt Service/Loans	322,517	364,700	323,500	323,800	647,300
	Transfers Out	2,132,584	2,727,700	3,300,100	3,713,700	7,013,800
Total Expenditures		$ 9,729,585	$ 13,114,300	$ 13,752,700	$ 14,232,000	$ 27,984,700
	Ending Balance		$ 3,616,500	$ 2,187,900	$ 717,800	$ 717,800

Salaries & Benefits

Addition of two Streets Operators (2 FTE) in each year of the biennium. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

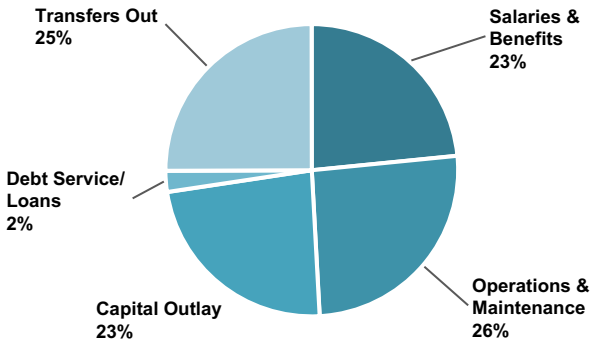
Street preservation efforts including annual mill & overlay projects happen on a construction season which typically spans two fiscal years. Depending on whether work falls before or after June 30th can cause large fluctuations in the total operational expenditures. FY25 includes a one-time project costs for the Bike and Pedestrian Project.

Capital

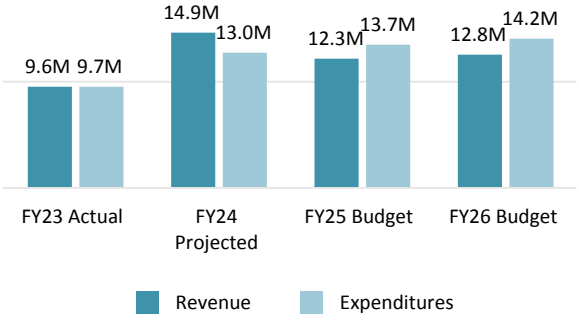
Capital increases generally support the effort to purchase equipment and move more street maintenance work in house due to rapid inflation and contractor availability.

With the adoption of the budget, City Commission approved an increase of $50,000 to annual, multimodal projects (STR20). For more information, see Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Street Maintenance Fund Budget by Category



Street Maintenance Fund Financial Trends



The Street Impact Fee Fund accounts for impact fees collected from developers for capacity expanding road improvements. Impact fees are charged to new developments in Bozeman to fund capital costs associated with providing the additional streets these new developments create. The FY26 Budget includes $10.5 million in grant revenue in the intergovernmental category. The City has been awarded a $24 million grant through the Multimodal Project Discretionary Grant (MPDG) Program for the Kagy Improvements projects. The $10.5 million is the portion of the projects planned in the Street Impact Fee Fund. Appropriations are based on the Capital Improvement Plan and total approximately $37.7 million over the biennium.

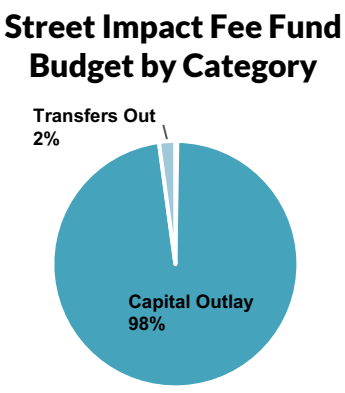
STREET IMPACT FEE		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			$ 14,002,800	$ 17,211,800		$ 17,211,800
Revenues						
	Intergovernmental	$ —	$ —	$ —	$ 10,500,000	$ 10,500,000
	Charges for Services	5,205,583	8,174,900	8,174,900	8,420,100	16,595,000
	Interest Income	311,234	132,000	132,000	132,000	264,000
	Transfers In	202,070	—	—	—	—
Total Revenues		$ 5,718,887	$ 8,306,900	$ 8,306,900	$ 19,052,100	$ 27,359,000
Expenditures						
	Operations & Maintenance	53,334	239,700	50,000	50,000	100,000
	Capital Outlay	4,621,353	4,549,400	16,368,200	21,360,200	37,728,400
	Transfers Out	260,279	308,800	408,700	421,000	829,700
Total Expenditures		$ 4,934,967	$ 5,097,900	$ 16,826,900	$ 21,831,200	$ 38,658,100
Ending Balance			$ 17,211,800	$ 8,691,800	$ 5,912,700	$ 5,912,700

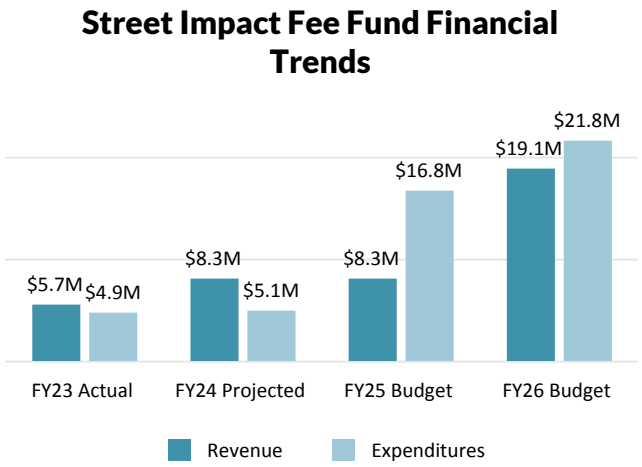
Operations

The FY24 projection is higher than other years due to consulting services related to the Fowler Connection Design. $50K per year is a placeholder for possible consulting services that may be required as projects begin.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.





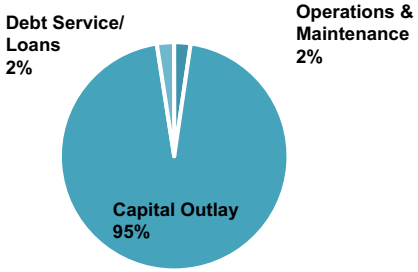
The Arterial & Collector Street District Fund is funded by special assessments to property owners based on their property's square footage. The assessments pay for the "local share" of some street construction projects in advance of development. Impact fees can only be used to pay for the percentage of an improvement caused by new development. The remaining share must be paid by the City. The City also has the ability to create payback districts to recover the "local share" once an adjacent project is developed. An 3.0% rate increase in each year of the biennium is included in the 2025 Biennium Adopted Budget to keep up with construction inflation and the adopted capital improvement plan. The annual increase to a typical single-family lot size of 7,500 square-feet is approximately $1.80 in FY25 and in $1.86 FY26. See the Estimated Citizen Impact section on page 40 for more information.

Street Arterial & Collector Street District Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 4,366,200	$ 3,560,000		$ 3,560,000
Revenues						
	Intergovernmental	$ —	$ —	$ 573,900	$ —	$ 573,900
	Charges for Services	1,662,399	1,816,500	1,883,000	1,906,000	3,789,000
	Interest Income	85,529	20,000	20,000	20,000	40,000
	Miscellaneous Revenue	—	1,326,400	100,000	100,000	200,000
	Debt Proceeds	—	—	2,885,400	2,712,900	5,598,300
	Special Assessments	3,936	4,000	4,000	4,000	8,000
Total Revenues		$ 1,751,864	$ 3,166,900	$ 5,466,300	$ 4,742,900	$ 10,209,200
Expenditures						
	Operations & Maintenance	42,404	174,300	156,600	153,200	309,800
	Capital Outlay	1,140,493	3,798,800	4,459,500	8,279,700	12,739,200
	Debt Service/Loans	—	—	—	326,000	326,000
	Transfers Out	55,475	—	—	—	—
Total Expenditures		$ 1,238,372	$ 3,973,100	$ 4,616,100	$ 8,758,900	$ 13,375,000
	Ending Balance		$ 3,560,000	$ 4,410,200	$ 394,200	$ 394,200

Operations

Increase in FY24 Projection resulting from consulting services for capital projects including the Bicycle Boulevard Study and Bike/Pedestrian Connectivity Study. Budget over the biennium remains elevated for additional consulting on the Bike/Pedestrian Gaps Analysis (FY25) and the Transportation Master Plan (TMP) in both FY25 and FY26.

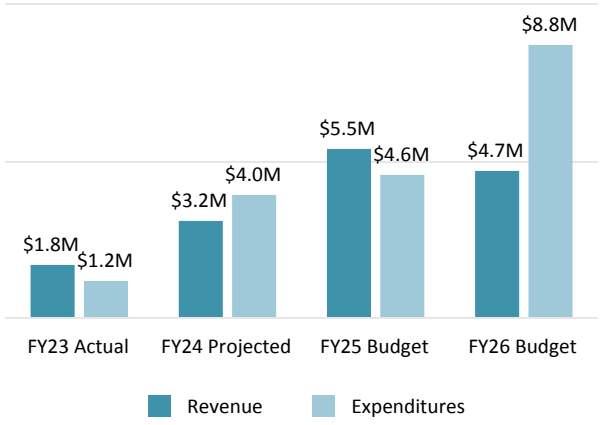
Arterial & Collector Street District Fund Budget by Category



Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Arterial & Collector Street District Fund Financial Trends



The Metropolitan Planning Organization (MPO) Fund is used to account for the revenue and expenditures specifically associated with the new Metropolitan Planning Organization for the Bozeman area. An MPO is an agency created by federal law to provide local elected officials input into the planning and implementation of federal transportation funds to metropolitan areas with populations greater than 50,000. This MPO will be administrated by the City, but decisions are made by board members from the City of Belgrade, Gallatin County, Montana Department of Transportation, and Streamline Transit in addition to the City of Bozeman.

Metropolitan Planning Organization Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			$ —	$ 417,500		$ 417,500
Revenues						
	Intergovernmental	$ —	$ 417,500	$ 502,500	$ 438,600	$ 941,100
	Transfers In	—	15,400	74,600	—	74,600
Total Revenues		$	$ 432,900	$ 577,100	$ 438,600	$ 1,015,700
Expenditures						
	Salaries & Benefits	$ —	$ —	$ 288,100	$ 304,800	$ 592,900
	Operations & Maintenance	—	15,400	308,300	316,700	625,000
Total Expenditures		$	$ 15,400	$ 596,400	$ 621,500	$ 1,217,900
Ending Balance			$ 417,500	$ 398,200	$ 215,300	$ 215,300

Salaries & Benefits

Addition of 1 FTE in FY25 for Planned I/II. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

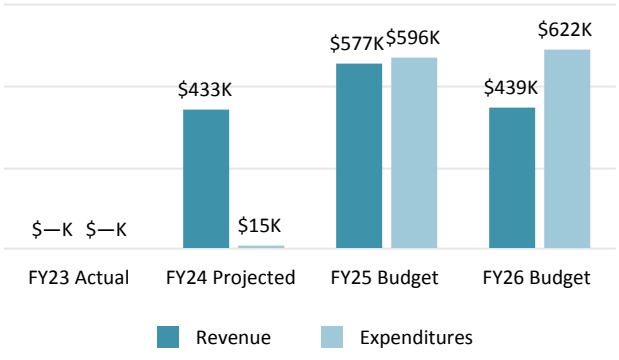
Operations

The Metropolitan Planning Organization (MPO) Fund was created in FY24. A significant portion of the operating budget over the biennium is for contracted services for development of the Long-Range Transportation Plan, the Public Participation Plan, and grant support. Other operating costs are for general office supplies.

MPO Fund Budget by Category



MPO Fund Financial Trends



Lighting District Funds are used to account for the special assessment revenues levied, received, and expended for street and public highway lighting provided to specific property owners.

Lighting District Funds		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 504,900	$ 415,400		$ 415,400
Revenues						
	Interest Income	$ 10,618	$ —	$ —	$ —	$ —
	Special Assessments	466,394	421,300	97,000	532,400	629,400
Total Revenues		$ 477,012	$ 421,300	$ 97,000	$ 532,400	$ 629,400
Expenditures						
	Operations & Maintenance	$ 470,545	$ 510,800	$ 512,400	$ 532,400	$ 1,044,800
Total Expenditures		$ 470,545	$ 510,800	$ 512,400	$ 532,400	$ 1,044,800
	Ending Balance		$ 415,400	$ —	$ —	$ —

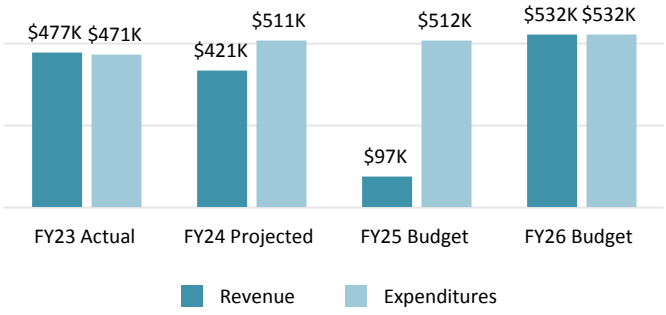
Operations

Increases in operating costs associated with increased electricity costs.

Lighting District Funds Budget by Category



Lighting District Funds Financial Trends



The Street Reconstruction Fund is used to account for the use of Street Maintenance dollars dedicated to the reconstruction of streets and curbs. The Commission adopted Resolution No. 4507 which sets the City's policy for required matches with Special Improvement Districts (SIDs). The program was last updated May 18, 2020 with Commission adoption of Resolution No. 5174. Each project is dependent upon the creation of a SID to pay for a share of the project costs.

Street Reconstruction Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 2,742,300	$ 2,154,500		$ 2,154,500
Revenues						
	Interest Income	$ 67,399	$ 32,100	$ 32,100	$ 32,100	$ 64,200
Total Revenues		$ 67,399	$ 32,100	$ 32,100	$ 32,100	$ 64,200
Expenditures						
	Operations & Maintenance	$ 1,943	$ 464,900	$ —	$ —	$ —
	Capital Outlay	671,720	155,000	582,400	124,400	706,800
Total Expenditures		$ 673,663	$ 619,900	$ 582,400	$ 124,400	$ 706,800
	Ending Balance		$ 2,154,500	$ 1,604,200	$ 1,511,900	$ 1,511,900

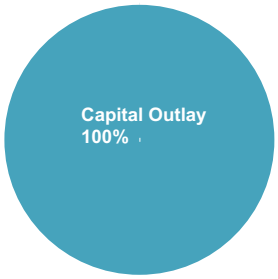
Operations

FY24 Projected costs for consulting services for the reconstruction of South 6th from Babcock to Cleveland. There are no anticipated operating costs over the biennium.

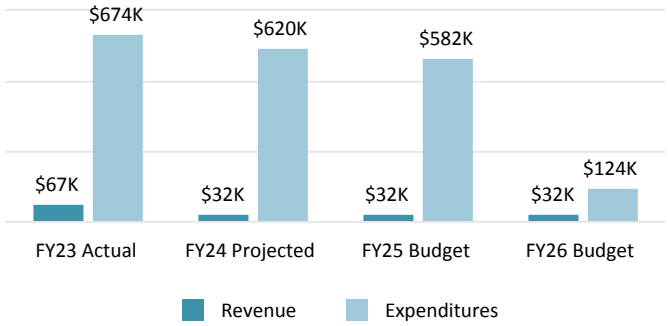
Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Street Reconstruction Fund Budget by Category



Street Reconstruction Fund Financial Trends



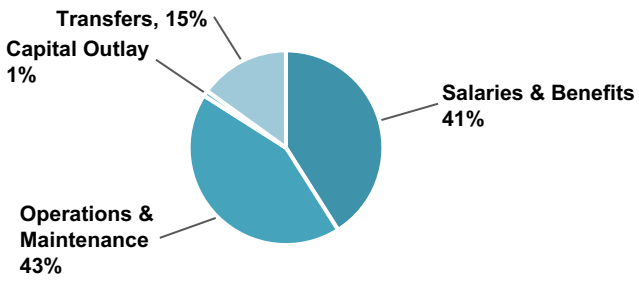
Vehicle Maintenance Fund (Internal Service Fund)

The Vehicle Maintenance Fund is an internal service fund that accounts for the costs of repairing and maintaining vehicles of the City. Charges are assessed against departments when they have vehicles repaired in the internal shop.

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.
- Emphasize the importance of having a well structured preventative maintenance program in place for all equipment and vehicles.

Vehicle Maintenance Fund Budget by Category



2025 Biennium Adopted Budget

The Vehicle Maintenance Fund is primarily funded by internal charges for services revenue from other City departments.

Vehicle Maintenance Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ (880,900)	$ 24,000		$ 24,000
Revenues						
	Interest Income	$ (13,185)	$ (19,200)	$ (19,200)	$ (19,200)	$ (38,400)
	Miscellaneous Revenue	12,513	10,000	—	—	—
	Internal Charges	2,130,913	3,370,000	2,651,100	2,981,200	5,632,300
Total Revenues		**$ 2,130,241**	**$ 3,360,800**	**$ 2,631,900**	**$ 2,962,000**	**$ 5,593,900**
Expenditures						
	Salaries & Benefits	$ 820,145	$ 945,000	$ 1,056,000	$ 1,247,800	$ 2,303,800
	Operations & Maintenance	1,281,133	1,116,800	1,195,500	1,220,200	2,415,700
	Capital Outlay	51,258	120,000	—	52,000	52,000
	Transfers Out	211,794	274,100	399,600	446,800	846,400
Total Expenditures		**$ 2,364,331**	**$ 2,455,900**	**$ 2,651,100**	**$ 2,966,800**	**$ 5,617,900**
	Ending Balance		$ 24,000	$ 4,800	$ —	$ —

Salaries & Benefits

Addition of a two Mechanics (2 FTE) in FY26, one dedicated to and funded by the Fire Department. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

Inflationary increases in operating budget over the biennium. FY23 actual expenditures were slightly elevated due to higher than anticipated costs for goods purchased for resale. Goods purchased for resale are directly billed to associated departments and collected back through internal charges. Increases over the biennium are inflationary.

Capital

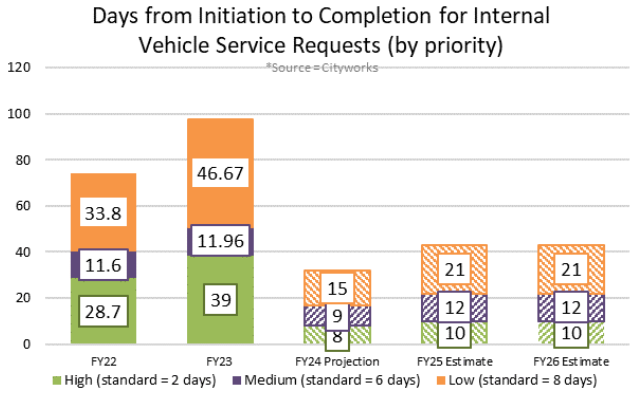
Planned purchase of Mohawk Wheel Lifts (VM08) in FY26. See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

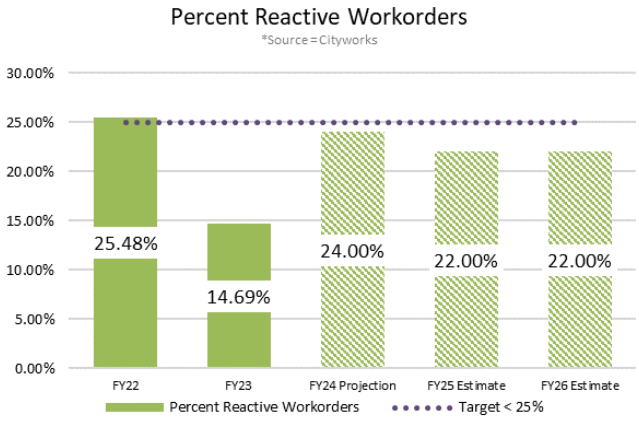
Department Goals and Performance Measurements

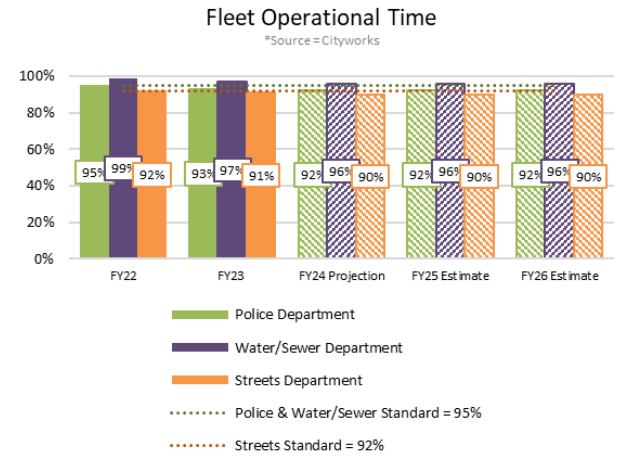
Department Goals		
Goal		**Strategic Plan**
1.	Explore sustainable technology by pursuing and preparing for an electric and alternative fueled fleet	4.3 Strategic Infrastructure Choices
2.	Maintain a robust preventative maintenance program so engines do not exceed their design emission levels	6.2 Protect Local Air Quality
3.	Offer the best in class work place amenities and facilities	7.2 Employee Excellence
4.	Work with departments on their vehicle purchases considering serviceability, environmental and climate influence and alternative propulsion systems	7.3 Best Practices, Creativity & Foresight

Performance Measurements

Measure	Dept. Goal	FY22	FY23	FY24 Projection	FY25 Estimate	FY26 Estimate	Target
Fleet Operational Time: Police Dept	4	95%	93%	92%	92%	92%	95%
Fleet Operational Time: Water/Sewer Dept	4	99%	97%	96%	96%	96%	95%
Fleet Operational Time: Streets Dept	4	92%	91%	90%	90%	90%	92%
Median Response Days for High-Priority Service Requests	2	29	39	8	10	10	2
Median Response Days for Medium-Priority Service Requests	2	12	12	9	12	12	6
Median Response Days for Low-Priority Service Requests	2	34	47	15	21	21	8
Percent Reactive Work Orders	2	25%	15%	24%	22%	22%	<25%







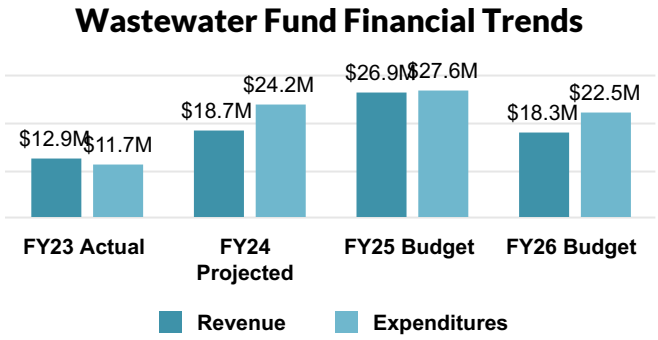
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Wastewater Fund

City Property owners are typically required to use the City's wastewater treatment systems. Between 2019 and 2023 rate increases were zero for single family homeowners, and 2% annually for multi-family. Together these make up approximately 50% of all wastewater rate revenues. While rate increases were consistent with the rate study presented to City Commission in January 2019, the cost of providing services and maintaining infrastructure rose much quicker than anticipated over the time period. Cost increases for sewer renovations increased by approximately 16% annually over the same period.

Because of this, financial models are showing the need for revenue increases to address the cost of the adopted CIP and operations over the next five years. An increase of 12.0% was included in the FY24 budget, and adopted by City Commission on August 13, 2024. Additional revenue increases of 12.0% in FY25 and 8.0% in FY26 are included in the 2025 Biennium Adopted Budget. A rate study is currently underway to inform future rates by customer classes and ensure proper revenue coverage and reserve amounts. The annual increase to the typical single family homeowner is estimated at approximately $71.22 in FY25 and in $53.17 FY26. See the Estimated Citizen Impact section on page 40 for more information.

The Wastewater department also accounts for wastewater impact fees. Wastewater impact fees are collected from developers and restricted for capacity expanding wastewater capital improvements. A summary of the Capital Improvement Plan and the project listing can be found in the Capital Improvement Program section on page 211.



2025 Biennium Adopted Budget

Wastewater Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 14,080,600	$ 8,563,200		$ 8,563,200
Revenues						
	Intergovernmental	$ 7,048	$ 749,600	$ —	$ —	$ —
	Charges for Services	12,343,552	15,331,400	16,304,600	17,883,700	34,188,300
	Interest Income	305,936	435,600	435,600	435,600	871,200
	Miscellaneous Revenue	9,255	30,300	7,400	7,400	14,800
	Transfers In	246,769	127,200	—	—	—
	Debt Proceeds	—	2,040,000	10,200,000	—	10,200,000
	Special Assessments	12	—	—	—	—
Total Revenues		$ 12,912,571	$ 18,714,100	$ 26,947,600	$ 18,326,700	$ 45,274,300
Expenditures						
	Salaries & Benefits	$ 2,483,099	$ 2,815,700	$ 3,052,500	$ 3,248,800	$ 6,301,300
	Operations & Maintenance	2,676,127	3,153,300	3,436,000	3,131,300	6,567,300
	Capital Outlay	1,255,884	12,804,000	14,946,200	8,706,600	23,652,800
	Debt Service/Loans	2,726,374	2,727,700	2,994,600	4,050,800	7,045,400
	Transfers Out	2,529,193	2,730,800	3,136,500	3,378,100	6,514,600
Total Expenditures		$ 11,670,677	$ 24,231,500	$ 27,565,800	$ 22,515,600	$ 50,081,400
	Ending Balance		$ 8,563,200	$ 7,945,000	$ 3,756,100	$ 3,756,100

Wastewater Operations (Division of Wastewater Department)

The operations 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.

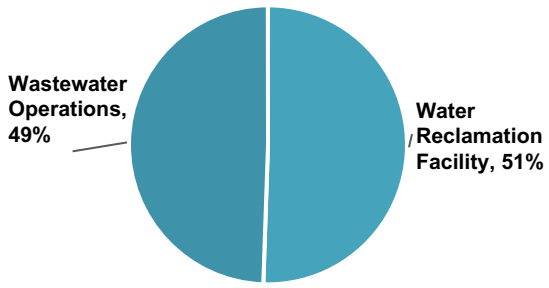
Major Objectives

- Maintain over 250 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



2025 Biennium Adopted Budget

Wastewater Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Wastewater Operations Division						
Expenditures						
	Salaries & Benefits	$ 1,142,275	$ 1,260,500	$ 1,383,100	$ 1,475,100	$ 2,858,200
	Operations & Maintenance	677,993	991,300	1,109,200	903,900	2,013,100
	Capital Outlay	1,013,456	10,471,200	6,604,800	6,254,200	12,859,000
	Debt Service/Loans	1,104,675	1,100,600	1,366,400	2,421,800	3,788,200
	Transfers Out	1,349,145	1,419,400	1,561,700	1,684,100	3,245,800
Total Expenditures		**$ 5,287,543**	**$ 15,243,000**	**$ 12,025,200**	**$ 12,739,100**	**$ 24,764,300**

Salaries & Benefits

No FTE changes. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

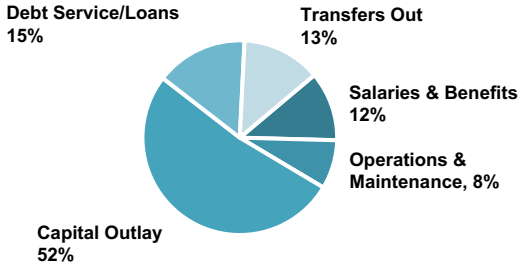
Operations

FY25 includes one-time expenditures that result in increases, and subsequent decreases in operations in FY26. One is replacements and/or repairs to the Laurel Glen Lift Station pumps. There is also an assumed cost of debt issuance included to help fund major capital improvement projects in the adopted capital plan, and spread that cost out to rate payers over time.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

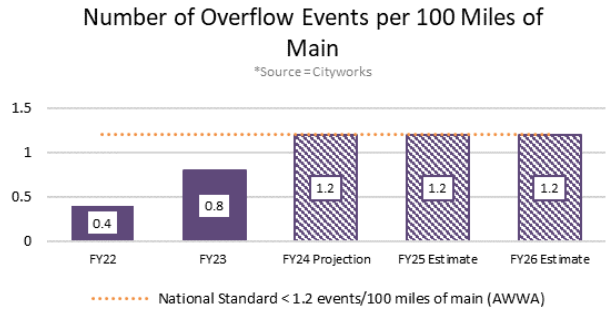
Wastewater Operations Division Budget by Category

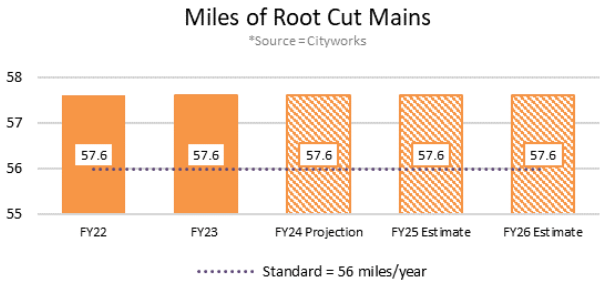


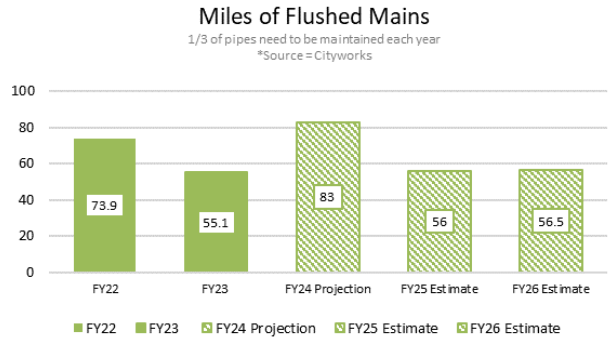
Division Goals and Performance Measurements

Division Goals		
Goal		**Strategic Plan**
1.	Maintain low number of sewer backups by continuing a proactive maintenance plan	3.2 Health & Safety Action
2.	Provide a more informed replacement strategy and identify any other issues with our aging infrastructure	4.3 Strategic Infrastructure Choices

Performance Measurements							
Measure	**Div. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Sanitary Sewer Overflow Events per 100 Miles of Main	1, 2	0.4	0.8	1.2	1.2	1.2	1.2
Miles of Root Cut Affected City Mains	1, 2	57.6	57.6	57.6	57.6	57.6	56.0
Miles of Flushed Mains	1, 2	73.9	55.1	83.0	56.0	56.5	41.3
Percent of Mains Video-Inspected	1	ND[14]	ND	20%	20%	20%	20%







[14] ND: No data available

Water Reclamation Facility (WRF)

(Division of Wastewater Department)

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.

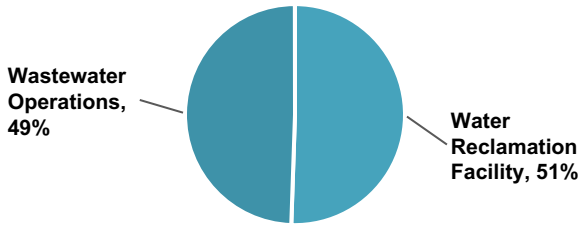
Major Objectives

- 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 operate below allotted limits.
- Comply with all EPA 503 Bio-solids requirements and regulations, minimizing unpleasant orders.
- Maintain the mechanical reliability of the WRF to ensure uninterrupted operations.

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



2025 Biennium Adopted Budget

Wastewater Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Water Reclamation Facility Division						
Expenditures						
	Salaries & Benefits	$ 1,340,824	$ 1,555,200	$ 1,669,400	$ 1,773,700	$ 3,443,100
	Operations & Maintenance	1,998,135	2,162,000	2,326,800	2,227,400	4,554,200
	Capital Outlay	242,429	2,332,800	8,341,400	2,452,400	10,793,800
	Debt Service/Loans	1,621,699	1,627,100	1,628,200	1,629,000	3,257,200
	Transfers Out	1,180,048	1,311,400	1,574,800	1,694,000	3,268,800
Total Expenditures		**$ 6,383,134**	**$ 8,988,500**	**$ 15,540,600**	**$ 9,776,500**	**$ 25,317,100**

Salaries & Benefits

No FTE changes. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

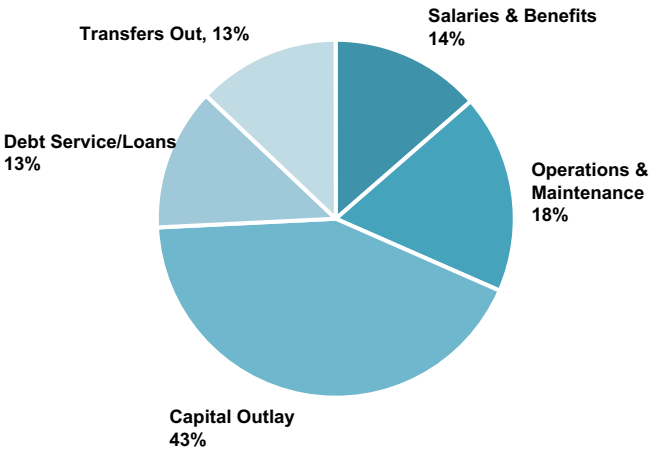
Operations

Increase in FY25 for contracted services to assist with Montana Pollutant Discharge Elimination System (MPDES) permit renewals. Reduction in FY26 resulting from completion of on-going contracts.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

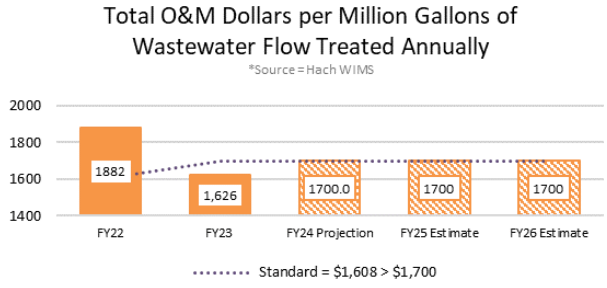
Water Reclamation Facility Division Budget by Category

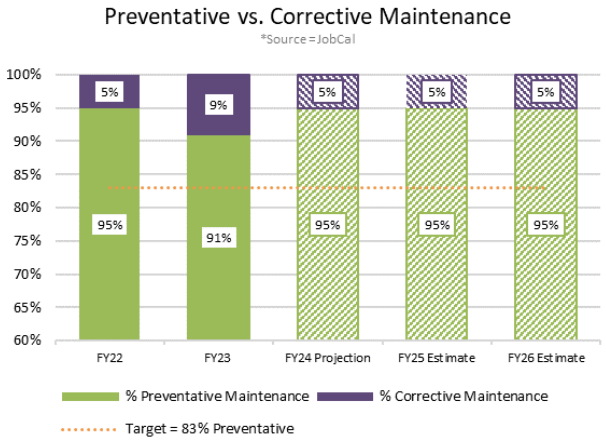


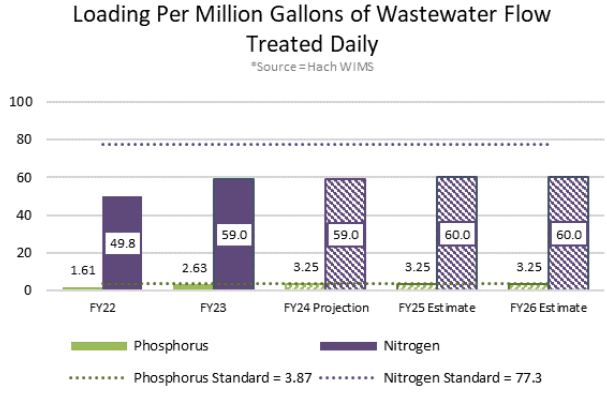
Division Goals and Performance Measurements

Division Goals		
Goal		**Strategic Plan**
1.	Protect and enhance the water quality of the East Gallatin River by maintaining strict compliance with the City's MPDES permit and meet EPA 503 Rules for biosolids	6 A Sustainable Environment
2.	Train new staff	7.2 Employee Excellence
3.	Establish baselines for operational costs and work to implement performance targets	7.4 Performance Metrics

Performance Measurements							
Measure	**Div. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Percent Preventative Maintenance	3	95%	91%	95%	95%	95%	95%
Percent Corrective Maintenance	3	5%	9%	5%	5%	5%	5%
Discharge Phosphorus Loading per Million Gallons of Wastewater Flow Treated Daily	1	1.61	2.63	3.25	3.25	3.25	3.87
Discharge Nitrogen Loading per Million Gallons of Wastewater Flow Treated Daily	1	49.8	59.0	59.0	60.0	60.0	77.3
Total O&M Dollars per Million Gallons of Wastewater Flow Treated Annually	3	$1,882	$1,626	$1,700	$1,700	$1,700	$1,608







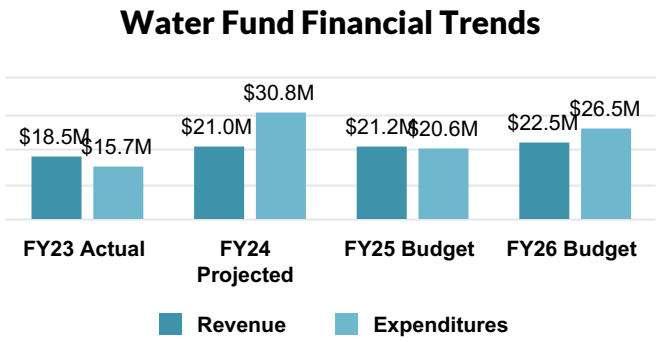
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Water Fund

City Property owners are typically required to use the City's water treatment and distribution systems. Between 2019 and 2023 rate increases were zero for single family homeowners, and 1% annually for multi-family. Together these make up approximately 50% of all water rate revenues. While rate increases were consistent with the rate study presented to City Commission in January 2019, the cost of providing services and maintaining infrastructure rose much quicker than anticipated over the time period. Cost increases for water renovations increased by approximately 11% annually over the same period.

Because of this, financial models are showing the need for revenue increases to address the cost of the adopted CIP and operations over the next five years. An increase of 12.0% was included in the FY24 budget, and adopted by City Commission on August 13, 2024. Additional revenue increases of 12.0% in FY25 and 10.0% in FY26 are included in the 2025 Biennium Adopted Budget. A rate study is currently underway to inform future rates by customer classes and ensure proper revenue coverage and reserve amounts. The estimated annual increase to the typical single-family homeowner is approximately $57.33 in FY25 and in $53.51 FY26. See the Estimated Citizen Impact section on page 40 for more information.

The Water Fund includes the accounting for water impact fees. Water impact fees are collected from developers and are restricted for capacity expanding water capital improvements. Both a summary of the Capital Improvement Plan and the project listing can be found in the Capital Improvement Program section on page 211.



2025 Biennium Adopted Budget

Water Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 40,295,100	$ 30,501,200		$ 30,501,200
Revenues						
	Intergovernmental	$ 1,296,689	$ 317,900	$ 535,900	$ —	$ 535,900
	Charges for Services	14,886,895	18,969,300	19,260,100	21,095,200	40,355,300
	Interest Income	847,904	1,231,300	1,231,300	1,231,300	2,462,600
	Miscellaneous Revenue	124,403	238,500	149,600	149,600	299,200
	Transfers In	1,351,387	214,700	—	—	—
	Special Assessments	9	—	—	—	—
Total Revenues		$ 18,507,286	$ 20,971,700	$ 21,176,900	$ 22,476,100	$ 43,653,000
Expenditures						
	Salaries & Benefits	$ 3,210,787	$ 3,515,000	$ 3,789,200	$ 4,073,400	$ 7,862,600
	Operations & Maintenance	3,307,024	4,890,500	4,000,300	3,950,300	7,950,600
	Capital Outlay	3,470,672	16,799,000	6,694,700	12,057,200	18,751,900
	Debt Service/Loans	1,796,523	1,796,500	1,796,200	1,795,900	3,592,100
	Transfers Out	3,874,345	3,764,600	4,343,800	4,666,700	9,010,500
Total Expenditures		$ 15,659,350	$ 30,765,600	$ 20,624,200	$ 26,543,500	$ 47,167,700
	Ending Balance		$ 30,501,200	$ 31,053,900	$ 26,986,500	$ 26,986,500

Water Operations (Division of Water Department)

This division of the Water Department is 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.

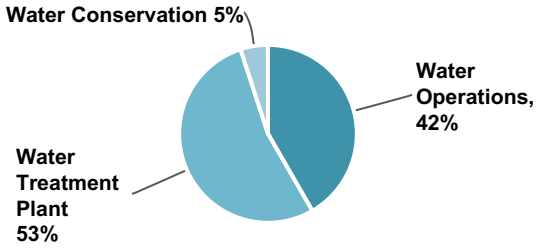
Major Objectives

- Maintain over 300 miles of the water transmission and distribution system.
- Locate, maintain, and repair existing water lines and appurtenances.
- Oversee the installation of new water lines.
- Install and rotate meters and read all meters monthly.
- Respond to water distribution problems 24 hours a day, 7 days a week.

Budget Allocation

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

Distribution of Water Budget



2025 Biennium Adopted Budget

Water Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Water Operations Division						
Expenditures						
	Salaries & Benefits	$ 1,713,264	$ 1,807,600	$ 1,955,600	$ 2,085,900	$ 4,041,500
	Operations & Maintenance	1,485,646	1,731,400	1,858,600	1,870,400	3,729,000
	Capital Outlay	546,525	7,064,300	3,019,000	4,268,500	7,287,500
	Debt Service/Loans	—	—	—	—	—
	Transfers Out	2,160,511	1,985,700	2,210,200	2,391,700	4,601,900
Total Expenditures		**$ 5,905,946**	**$ 12,589,000**	**$ 9,043,400**	**$ 10,616,500**	**$ 19,659,900**

Salaries & Benefits

Addition of an Engineer I/II (1 FTE) in FY25. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

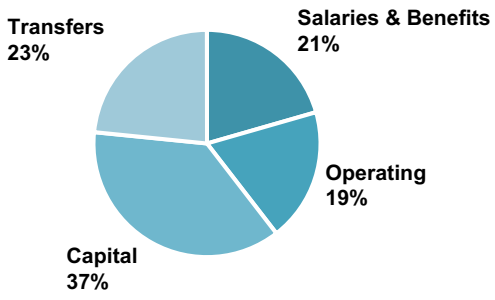
Operations

Meter reading costs are dependent on growth which is driving costs up. The primary driver of increases in FY25 for state-of-the art leak detection pilot work to identify locations for priority water main replacement as well as increased water service replacement to increase accuracy of water measurement. FY26 indicates a slight reduction with fewer main repairs anticipated.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

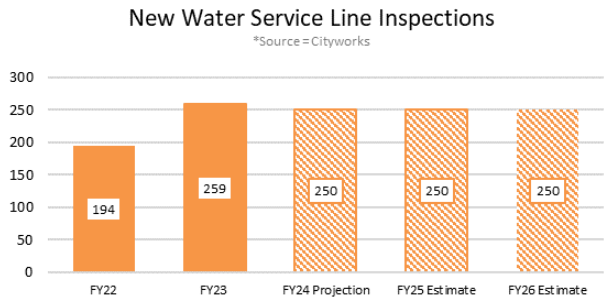
Water Operations Division Budget by Category

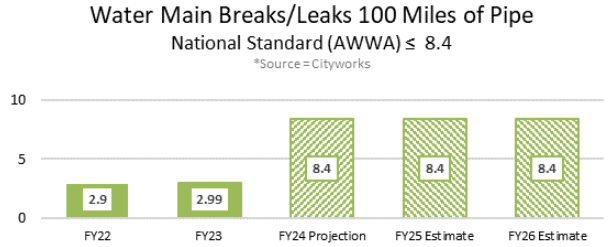


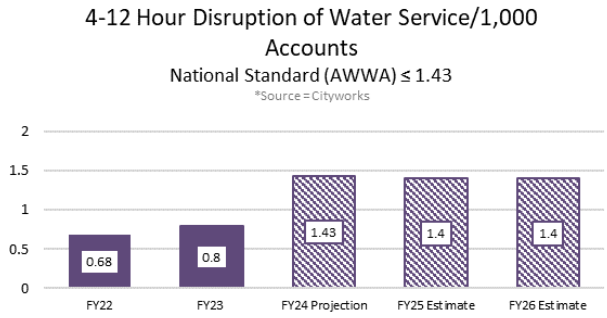
Division Goals and Performance Measurements

Division Goals		
Goal		**Strategic Plan**
1.	Handle water emergencies in a safe and efficient manner and restore water service to our customers quickly	7.5 Funding and Delivery of City Services
2.	Replace four more lead services and approximately 30 more galvanized services based on the recently completed comprehensive water service inventory	4.3 Strategic Infrastructure Choices
3.	Work to promote water conservation; Water meter testing program, Hydrant leak loggers and Satellite Leak Detection	6.3 Climate Action

Performance Measurements							
Measure	**Div. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
New Water Service Line Inspections	3	194	259	250	250	250	250
Disruption of Water Service/1,000 Accounts	1	0.7	0.8	1.4	1.4	1.4	≤ 1.4
Water Main Breaks/Leaks 100 Miles of Pipe	1, 3	2.9	3.0	8.4	8.4	8.4	≤ 8.4







Water Treatment Plant (WTP)

(Division of Water Department)

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

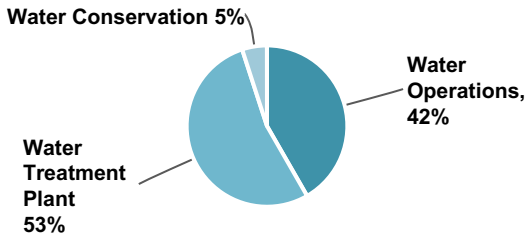
Major Objectives:

- 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.
- Monitor and maintain 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



2025 Biennium Adopted Budget

Water Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Water Treatment Plant Division						
Expenditures						
	Salaries & Benefits	$ 1,120,398	$ 1,204,500	$ 1,238,700	$ 1,352,000	$ 2,590,700
	Operations & Maintenance	1,423,466	2,693,500	1,625,100	1,567,400	3,192,500
	Capital Outlay	2,924,147	9,697,500	3,675,700	7,788,700	11,464,400
	Debt Service/Loans	1,796,523	1,796,500	1,796,200	1,795,900	3,592,100
	Transfers Out	1,713,833	1,732,300	2,084,500	2,224,000	4,308,500
Total Expenditures		**$ 8,978,366**	**$17,124,300**	**$10,420,200**	**$14,728,000**	**$25,148,200**

Salaries & Benefits

No FTE changes. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

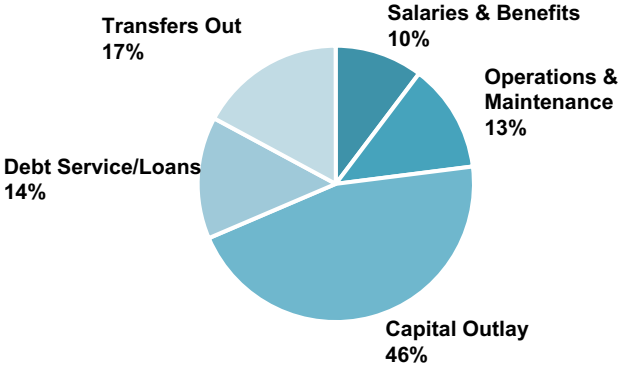
Operations

Significant decrease from FY24 projected to FY25 due primarily to reduction in contracted services related to the completion of water rights adjudication and fuels thinning project.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

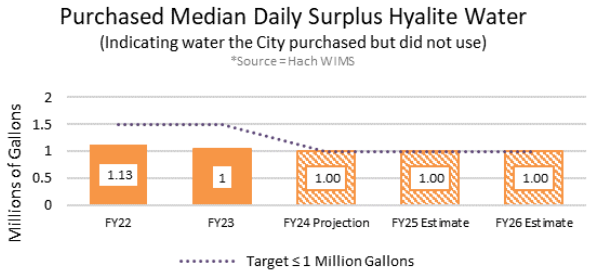
Water Treatment Plant Division Budget by Category

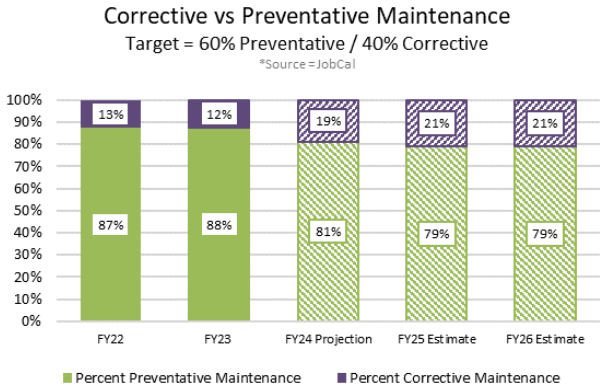


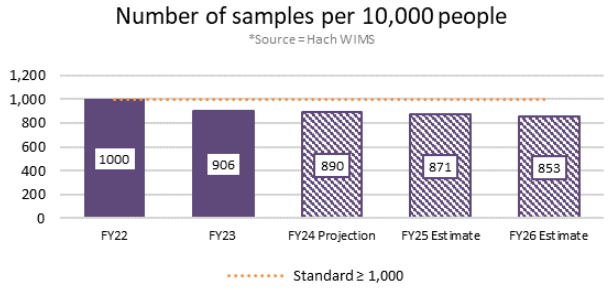
Division Goals and Performance Measurements

Division Goals		
Goal		**Strategic Plan**
1.	Protect public health and maintain high-quality drinking water	6.1 Clean Water Supplies
2.	Meet water demands of the City	6.1 Clean Water Supplies
3.	Optimize the Sourdough and Lyman Creek Water Plants	7.3 Best Practices, Creativity & Foresight
4.	Anticipate future water quality and quantity needs	6.1 Clean Water Supplies

Performance Measurements							
Measure	**Div. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Purchased Median Daily Surplus Hyalite Water	4	$1.13M	$1.04M	$1.00M	$1.00M	$1.00M	$1.50M
Number of samples per 10,000 people	1	1,000	906	890	871	853	≥ 1000
Percent Corrective Maintenance	1, 2	13%	12%	19%	21%	21%	40%
Percent Preventative Maintenance	1, 2	87%	88%	81%	79%	79%	60%







Water Conservation (Division of Water Department)

Protect and enhance water resources through conservation in order to meet the Integrated Water Resources Plan's (IWRP) 50-year demand reduction target.

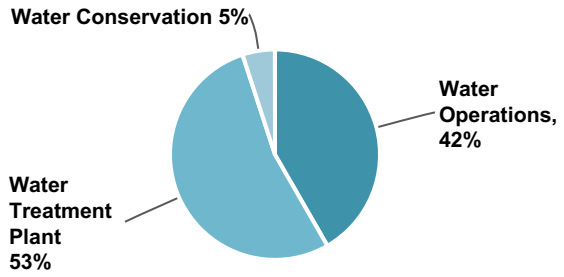
Major Objectives

- 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

Distribution of Water Budget



2025 Biennium Adopted Budget

Water Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Water Conservation Division						
Expenditures						
	Salaries & Benefits	$ 377,124	$ 502,900	$ 594,900	$ 635,500	$ 1,230,400
	Operations & Maintenance	394,859	465,600	516,600	512,500	1,029,100
	Capital Outlay	—	37,200	—	—	—
	Debt Service/Loans	—	—	—	—	—
	Transfers Out	—	46,600	49,100	51,000	100,100
Total Expenditures		**$ 771,983**	**$ 1,052,300**	**$ 1,160,600**	**$ 1,199,000**	**$ 2,359,600**

Salaries & Benefits

No FTE changes. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

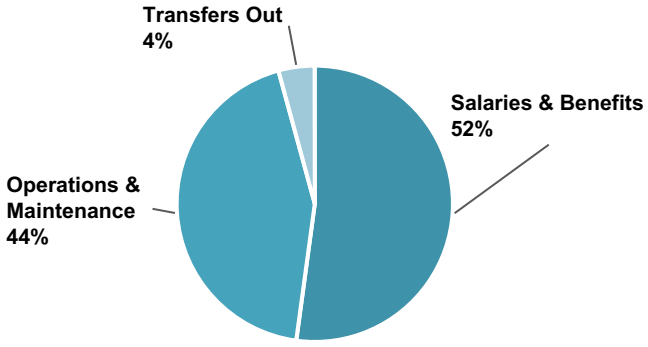
Operations

Increases in operations driven primarily by contracted services to support the development of regulatory measures to support the conservation of water, Bozeman Residential End Uses of Water (REUW) Study, and commercial water training and program development.

Capital

None

Water Conservation Division Budget by Category

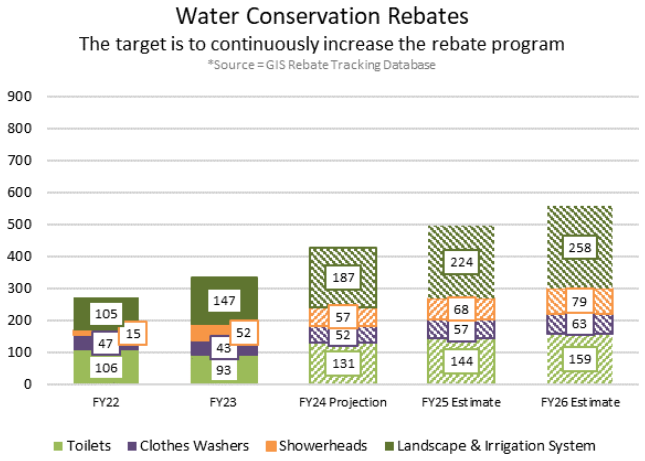


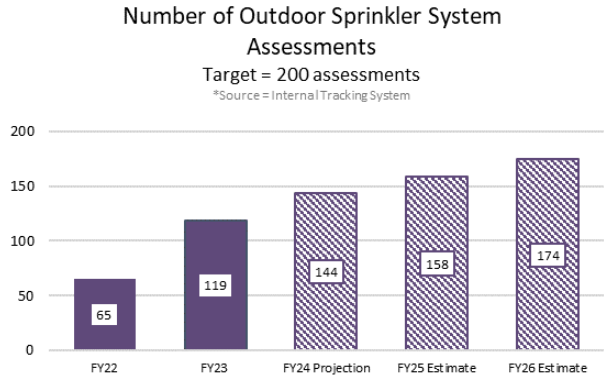
Division Goals and Performance Measurements

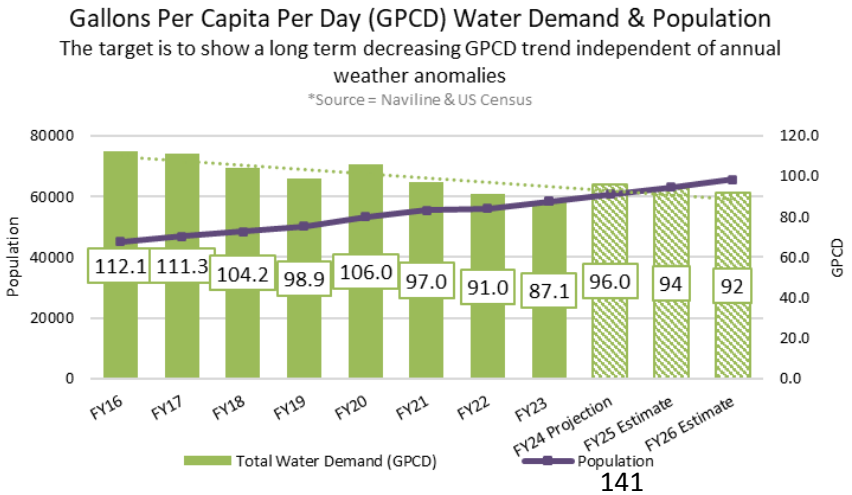
Division Goals		
Goal		**Strategic Plan**
1.	Protect and enhance water resources through conservation	6.3 Climate Action
2.	Increase staff capacity to expand the reach of outreach and education initiatives	7.2 Employee Excellence
3.	Participate in community development plan review and implement water efficient landscape ordinance	6.3 Climate Action
4.	Utilize data analysis to inform future priorities	7.3 Best Practices, Creativity & Foresight
5.	Implement 2023 Water Conservation Plan	6.3 Climate Action
6	Evaluate feasibility of water efficient growth policies	7.3 Best Practices, Creativity & Foresight

Performance Measurements

Measure	Div. Goal	FY22	FY23	FY24 Projection	FY25 Estimate	FY26 Estimate	Target
Number of Outdoor Sprinkler System Assessments	1	65	119	144	158	174	200
Toilet Rebates	1	106	93	131	144	159	Annual Increase
Clothes Washer Rebates	1	47	43	52	57	63	Annual Increase
Shower Head Rebates	1	15	52	57	68	79	Annual Increase
Landscape & Irrigation System Rebates	1	105	147	187	224	258	Annual Increase
Gallons Per Capita Per Day Water Demand	1	91.0	87.1	96.0	94.0	92.0	Annual Decrease







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Public Welfare

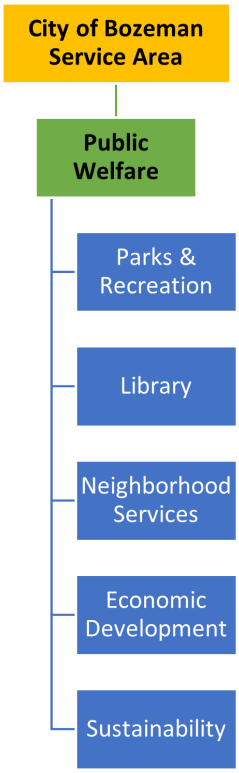
Recreation (Parks & Recreation) - The Recreation department is responsible for identifying the recreation needs of our growing community and offering quality programs in diverse interest areas that satisfy those needs. The department has a committed staff that remains focused on program quality and customer 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/Tree Maintenance Fund (Parks & Recreation) - The Forestry department 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 & Trails District (Parks & Recreation) - The Parks department 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 department with assistance from the Cemetery department. 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.



Neighborhood Services - Neighborhood Services primarily focuses on the health and safety impacts related to houseless residents living in the right-of-way. This department includes the Code Enforcement Division.

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.

Community Housing (Economic 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/Aquatics (Parks & Recreation Department, General Fund)

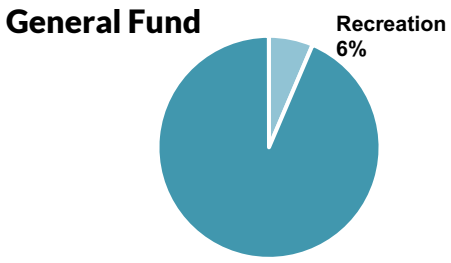
The Recreation department is responsible for identifying the recreation needs of our growing community and offering quality programs in diverse interest areas that satisfy those needs. The department has a committed staff that remains focused on program quality and customer satisfaction while offering 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.

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, making up 6% of the fund's operating expenditures.

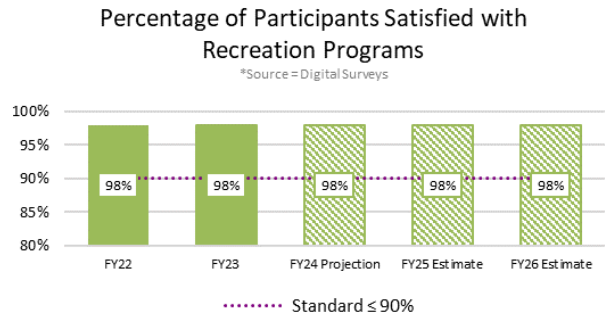


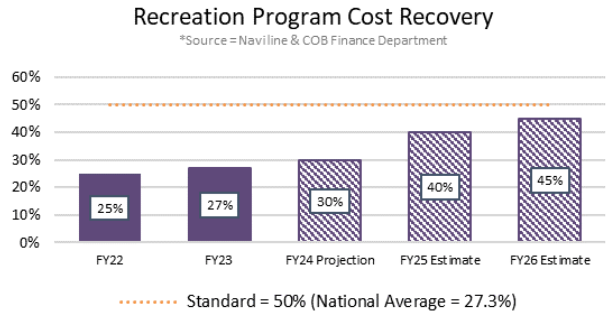
Department Goals and Performance Measurements

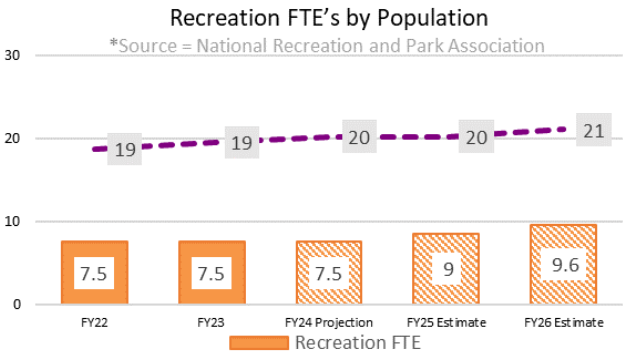
Department Goals		
Goal		**Strategic Plan**
1.	Complete facility upgrades at Swim Center, Bogert Pool, Lindley Center, and Story Mill Community Center	4.3 Strategic Infrastructure Choices
2.	Focus on staffing restructure and recruitment	7.2 Employee Excellence
3.	Complete rate study	7.5 Funding and Delivery of City Services
4.	Oversee all aquatics-related activities and programs	3.4 Active Recreation

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Percentage of participants satisfied with recreation programs	2	98%	98%	98%	98%	98%	90%
Recreation Program Cost Recovery	3	25%	27%	30%	40%	45%	50%
Recreation staffing per 10,000 residents	2	19	19	20	20	21	8.3
Pools per 10,000 Residents	4	0.36	0.34	0.33	0.32	0.3	1
Number of Individuals on the Aquatics Program Waitlists	4	912	1,200	950	1,300	1,350	200

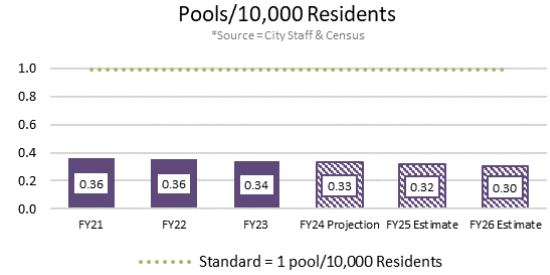
Recreation Performance Measurements

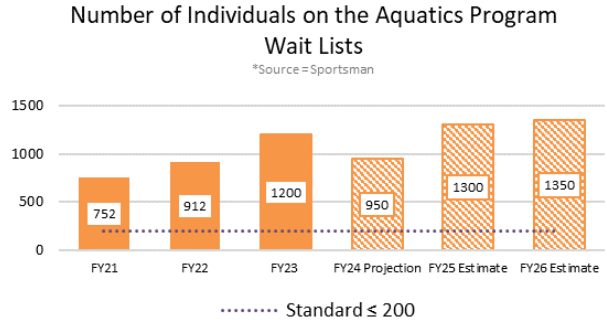






Aquatics Performance Measurements



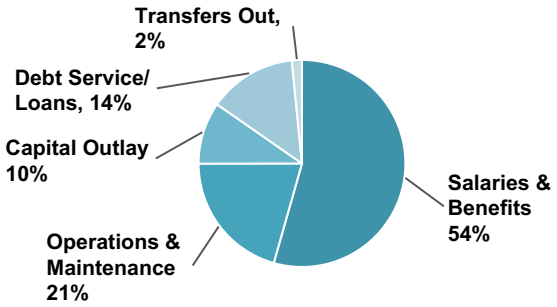


2025 Biennium Adopted Budget

The Recreation Department is primarily accounted for in the ***General Fund***. Recreation also has unlimited General Obligation Debt Service which was approved by voters to fund improvements to the Swim Center, Lindley Center, and Bogert Pool. See the Debt Service Funds section on page 178 for additional information.

RECREATION					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
General Fund	$ 3,833,472	$ 8,837,600	$ 3,803,600	$ 3,259,400	$ 7,063,000
Story Mansion Special Revenue Fund	41,913	40,200	52,500	53,800	106,300
GO Bonds Fire Station 2 & Rec Improvements Debt Service Fund	—	—	174,000	173,000	347,000
Recreation Improvements Capital Construction Fund	24,325	4,436,900	—	—	—
Total Expenditures	**$ 3,899,710**	**$13,314,700**	**$ 4,030,100**	**$ 3,486,200**	**$ 7,516,300**

Recreation Total Department Budget by Category



General Fund

General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 1,326,274	$ 1,866,700	$ 2,114,000	$ 2,489,500	$ 4,603,500
	Operations & Maintenance	699,782	885,900	869,600	769,900	1,639,500
	Capital Outlay	1,807,416	6,085,000	820,000	—	820,000
Total Expenditures		**$ 3,833,472**	**$ 8,837,600**	**$ 3,803,600**	**$ 3,259,400**	**$ 7,063,000**

Salaries & Benefits

Addition of 2 FTE:

- Recreation Leader I Reclass (0.62 FTE) in FY25
- Lifeguard II (1.38 FTE) and Recreation Leader I Reclass (0.62 FTE) in FY26

Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

FY25 and FY26 assume the Swim Center and Bogert Pool are operational all year, resulting in increases to electricity and other general operations. There are also new equipment purchases to support athletic programs in the Story Mill Community Center such as basketball, volleyball, and pickleball. No major equipment purchases are planned in FY26 resulting in the slight decline in operating costs.

Capital

Significant capital includes improvements to the Swim Center, Lindley Center, and Bogert Pool. The General Fund pays for the portion which is not covered by voted bonds. See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

The Story Mansion Special Revenue Fund is used to account for revenue collected from renting the Story Mansion to the public for meetings, dinners, receptions, and other special occasions and expenditure of those funds on repair and maintenance of the historic building. Increases are inflationary in addition to adding budget for additional preventative maintenance.

Story Mansion Special Revenue Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		**$ 7,300**	**$ 12,100**		**$ 12,100**
Revenues						
	Charges for Services	$ 39,685	$ 45,000	$ 47,300	$ 49,700	$ 97,000
Total Revenues		**$ 39,685**	**$ 45,000**	**$ 47,300**	**$ 49,700**	**$ 97,000**
Expenditures						
	Operations & Maintenance	$ 41,913	$ 40,200	$ 49,900	$ 51,100	$ 101,000
	Transfers Out	—	—	2,600	2,700	5,300
Total Expenditures		**$ 41,913**	**$ 40,200**	**$ 52,500**	**$ 53,800**	**$ 106,300**
	Ending Balance		**$ 12,100**	**$ 6,900**	**$ 2,800**	**$ 2,800**

The Recreation Improvements Capital Construction Fund is used to account for the voter approved bond-funded recreation improvements to the Bozeman Swim Center, Bogert Pool, and Lindley Center. The General Obligation Bonds were issued in Fiscal Year (FY)24.

Recreation Improvements Capital Construction Fund (Swim Center, Bogert Pool, and Lindley Center)		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			**$ 1,712,800**	**$ —**		**$ —**
Revenues						
	Interest Income	$ —	$ 300,000	$ —	$ —	$ —
	Transfers In	1,750,000	—	—	—	—
	Debt Proceeds	—	2,424,100	—	—	—
Total Revenues		**$ 1,750,000**	**$ 2,724,100**	**$**	**$**	**$**
Expenditures						
	Operations & Maintenance	$ —	$ 55,700	$ —	$ —	$ —
	Capital Outlay	24,325	2,631,200	—	—	—
	Transfers Out	—	1,750,000	—	—	—
Total Expenditures		**$ 24,325**	**$ 4,436,900**	**$**	**$**	**$**
Ending Balance			**$ —**	**$ —**	**$ —**	**$ —**

Forestry/Tree Maintenance Fund

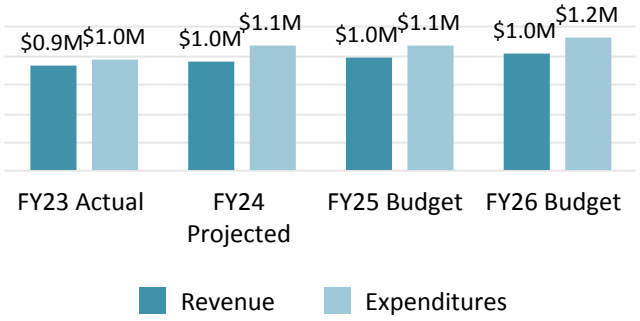
(Parks & Recreation Department)

The Forestry department 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.

Major Objectives

- 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 while increasing Public Outreach to improve tree diversity and resident interaction.

Tree Maintenance Fund Financial Trends

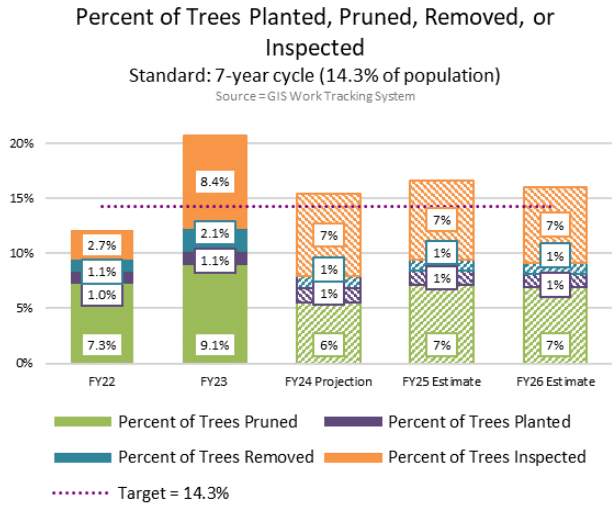


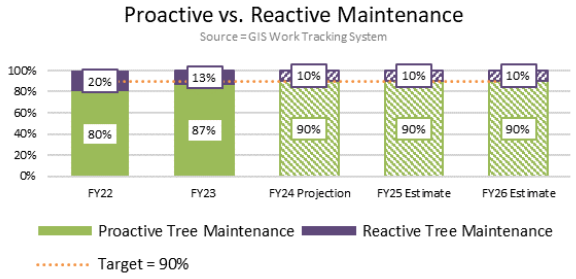
Department Goals and Performance Measurements

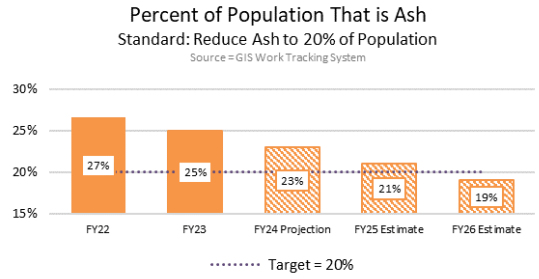
Department Goals		
Goal		**Strategic Plan**
1	Continue both reactive and proactive maintenance for Bozeman's 26,000+ public trees in boulevards, developed city parks, and city-owned properties	6.3 Climate Action
2	Further develop Branch Out Bozeman – Volunteer planting opportunities and canopy mapping tools	1.2 Community Engagement
3	Increase Community Outreach & Education	1.1 Outreach
4	Update 2016 Urban Forest Management Plan	6.3 Climate Action
5	Update Street Tree Guide (Approved & prohibited species for boulevards)	1.1 Outreach

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Percent of Trees Planted	1	1%	1%	1%	1%	1%	1%
Percent of Trees Pruned	1	7%	9%	6%	7%	7%	7%
Percent of Trees Removed	1	1%	2%	1%	1%	1%	1%
Percent of Trees Inspected	1	3%	8%	7%	7%	7%	7%
Proactive Tree Maintenance	1	80%	87%	90%	90%	90%	90%
Reactive Tree Maintenance	1	20%	13%	10%	10%	10%	10%
Percent of population that is Ash	1	27%	25%	23%	21%	19%	20%

Performance Measurements (continued)







2025 Biennium Adopted Budget

The Tree Maintenance Fund accounts for special assessment revenues levied, received, and expended for tree maintenance provided in the public right of way. The 2025 Biennium Adopted Budget and Capital Improvement Plan are consistent with the Urban Forestry Management Plan. The 2025 Biennium Adopted Budget includes a 3.0% increase in FY25 and 3.0% in FY26 to continue to provide the desired level of service. The annual increase to a typical single-family lot size of 7,500 square-feet is approximately $0.92 in FY25 and in $0.94 FY26. See the Estimated Citizen Impact section on page 40 for more information.

Tree Maintenance District (Forestry) Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		**$ 621,700**	**$ 476,400**		**$ 476,400**
Revenues						
	Intergovernmental	$ 850	$ —	$ —	$ —	$ —
	Charges for Services	889,983	936,000	973,700	1,012,900	1,986,600
	Interest Income	14,228	10,000	10,000	10,000	20,000
	Miscellaneous Revenue	32,614	15,000	15,000	15,000	30,000
	Special Assessments	2,090	2,000	2,000	2,000	4,000
Total Revenues		**$ 939,764**	**$ 963,000**	**$ 1,000,700**	**$ 1,039,900**	**$ 2,040,600**
Expenditures						
	Salaries & Benefits	$ 555,968	$ 545,500	$ 671,700	$ 718,600	$ 1,390,300
	Operations & Maintenance	235,086	220,500	219,300	220,000	439,300
	Capital Outlay	84,986	215,000	52,000	54,100	106,100
	Transfers Out	102,349	127,300	169,900	182,900	352,800
Total Expenditures		**$ 978,389**	**$ 1,108,300**	**$ 1,112,900**	**$ 1,175,600**	**$ 2,288,500**
	Ending Balance		**$ 476,400**		**$ 228,500**	**$ 228,500**

Salaries & Benefits

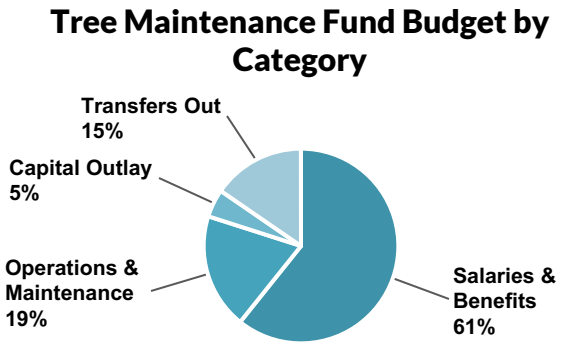
No FTE changes. Increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

No significant variations in operating budget

Capital

The Capital Improvement Program includes the planned purchase of a half-ton pickup truck in both fiscal years of the biennium. See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.



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Parks & Trails District (Parks & Recreation Department)

The Parks & Trails District department is responsible for the overall development and maintenance of 78 public parks, 61+ miles of trails and associated sports fields and open space within the City limits.

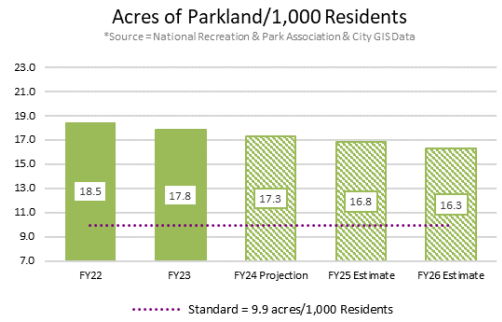
Major Objectives

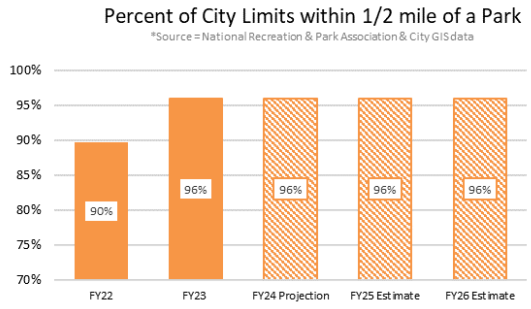
- Continue adding, upgrading, and maintaining safe and quality sports fields, trail corridors, community gathering areas, and playground equipment.
- Provide expanded maintenance and care to restrooms, litter control, pet waste disposal, turf care, and water conservation efforts.
- Improve, maintain,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

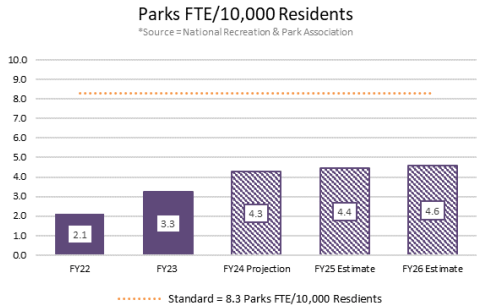
Department Goals and Performance Measurements

Department Goals		
Goal		**Strategic Plan**
1	Continue to manage the development and maintenance of parks, trails, and open space within the City limits	6.5 Parks, Trails & Open Space
2	Implement PRAT Plan: UDC, Wayfinding, Anchor Routes	6.5 Parks, Trails & Open Space
3	Prioritize deferred maintenance: Irrigation upgrades, playground upgrades, restroom upgrades, trail & bridge repair, athletic field renovations, fencing/backstop replacement & repair	6.5 Parks, Trails & Open Space
4	Assume Sports Parks maintenance and operations	6.5 Parks, Trails & Open Space
5	Complete new construction projects including parking lots, volleyball pits, BMX Park, Splash Pad, Pavilions, Rugby pitch	6.5 Parks, Trails & Open Space

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Acres of Parkland/1,000 residents	1	18.5	17.1	17.3	16.8	16.3	9.9
Percent of City Limits within 1/2 mile of a park	1	90%	96%	96%	96%	96%	100%
Parks FTE/10,000 Residents	1	2.1	3.3	4.3	4.4	4.6	8.3







2025 Biennium Adopted Budget

The Parks & Trails District Department is primarily accounted for in the Parks & Trails District Fund. Other funds accounted for within the Parks & Trails District Department include the Fish, Wildlife & Parks Management Special Revenue Fund, and Park Land Trust Fund. More information on these funds and detailed budgets are provided below.

Parks & Trails					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
Fish, Wildlife & Parks Management Special Revenue Fund	77	100	100	100	200
Parks & Trails District Fund	$ 4,915,020	$ 7,473,500	$ 9,034,100	$ 8,287,100	$ 17,321,200
Park Land Trust Fund	123,159	857,400	543,800	525,000	1,068,800
Total Expenditures	**$ 5,038,256**	**$ 8,331,000**	**$ 9,578,000**	**$ 8,812,200**	**$ 18,390,200**

The Fish, Wildlife & Parks Management Special Revenue Fund was originally created to account for the Montana Fish, Wildlife & Parks lease of the East Gallatin park on Manley Road. The City stopped leasing to the State in fiscal year 2012. The fund is now used to account for the utilities payment for the East Gallatin Park on Manley Road. Remaining fund balance from the lease payments and interest income support the annual electricity costs for the park.

Fish, Wildlife & Parks Management Special Revenue Fund		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
	Beginning Balance		**$ 21,600**	**$ 21,700**		**$ 21,700**
Revenues	Interest Income	$ 426	$ 200	$ 200	$ 200	$ 400
Total Revenues		**$ 426**	**$ 200**	**$ 200**	**$ 200**	**$ 400**
Expenditures	Operations & Maintenance	$ 77	$ 100	$ 100	$ 100	$ 200
Total Expenditures		**$ 77**	**$ 100**	**$ 100**	**$ 100**	**$ 200**
	Ending Balance		**$ 21,700**	**$ 21,800**	**$ 21,900**	**$ 21,900**

The Parks & Trails District Fund is a special assessment district which was created by voters in 2021. The district is funded by special assessments levied on all properties within the district based on lot size. The 2025 Biennium Adopted Budget includes annual 3.0% increases in the assessment rates to keep up with construction cost inflation. The annual increase to a typical single-family lot size of 7,500 square-feet is approximately $6.27 in FY25 and in $6.45 FY26. See the Estimated Citizen Impact section on page 40 for more information.

Parks & Trails District Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance	$ 3,364,500	$ 2,793,100			$ 2,793,100
Revenues						
	Intergovernmental	$ —	$ 60,000	$ —	$ —	$ —
	Charges for Services	5,888,241	6,593,400	6,847,600	7,112,100	13,959,700
	Interest Income	62,884	13,800	13,800	13,800	27,600
	Miscellaneous Revenue	55,542	125,500	10,000	10,000	20,000
	Transfers In	375,977	96,100	—	—	—
	Debt Proceeds	—	—	550,800	153,000	703,800
	Special Assessments	13,346	13,300	13,300	13,300	26,600
Total Revenues		$ 6,395,990	$ 6,902,100	$ 7,435,500	$ 7,302,200	$ 14,737,700
Expenditures						
	Salaries & Benefits	$ 1,555,520	$ 2,318,000	$ 3,725,800	$ 3,828,700	$ 7,554,500
	Operations & Maintenance	2,345,505	2,493,600	2,663,600	2,585,100	5,248,700
	Capital Outlay	467,028	1,850,100	1,640,000	715,000	2,355,000
	Debt Service/Loans	—	125,900	125,900	211,900	337,800
	Transfers Out	546,968	685,900	878,800	946,400	1,825,200
Total Expenditures		$ 4,915,020	$ 7,473,500	$ 9,034,100	$ 8,287,100	$ 17,321,200
	Ending Balance	$ 2,793,100	$ 1,194,500	$ 209,600		$ 209,600

Salaries & Benefits

All Parks & Trails Department personnel is accounted for the Parks & Trails District Fund. The addition of an Assistant Parks & Recreation Director (1 FTE) is included in FY25. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

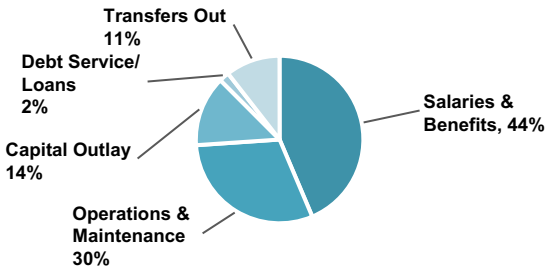
Operations

Increases in operational costs due primarily to planned improvements to existing bridges in the wetlands area as well as continually absorbing more parkland. The budget includes $50K in each year to perform an engineering study of Bozeman Creek and a land use analysis of future park property along Bozeman Creek.

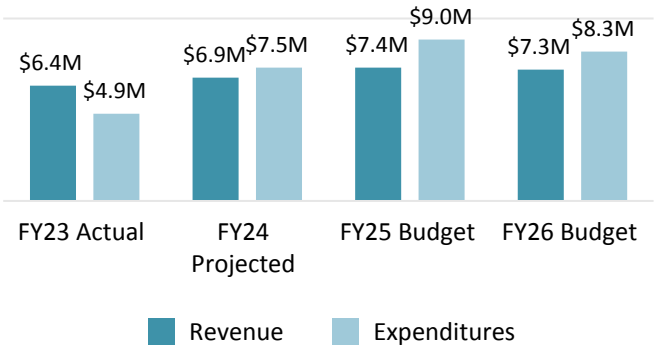
Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Parks & Trails District Fund Budget by Category



Parks & Trails District Fund Financial Trends



Park Land Trust Fund accounts for monies collected for the purpose of acquiring and developing City Parks. The primary source of revenue for this fund is Cash In Lieu of Park Land, which is classified below as Miscellaneous Revenue. Requirements for parkland area, or cash in lieu equivalent, are detailed in the Bozeman Municipal Code (38.420.).

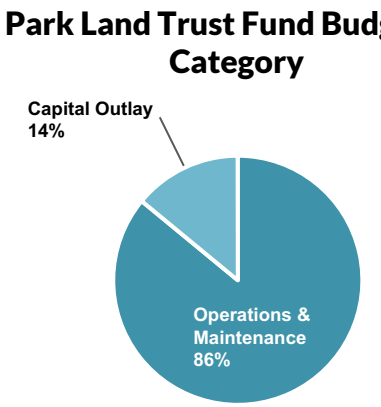
Park Land Trust Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 1,992,900	$ 2,231,700		$ 2,231,700
Revenues						
	Interest Income	$ 40,848	$ 66,100	$ 66,100	$ 66,100	$ 132,200
	Miscellaneous Revenue	823,292	786,200	786,200	809,800	1,596,000
	Transfers In	—	243,900	—	—	—
Total Revenues		$ 864,140	$ 1,096,200	$ 852,300	$ 875,900	$ 1,728,200
Expenditures						
	Operations & Maintenance	$ 20,145	$ 260,000	$ 393,800	$ 525,000	$ 918,800
	Capital Outlay	3,014	363,600	150,000	—	150,000
	Debt Service/Loans	100,000	233,800	—	—	—
Total Expenditures		$ 123,159	$ 857,400	$ 543,800	$ 525,000	$ 1,068,800
	Ending Balance		$ 2,231,700	$ 2,540,200	$ 2,891,100	$ 2,891,100

Operations

Significant increase in operating projection for FY24 for the Community Partner Grant Program ($200k) as all as $60k in consulting services for the PRAT Anchor Route Study for Cattail Creek. The FY25 and FY26 budgets include plans for way finding, Spanish language, and watercourse interpretative signage. In addition, the FY26 budget includes plans for Park and Trail Master Planning per PRAT.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.



Cemetery (Parks & Recreation Department / General Fund/Cemetery Perpetual Fund)

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 department with assistance from the Cemetery department. The cemetery currently contains over 16,000 burial sites, three columbaria, nine dedicated affiliation areas and ample room for expansion.

Major Objectives

- Develop new cemetery blocks and lots for internments as demand dictates.
- Provide an easily accessible, safe, and serene setting for cemetery/gravesite visitation.
- Continued efforts towards the completion of the Southwest Veteran's Cemetery

Budget Allocation

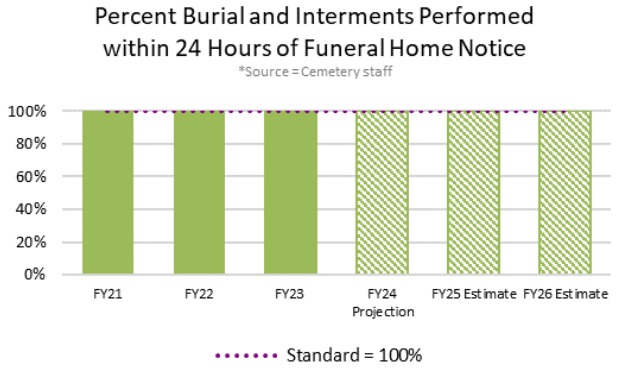
Funding primarily through the General Fund, making up 2% of the fund's operating expenditures.

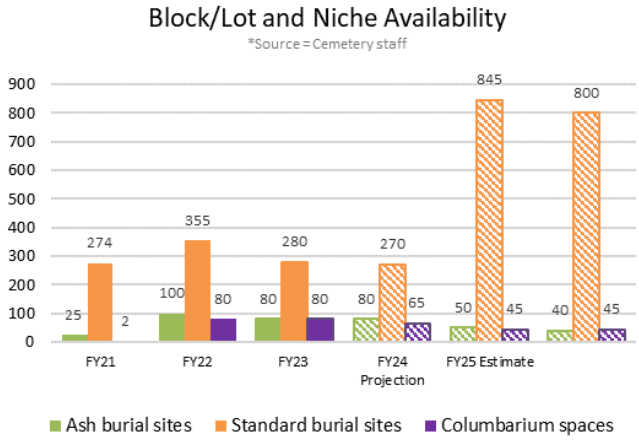
Department Goals and Performance Measurements

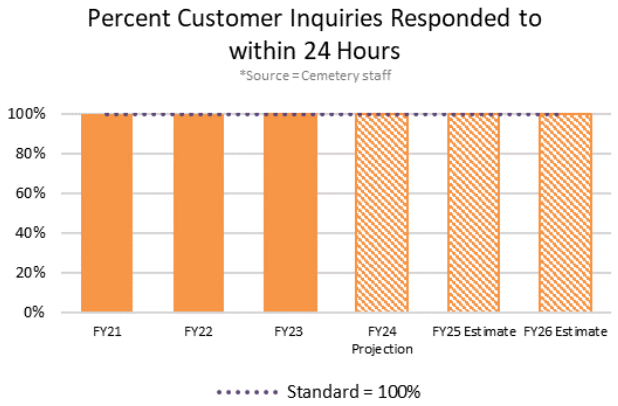
Department Goals		
Goal		**Strategic Plan**
1	Open four new burial blocks	7.5 Funding and Delivery of City Services
2	Continue construction of Southwest Montana Veteran's Cemetery (Plaza & Columbarium)	4.3 Strategic Infrastructure Choices
3	Complete irrigation rehabilitation	7.5 Funding and Delivery of City Services
4	Install additional columbarium in FY25	4.3 Strategic Infrastructure Choices
5	Continued providing professional and dignified internment services	7.5 Funding and Delivery of City Services

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Percent of burial and interments performed within 24 hours of funeral home notice	5	100%	100%	100%	100%	100%	100%
Percent of Customer Inquiries Responded to within 24 Hours	5	100%	100%	100%	100%	100%	100%
Block/Lot and Niche Development Availability: Ash burial sites	1	100	80	80	50	40	Meet Demand
Block/Lot and Niche Development Availability: Standard burial sites	1	355	280	270	845	800	Meet Demand
Block/Lot and Niche Development Availability: Columbarium spaces	4	80	80	65	45	45	Meet Demand

Performance Measurements (continued)







2025 Biennium Adopted Budget

The Cemetery Department is primarily accounted for in the General Fund. The other fund that accounts for Cemetery Department is the Cemetery Perpetual Care Trust Fund. More information and a detailed budget is provided below.

CEMETERY					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
General Fund	$ 656,222	$ 1,138,400	$ 1,154,000	$ 751,000	$ 1,905,000
Cemetery Perpetual Care Trust Fund	—	—	—	—	—
Total Expenditures	**$ 656,222**	**$ 1,138,400**	**$ 1,154,000**	**$ 751,000**	**$ 1,905,000**

General Fund		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Expenditures						
	Salaries & Benefits	$ 373,729	$ 402,400	$ 452,200	$ 449,700	$ 901,900
	Operations & Maintenance	215,438	223,000	241,800	236,300	478,100
	Capital Outlay	67,055	513,000	460,000	65,000	525,000
Total Expenditures		**$ 656,222**	**$ 1,138,400**	**$ 1,154,000**	**$ 751,000**	**$ 1,905,000**

Salaries & Benefits

No FTE changes. Increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

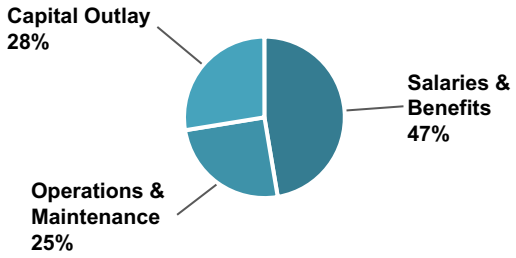
Operations

FY25 includes work related primarily to the Southwest Montana Veteran's Cemetery including irrigation repairs, installation of new blocks, and replacement of computer at Vet's wall kiosk. These one-time costs result in a slight reduction to FY26 budget.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Cemetery Department Budget by Category



The Perpetual Cemetery Care Fund accounts for the maintenance fees received from the sale of City cemetery lots, which are required be used for perpetual care. On June 15, 2021, City Commission adopted Resolution 5289 maintaining that 35% of all revenue from fees collected at Sunset Hills Cemetery go to the permanent maintenance fund. The fund balance has seen healthy growth over the last five years.

Cemetery Perpetual Care Trust Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 1,816,000	$ 1,915,800		$ 1,915,800
Revenues						
	Charges for Services	$ 93,173	$ 79,800	$ 82,200	$ 84,700	$ 166,900
	Interest Income	38,710	20,000	20,000	20,000	40,000
Total Revenues		$ 131,883	$ 99,800	$ 102,200	$ 104,700	$ 206,900
Expenditures		$ —	$ —	$ —	$ —	$ —
Total Expenditures		$	$	$	$	$
	Ending Balance		$ 1,915,800	$ 2,018,000	$ 2,122,700	$ 2,122,700

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Library (General Fund/Library Depreciation Fund)

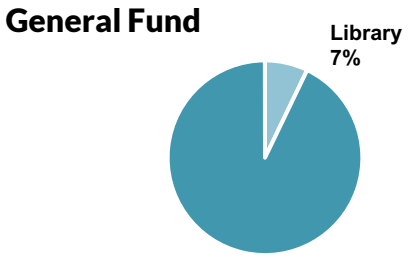
The Bozeman Public Library creates opportunities that inspire curiosity, exploration and connection. The Library is the community cultural center that connects all Bozeman citizens to their neighbors and the world.

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, making up 7% of the fund's operating expenditures.

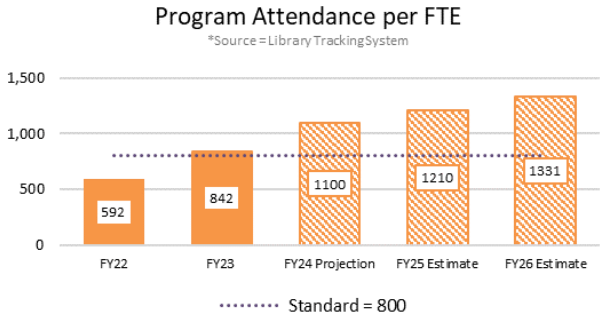


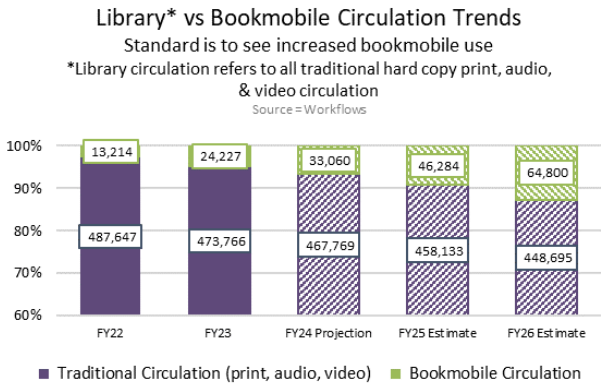
Department Goals and Performance Measurements

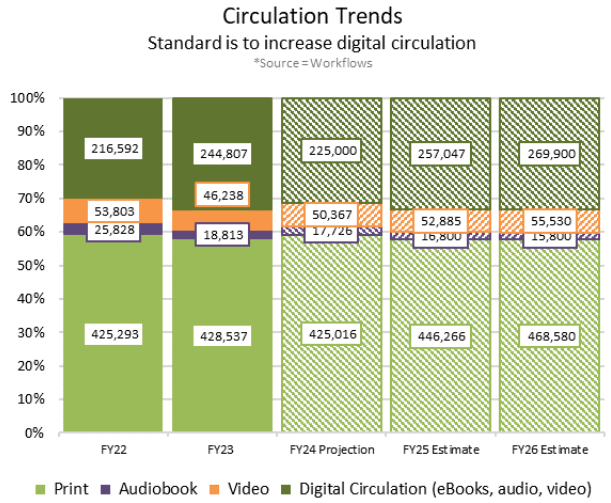
Department Goals		
Goal		**Strategic Plan**
1	Provide high-quality and accessible library services for all	7.3 Best Practices, Creativity & Foresight
2	Embed equity, diversity, and inclusion all library activities	3.3 Friendly Community
3	Design and plan for adequate resources to meet the community's growing needs	5.1 Civic and Cultural Infrastructure
4	Encourage staff to serve the public with excellence	7.2 Employee Excellence

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Program Attendance: All (per FTE)	1, 2	592	842	1,100	1,210	1,331	800
Circulation - Print	1	425,293	428,537	425,016	446,266	468,580	Dependent on External Factors
Circulation - Audiobook	1	25,828	18,813	17,726	16,800	15,800	Dependent on External Factors
Circulation - Video	1	53,803	46,238	50,367	52,885	55,530	Dependent on External Factors
Digital Circulation (eBooks, Audio, Video)	1	216,592	244,807	225,000	257,047	269,900	Annual Increase
Library physical materials (print, audio, video)	1	487,647	473,766	467,769	458,133	448,695	Dependent on External Factors
Bookmobile physical materials (print, audio, video)	1	13,214	24,227	33,060	46,284	64,800	Annual Increase

Performance Measurements (continued)







2025 Biennium Adopted Budget

The Library Department is primarily accounted for in the General Fund. The Library Depreciation Fund is also a part of the Library Department. More information on that fund and a detailed budget is provided below.

Library					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
General Fund	$ 3,074,837	$ 3,388,100	$ 3,991,600	$ 3,878,500	$ 7,870,100
Library Depreciation Fund	320,897	60,000	262,000	—	262,000
Total Expenditures	**$ 3,395,734**	**$ 3,448,100**	**$ 4,253,600**	**$ 3,878,500**	**$ 8,132,100**

Department Expenditure Budget by Category		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Expenditures						
	Salaries & Benefits	$ 2,430,693	$ 2,661,900	$ 3,178,300	$ 3,024,000	$ 6,202,300
	Operations & Maintenance	604,976	726,200	813,300	854,500	1,667,800
	Capital Outlay	360,065	60,000	262,000	—	262,000
Total Expenditures		**$ 3,395,734**	**$ 3,448,100**	**$ 4,253,600**	**$ 3,878,500**	**$ 8,132,100**

Salaries & Benefits

Personnel for the Library Department is accounted for the General Fund. An increase in FTE for two of the Librarian I positions (1.25 FTE total) is included in FY25. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

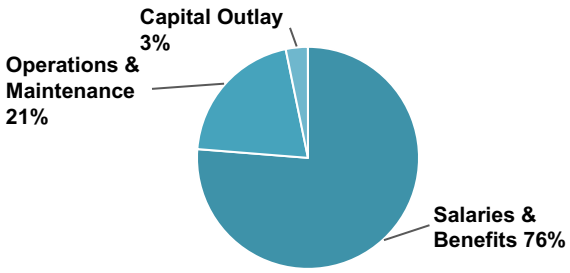
Operations

Increases over the biennium due primarily to increased costs for and the addition of digital subscription services. FY25 budget also includes budget in contracted services to conduct a diversity audit of the materials collections as well as the purchase of new computers for public use and the addition of two self-checkouts for the main floor.

Capital

The FY25 budget includes budget to replace a heavily used section of carpet (LIB22). See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects. Capital for the Library Department is primarily accounted for in the Library Depreciation Fund.

Library Department Budget by Category



The General Fund accounts for the majority of Library expenditures that are not funded by a special source.

General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 2,430,693	$ 2,661,900	$ 3,178,300	$ 3,024,000	$ 6,202,300
	Operations & Maintenance	599,764	726,200	813,300	854,500	1,667,800
	Capital Outlay	44,380	—	—	—	—
Total Expenditures		**$ 3,074,837**	**$ 3,388,100**	**$ 3,991,600**	**$ 3,878,500**	**$ 7,870,100**

The Library Depreciation Fund is a Construction Fund established to fund the replacement and acquisition of property, capital improvements, and equipment necessary to maintain and improve library services. The primary source of revenue is funds that have been allocated for library services in the General Fund which have not been expended by the end of the year. At the end of each fiscal year, unexpended funds from the General Fund are transferred into the Library Depreciation Fund.

Library Depreciation Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		**$ 148,900**	**$ 341,700**		**$ 341,700**
Revenues						
	Interest Income	$ 22,938	$ 9,500	$ 9,500	$ 9,500	$ 19,000
	Transfers In	149,836	243,300	—	—	—
Total Revenues		**$ 172,774**	**$ 252,800**	**$ 9,500**	**$ 9,500**	**$ 19,000**
Expenditures						
	Operations & Maintenance	$ 5,213	$ —	$ —	$ —	$ —
	Capital Outlay	315,685	60,000	262,000	—	262,000
Total Expenditures		**$ 320,897**	**$ 60,000**	**$ 262,000**	**$**	**$ 262,000**
	Ending Balance		**$ 341,700**	**$ 89,200**	**$ 98,700**	**$ 98,700**

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Neighborhood Services (General Fund)

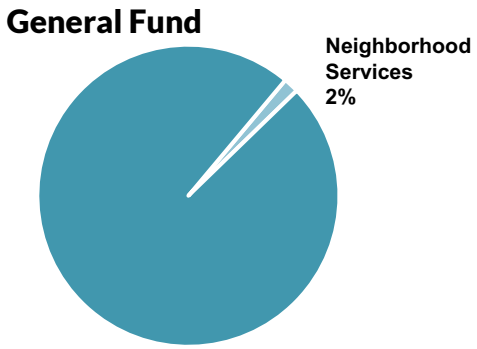
Neighborhood Services primarily focuses on the health and safety impacts related to houseless residents living in the right-of-way. This department includes the Code Enforcement Division.

Major Objectives

- Provide one central place for quality-of-life concerns, both specific to unhoused residents and the broader community
- 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

Budget Allocation

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



Department Goals

1. Increase staff capacity for priority projects (Urban Camping, Parking, STRs) (Strategic Plan 7.2 Employee Excellence)
2. Cross training of staff and increasing capacity to be resilient when we have vacancies or time off (Strategic Plan 7.2 Employee Excellence)
3. Obtain Resources for staff to achieve goals, (Code Compliance Equipment, Vehicles, Electronic Equipment, etc.) (Strategic Plan 7.2 Employee Excellence)
4. Process complaints/reports in a more efficient and timely manner (Strategic Plan 7.3 Best Practices, Creativity & Foresight)
5. Be more responsive to increased call volumes for various complaints by citizens (Strategic Plan 7.5 Funding and Delivery of City Services)
6. Retention of personnel through training and career development (Strategic Plan 7.5 Funding and Delivery of City Services)

2025 Biennium Adopted Budget

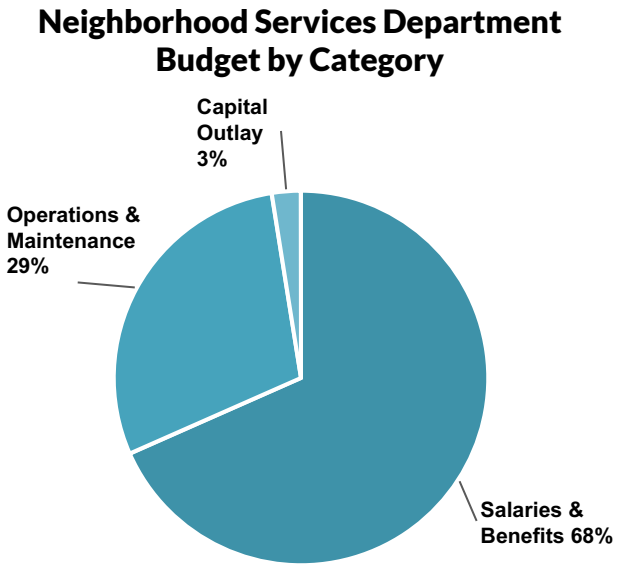
Neighborhood Services is a newly created department that combines three divisions:

1. Two new (FY24) staff positions to support enforcement of City Commission Ordinance 2147 - Adopting Regulations for Camping on City Right of Way
2. Two staff positions dedicated to Code Enforcement that were moved from the Planning Fund to the Neighborhood Services department of the General Fund
3. A portion of the Parking Manager and a short-term worker Parking Compliance Officer

Neighborhood Services						
General Fund		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Expenditures						
	Salaries & Benefits	$ —	$ 255,900	$ 595,700	$ 631,300	$ 1,227,000
	Operations & Maintenance	—	108,500	245,400	277,000	522,400
	Capital Outlay	—	—	45,000	—	45,000
Total Expenditures		**$**	**$ 364,400**	**$ 886,100**	**$ 908,300**	**$ 1,794,400**

Salaries & Benefits

No FTE changes. The FY24 projection includes positions hired part way through the year resulting in what appears to be a large increase in FY25. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.



Operations

The Neighborhood Services Department was established in Fiscal Year 2024. Operating expenses of significant nature in this department include contracts for professional services such as towing, portable toilets, and waste removal. Other costs incorporated in the two-year budget include general office supplies and training staff.

Capital

FY25 budget includes budget to purchase a department vehicle. See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Economic Development

(General Fund / URD & BID Special Revenue Funds)

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 area.

Major Objectives

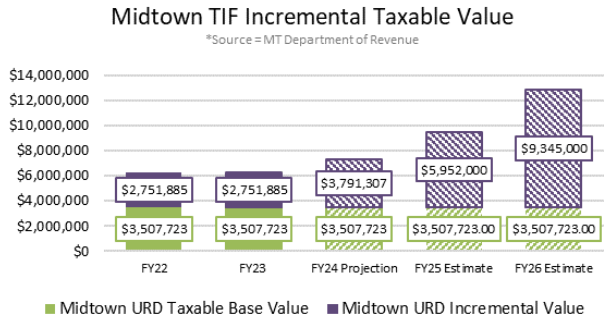
- Provide opportunity for Gallatin Valley residents through workforce and sector development and business support initiatives
- Support a diverse and resilient economy
- Develop and maintain strong community partnerships in government, business and education

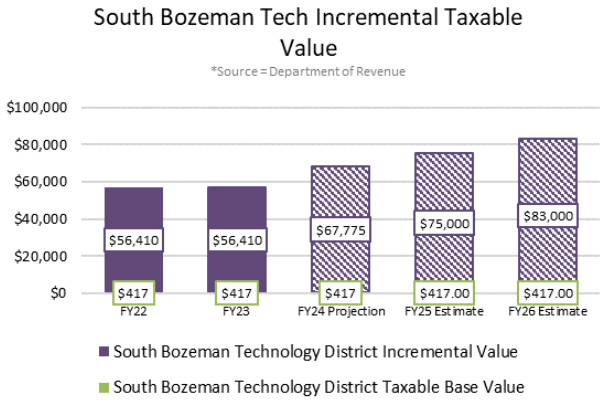
Department Goals and Performance Measurements

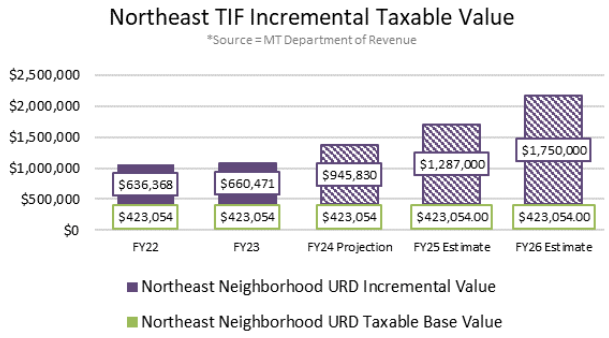
Department Goals		
Goal		**Strategic Plan**
1	Manage the urban renewal districts to remediate blight by incentivizing private investment in infrastructure to increase the City's tax base	2.2 Infrastructure Investment
2	Facilitate the development of affordable housing	3.2 Health & Safety Action
3	Provide excellent staff training to increase expertise and thus the impact of our work	7.2 Employee Excellence
4	Support the City in governmental and inter-governmental affairs, but especially with the Montana Legislature	1.3 Public Agencies

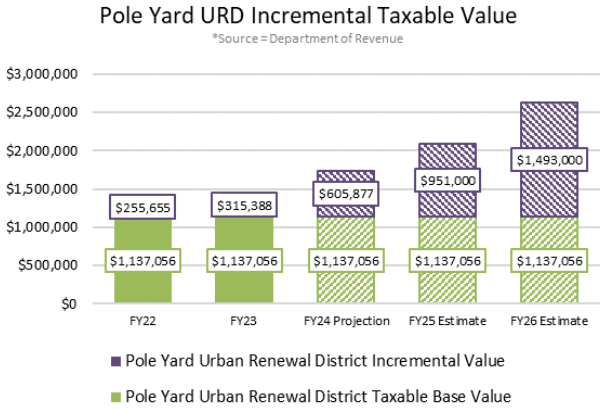
Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Midtown URD Taxable Base Value	1	$3.51M	$3.51M	$3.51M	$3.51M	$3.51M	Maintain
Midtown URD Incremental Value	1	$2.75M	$2.75M	$3.79M	$5.95M	$9.35M	Annual Increase
Midtown URD % Change in Incremental Value	1	61%	—%	38%	57%	57%	Annual Increase
Northeast Neighborhood URD Taxable Base Value	1	$0.42M	$0.42M	$0.42M	$0.42M	$0.42M	Maintain
Northeast Neighborhood URD Incremental Value	1	$0.64M	$0.66M	$0.95M	$1.29M	$1.75M	Annual Increase
Northeast Neighborhood URD % Change in Incremental Value	1	33%	4%	43%	36%	36%	Annual Increase
North Park URD Taxable Base Value	1	$0.24M	$0.24M	$0.24M	$0.24M	$0.24M	Maintain
North Park URD Incremental Value	1	$0.05M	$0.04M	$0.05M	$0.05M	$0.05M	Annual Increase
North Park URD % Change in Incremental Value	1	ND	-31%	26%	2%	2%	Annual Increase
South Bozeman Technology District Taxable Base Value	1	$417	$417	$417	$417	$417	Maintain
South Bozeman Technology District Incremental Value	1	$56,410	$56,410	$67,775	$75,000	$83,000	Annual Increase
South Bozeman Technology District % Change in Incremental Value	1	—%	—%	20%	11%	11%	Annual Increase
Pole Yard Urban Renewal District Taxable Base Value	1	$1.14M	$1.14M	$1.14M	$1.14M	$1.14M	Maintain
Pole Yard Urban Renewal District Incremental Value	1	$0.26M	$0.32M	$0.61M	$0.95M	$1.49M	Annual Increase
Pole Yard Urban Renewal District % Change in Incremental Value	1	—%	23%	92%	57%	57%	Annual Increase

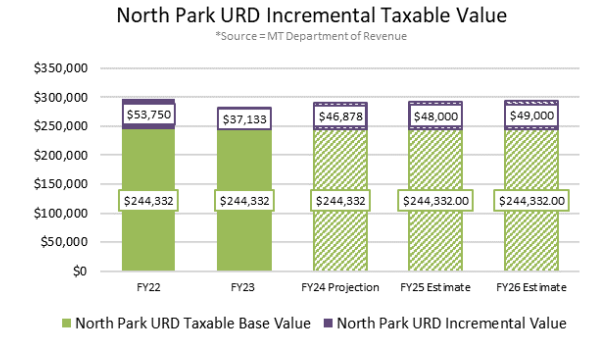
Performance Measurements (continued)









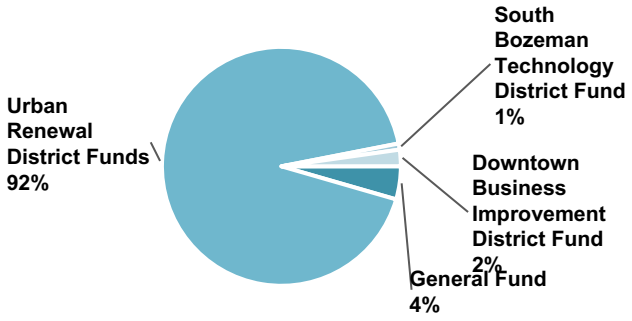


2025 Biennium Adopted Budget

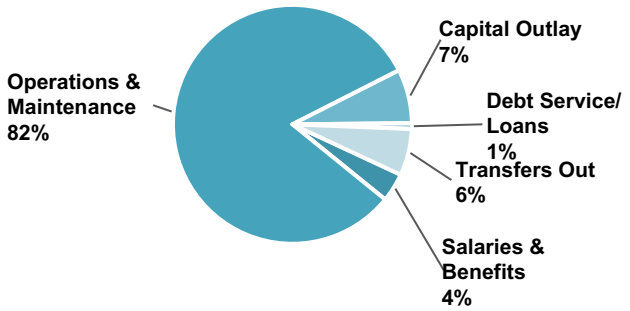
Economic Development					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
General Fund	$ 473,844	$ 478,100	$ 524,000	$ 539,600	$ 1,063,600
Urban Renewal District Funds	1,728,114	4,758,400	14,096,000	7,914,600	22,010,600
Downtown Business Improvement District Fund	220,601	230,200	262,000	267,300	529,300
Total Expenditures	**$ 2,422,559**	**$ 5,466,700**	**$ 14,882,000**	**$ 8,721,500**	**$ 23,603,500**

Department Expenditure Budget by Category		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 430,515	$ 454,700	$ 447,200	$ 472,000	$ 919,200
	Operations & Maintenance	952,001	3,219,700	12,816,800	6,464,000	19,280,800
	Capital Outlay	207,943	852,200	780,000	950,000	1,730,000
	Debt Service/Loans	92,000	92,100	92,100	92,100	184,200
	Transfers Out	740,100	988,000	745,900	743,400	1,489,300
Total Expenditures		**$ 2,422,559**	**$ 5,606,700**	**$ 14,882,000**	**$ 8,721,500**	**$ 23,603,500**

Economic Development Total Department by Fund



Economic Development Total Department Budget by Category



The General Fund accounts for only 5% of the Economic Development Department and primarily funds the administrative costs for the department.

General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 258,287	$ 273,200	$ 252,600	$ 266,200	$ 518,800
	Operations & Maintenance	215,557	204,900	271,400	273,400	544,800
Total Expenditures		**$ 473,844**	**$ 478,100**	**$ 524,000**	**$ 539,600**	**$ 1,063,600**

Salaries & Benefits

No FTE changes. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

The Economic Development department budgets in anticipation to provide match to federal grants that may become available for certain economic development planning or projects. The City often partners with other organizations on these grants. The operating budget also includes sponsorships for events like the upcoming Montana Festival. Annual appropriations may not always be spent if grant opportunities are not available or not awarded.

The Urban Renewal District (URD) Funds account for the activities of the URDs and the technology district. Annual work plans for each district were adopted by the City Commission on May 14, 2024 and linked below:

- Downtown URD
- Pole Yard URD
- Midtown URD
- Northeast URD
- North Park URD
- South Bozeman Technology District

Urban Renewal District Funds		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 9,986,400	$ 10,820,800		$ 10,820,800
Revenues						
	Taxes	$ 4,556,364	$ 5,533,600	$ 5,664,900	$ 6,066,300	$ 11,731,200
	State Shared	112,752	57,100	57,100	57,100	114,200
	Interest Income	199,931	2,100	2,100	2,100	4,200
Total Revenues		**$ 4,869,048**	**$ 5,592,800**	**$ 5,724,100**	**$ 6,125,500**	**$ 11,849,600**
Expenditures						
	Salaries & Benefits	$ 172,228	$ 181,500	$ 194,600	$ 205,800	$ 400,400
	Operations & Maintenance	515,843	2,644,600	12,283,400	5,923,300	18,206,700
	Capital Outlay	207,943	852,200	780,000	950,000	1,730,000
	Debt Service/Loans	92,000	92,100	92,100	92,100	184,200
	Transfers Out	740,100	988,000	745,900	743,400	1,489,300
Total Expenditures		**$ 1,728,114**	**$ 4,758,400**	**$ 14,096,000**	**$ 7,914,600**	**$ 22,010,600**
	Ending Balance		$ 10,820,800	$ 2,448,900	$ 659,800	$ 659,800

Salaries & Benefits

No FTE changes. Other increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

See the adopted work plans linked for additional information. Primary increases are in the Downtown and Midtown URDs.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

The Downtown Business Improvement District (BID) Fund is used to account for the activities of the Downtown Business Improvement District. The City Commission adopted the annual work plan for the Downtown BID on May 14, 2024. This district is funded through an annual assessment of downtown business owners. The license and permit revenues are from the collection of mobile vendor fees.

Downtown Business Improvement District Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		$ 4,700	$ 5,600		$ 5,600
Revenues						
	Licenses & Permits	$ 500	$ 800	$ 1,500	$ 1,800	$ 3,300
	Special Assessments	220,642	230,300	260,100	265,100	525,200
Total Revenues		**$ 221,142**	**$ 231,100**	**$ 261,600**	**$ 266,900**	**$ 528,500**
Expenditures						
	Operations & Maintenance	$ 220,601	$ 230,200	$ 262,000	$ 267,300	$ 529,300
Total Expenditures		**$ 220,601**	**$ 230,200**	**$ 262,000**	**$ 267,300**	**$ 529,300**
	Ending Balance		$ 5,600	$ 5,200	$ 4,800	$ 4,800

Sustainability (Strategic Services Department / General Fund)

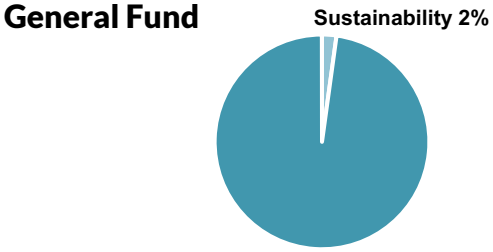
Coordinates with City departments and community stakeholders to promote a sustainable environment and reduce greenhouse gas emissions.

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, making up 2% of the fund's appropriations.



2025 Biennium Adopted Budget

Sustainability						
General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Salaries & Benefits	$ 290,154	$ 322,000	$ 374,100	$ 395,700	$ 769,800
	Operations & Maintenance	94,777	171,400	331,200	260,200	591,400
	Capital Outlay	—	550,000	397,600	641,100	1,038,700
Total Expenditures		$ 384,931	$ 1,043,400	$ 1,102,900	$ 1,297,000	$ 2,399,900

Salaries & Benefits

No FTE changes. Increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

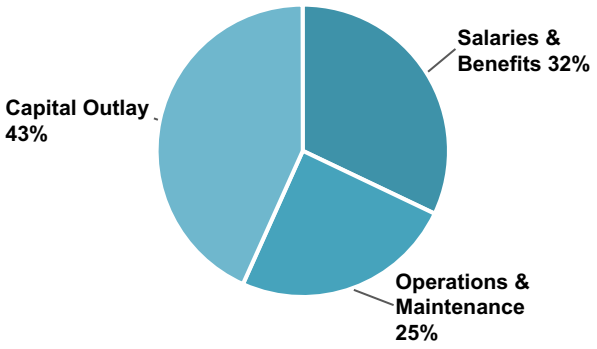
Operations

Operating costs increase in FY25 due to planning, engineering, and electric upgrades to support capital investments in solar photovoltaic (PV) technologies for city facilities and electric vehicle charging stations. Other increases in FY25 are the result of reassigning existing software costs to the Sustainability Division rather than GIS. There is an increase in contracted services in FY25 to support and communicate the Green Power Program, a collaborative effort between Bozeman, the City and County of Missoula, and NorthWestern Energy to develop a new-utility scale renewable energy resource in Montana that will allow eligible customers to subscribe up to 100% clean electricity.

Capital

See Capital Improvements Program section on page 211 for a capital improvement program summary and a detailed list of City-wide planned projects.

Sustainability Department Total Budget by Category

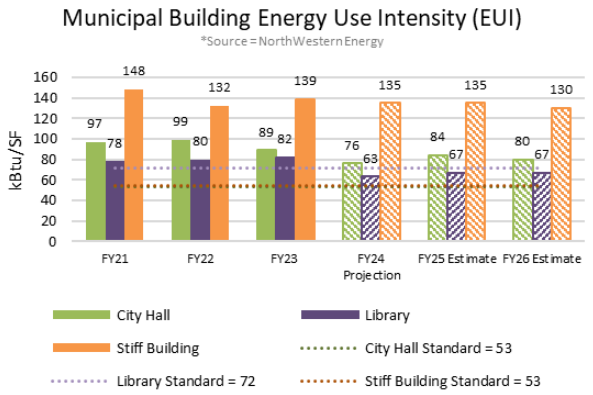


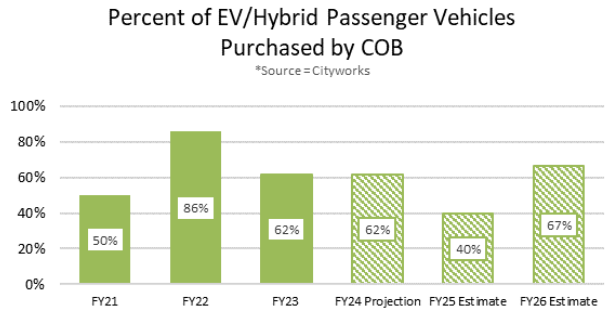
Department Goals and Performance Measurements

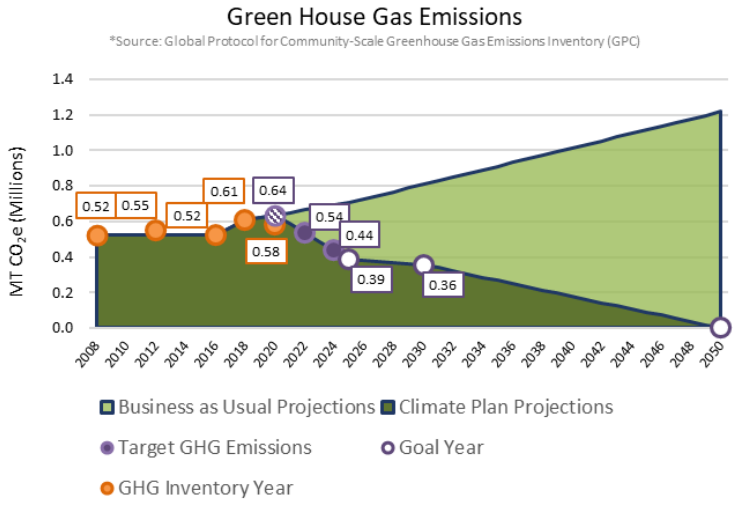
Department Goals		
Goal		**Strategic Plan**
1.	Continue to integrate sustainable practices into the organization's operations and strategies	6.3 Climate Action
2.	Install Solar PV for City Facilities, including grant acquisition	6.3 Climate Action
3.	Install EV Service Equipment for BPSC, Parking Garage, and other City Facilities	6.3 Climate Action
4.	Advance Green Power Program with Utility and/or 100% RE Communities	6.3 Climate Action
5.	Complete Electric Mobility Roadmap	6.3 Climate Action
6.	Assist Solid Waste Department in Expanding Composting Services and Collections	7.3 Best Practices, Creativity & Foresight

Performance Measurements

Measure	Dept. Goal	FY22	FY23	FY24 Projection	FY25 Estimate	FY26 Estimate	Target
Municipal Building Energy Use Intensity (EUI): City Hall	1	99	89	76	84	80	53
Municipal Building Energy Use Intensity (EUI): Library	1	80	82	63	67	67	72
Municipal Building Energy Use Intensity (EUI): Stiff Building	1	132	139	135	135	130	53
Percent of EV/Hybrid Passenger Vehicles Purchased by COB	1	86%	62%	62%	40%	67%	Variable Nature







Community Housing

(Economic Development)

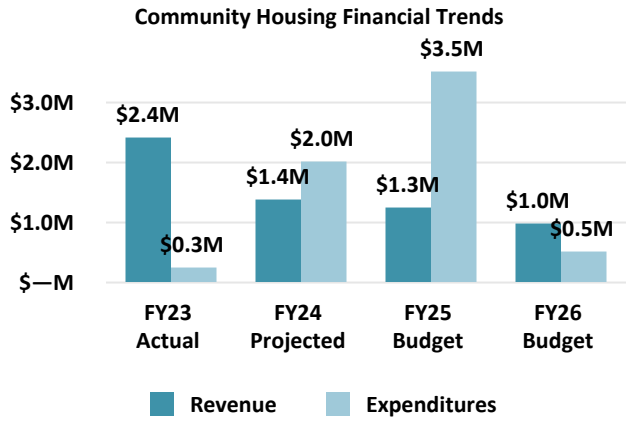
As Bozeman grows, the City is working to develop a long-term plan to meet the housing needs of its residents through the Affordable Housing Program.

Overview

The Community Housing Fund is where the Affordable Housing Program is accounted for. Affordable housing is part of our Strategic Plan and is a City Commission priority. For 2025 Biennium Adopted Budget, the fund will receive $1.25 million in the first year of the biennium and $1 million in the second from the General Fund. Expenditure appropriations in this fund vary significantly from year to year, and a fund balance often builds up due to the timing of agreements. Budgeted expenditures in FY25 significantly exceed anticipated revenues. In this fiscal year, the fund will utilize the built up fund balance to accomplish a large-scale housing project.

Major Objectives

- Creative solutions to incentivize production of affordable housing
- Low income housing tax credits programs and subsidized rentals
- Refocus efforts to maximize unit created at 60% to 120% AMI targets

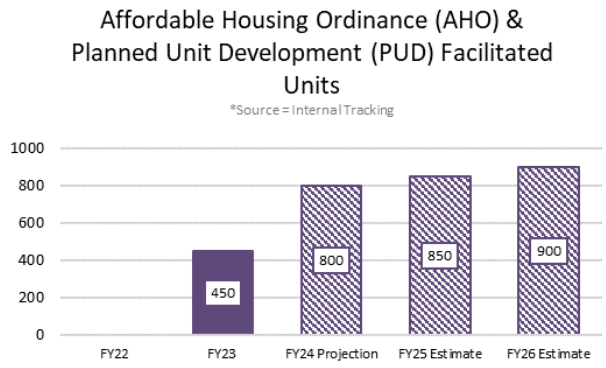


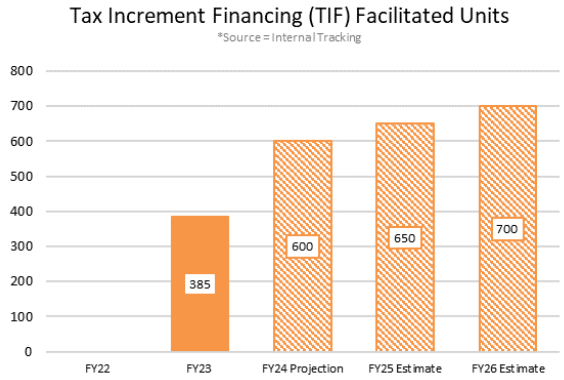
Department Goals and Performance Measurements

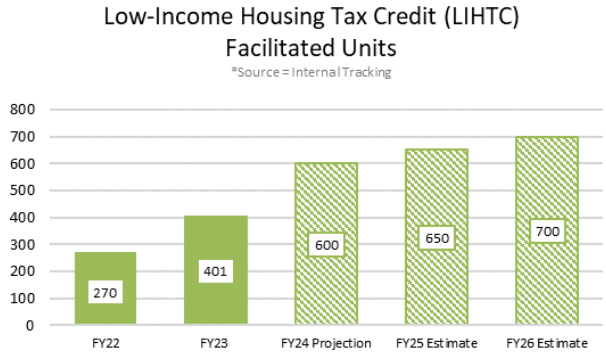
Department Goals		
Goal		**Strategic Plan**
1	Complete the FY24-29 Consolidated Plan & Community Engagement Plan	4.5 Housing and Transportation Choices
2	Prioritize HUD CDBG Grant Writing, Monitoring & Compliance	3.2 Health & Safety Action
3	Seek and obtain Federal Grant Funding	4.2 High Quality Urban Approach
4	Prioritize Nonprofit Grant Funding & Housing Development Lending	3.2 Health & Safety Action

Performance Measurements							
Measure	**Dept. Goal**	**FY22**	**FY23**	**FY24 Projection**	**FY25 Estimate**	**FY26 Estimate**	**Target**
Facilitated Community Housing Units (Approved): Affordable Housing Ordinance/ Planned Unit Development	4	0	450	800	850	900	Annual Increase
Facilitated Community Housing Units (Approved): Low Income Housing Tax Credit	4	270	401	600	650	700	Annual Increase
Facilitated Community Housing Units (Approved): Tax Increment Financing	4	0	385	600	650	700	Annual Increase

Performance Measurements (continued)



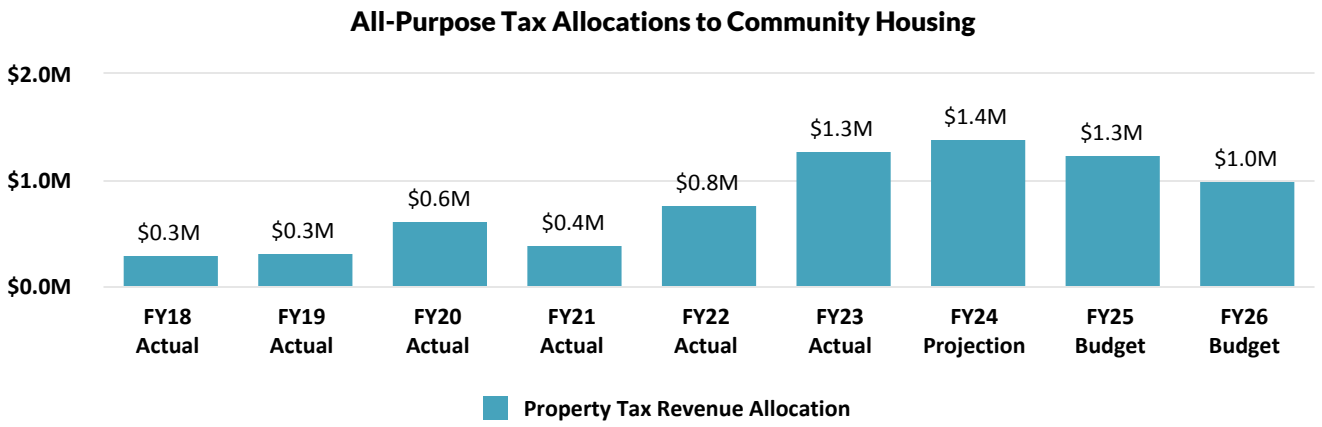




2025 Biennium Adopted Budget

Community Housing is funded primarily with all-purpose property tax revenues. Starting in FY25 property taxes will be allocated first to the General Fund, to keep all-purpose property tax revenues in the same fund. The revenue to Community Housing will show up as a transfer revenue. The City of Bozeman has recently grown beyond 50,000 in population, and has become an entitlement community eligible for Community Development Block Grant (CDBG) allocations. A CDBG work plan will be adopted later this year and added to the budget.

Community Housing Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance	**$ 2,393,800**	**$ 1,780,600**			**$ 1,780,600**
Revenues						
	Taxes	$ 1,277,712	$ 1,397,500	$ —	$ —	$ —
	Interest Income	22,939	13,600	13,600	13,600	27,200
	Miscellaneous Revenue	134,153	100	100	100	200
	Transfers In - Property Tax	—	—	1,250,000	1,000,000	2,250,000
	Transfers In	1,000,000	—	—	—	—
Total Revenues		**$ 2,434,805**	**$ 1,411,200**	**$ 1,263,700**	**$ 1,013,700**	**$ 2,277,400**
Expenditures						
	Salaries & Benefits	$ 100,150	$ 106,000	$ 111,100	$ 117,600	$ 228,700
	Operations & Maintenance	178,214	1,918,400	3,428,900	400,400	3,829,300
Total Expenditures		**$ 278,365**	**$ 2,024,400**	**$ 3,540,000**	**$ 518,000**	**$ 4,058,000**
	Ending Balance	**$ 1,780,600**	**$ (495,700)**	**$ —**		**$ —**

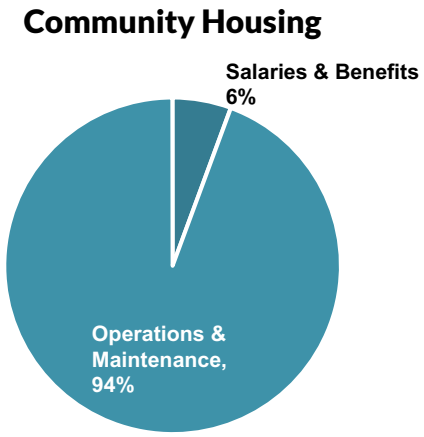


Salaries & Benefits

No FTE changes. Increases are based on negotiated contracts and anticipated increases to the cost of providing health benefits.

Operations

Operating increase in FY25 will primarily support the 155 unit Hidden Creek Project already approved by the City Commission. Expenditures to support housing projects are presented to and approved by the City Commission prior to making commitments regardless of the budgeted amount approved.



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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, Debt Service Funds, City sponsored non-profit grants, and contingency funds.

Major Objectives

To accurately budget and account for non-departmental costs.

2025 Biennium Adopted Budget

NON-DEPARTMENTAL					
Department Expenditure Budget by Fund	**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund					
General Fund	$ 1,683,416	$ 2,530,200	$ 1,816,100	$ 1,841,000	$ 3,657,100
Health-Medical Insurance Fund	3,072,283	3,514,300	3,187,700	3,324,700	6,512,400
Health-Medical Insurance Internal Service Fund	5,920,760	6,712,600	7,081,400	7,789,600	14,871,000
Senior Transportation Fund	152,877	180,900	200,000	216,200	416,200
Total Expenditures	**$ 10,829,336**	**$ 12,938,000**	**$ 12,285,200**	**$ 13,171,500**	**$ 25,456,700**

General Fund

- General fund allocation of liability & property insurance
- Contributions to the City bank and Non-profit funding requests
- Special revenue funds support
- Contingency appropriation for unexpected budget requests that support City Commission priorities

General Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Expenditures						
	Operations & Maintenance	$ 1,683,416	$ 2,530,200	$ 1,816,100	$ 1,841,000	$ 3,657,100
Total Expenditures		**$ 1,683,416**	**$ 2,530,200**	**$ 1,816,100**	**$ 1,841,000**	**$ 3,657,100**

Health-Medical Insurance Special Revenue Fund

- The Health-Medical Insurance Special Revenue Fund accounts for the collection of permissive mills levied for health insurance premiums.

Health Medical Insurance Special Revenue Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance		**$ 1,354,600**	**$ 486,400**		**$ 486,400**
Revenues						
	Taxes	$ 3,390,015	$ 2,646,100	$ 2,701,300	$ 3,324,700	$ 6,026,000
	Interest Income	11,554	—	—	—	—
Total Revenues		**$ 3,401,569**	**$ 2,646,100**	**$ 2,701,300**	**$ 3,324,700**	**$ 6,026,000**
Expenditures						
	Transfers Out	$ 3,072,283	$ 3,514,300	$ 3,187,700	$ 3,324,700	6,512,400
Total Expenditures		**$ 3,072,283**	**$ 3,514,300**	**$ 3,187,700**	**$ 3,324,700**	**$ 6,512,400**
	Ending Balance		**$ 486,400**	**$ —**	**$ —**	**$ —**

Health-Medical Insurance Internal Service Fund

- The Health-Medical Insurance Internal Service Fund 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.

Health Medical Insurance Internal Service Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			$ —	$ —		$ —
Revenues						
	Charges for Services	$ 5,957,109	$ 6,669,200	$ 7,036,000	$ 7,739,600	$ 14,775,600
	Interest Income	234	400	400	400	800
	Miscellaneous Revenue	17,659	43,000	45,000	49,600	94,600
Total Revenues		**$ 5,975,002**	**$ 6,712,600**	**$ 7,081,400**	**$ 7,789,600**	**$ 14,871,000**
Expenditures						
	Operations & Maintenance	$ 5,920,760	$ 6,712,600	$ 7,081,400	$ 7,789,600	$ 14,871,000
Total Expenditures		**$ 5,920,760**	**$ 6,712,600**	**$ 7,081,400**	**$ 7,789,600**	**$ 14,871,000**
Ending Balance			$ —	$ —	$ —	$ —

Senior Transportation Special Revenue Fund

- The Senior Transportation Special Revenue Fund accounts for the City's support of HRDC's Galavan Program for senior transportation.

Senior Transportation Special Revenue Fund		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
Beginning Balance			$ 27,300	$ 30,900		$ 30,900
Revenues						
	Taxes	$ 158,682	$ 184,000	$ 2,100	$ 2,200	$ 4,300
	Interest Income	591	500	500	500	1,000
	Transfers In	—	—	190,000	190,000	380,000
Total Revenues		**$ 159,273**	**$ 184,500**	**$ 192,600**	**$ 192,700**	**$ 385,300**
Expenditures						
	Operations & Maintenance	$ 152,877	$ 180,900	$ 200,000	$ 216,200	$ 416,200
Total Expenditures		**$ 152,877**	**$ 180,900**	**$ 200,000**	**$ 216,200**	**$ 416,200**
Ending Balance			$ 30,900	$ 23,500	$ —	$ —

Debt Service Funds

The Debt Service Funds are used to account for the accumulation of resources and payment of principal and interest on outstanding debt. See the Debt Service - Payments section on page 184 for debt service payments by fund.

Debt Service Funds						
Department Expenditure Budget by Fund		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
Fund						
	GO Bonds	$ 4,083,652	$ 3,959,900	$ 4,139,000	$ 4,132,400	$ 8,271,400
	SID Revolving Fund	2,188,757	—	—	—	—
	Special Improvement Districts (SIDs)	3,725,559	310,800	270,900	270,900	541,800
	URD Bonds	740,100	744,100	745,900	743,400	1,489,300
Total Expenditures		**$10,738,068**	**$ 5,014,800**	**$ 5,155,800**	**$ 5,146,700**	**$10,302,500**

GO Bonds		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
	Beginning Balance		**$ (371,600)**	**$ (330,000)**		**$ (330,000)**
Revenues						
	Taxes	$ 3,736,222	$ 4,001,500	$ 4,139,000	$ 4,447,600	$ 8,586,600
	Interest Income	9,180	—	—	—	—
Total Revenues		**$ 3,745,403**	**$ 4,001,500**	**$ 4,139,000**	**$ 4,447,600**	**$ 8,586,600**
Expenditures						
	Debt Service/Loans	$ 3,955,380	$ 3,959,900	$ 4,139,000	$ 4,132,400	$ 8,271,400
	Transfers Out	128,272	—	—	—	$ —
Total Expenditures		**$ 4,083,652**	**$ 3,959,900**	**$ 4,139,000**	**$ 4,132,400**	**$ 8,271,400**
	Ending Balance		**$ (330,000)**	**$ (330,000)**	**$ (14,800)**	**$ (14,800)**

SID Revolving Fund		**FY23 Actual**	**FY24 Projected**	**FY25 Budget**	**FY26 Budget**	**Biennium Budget**
	Beginning Balance		**$ 623,100**	**$ 623,100**		**$ 623,100**
Revenues						
	Interest Income	$ 11,493	$ —	$ —	$ —	$ —
	Miscellaneous Revenue	10,405	—	—	—	—
	Transfers In	1,326,665	—	—	—	—
Total Revenues		**$ 1,348,562**	**$**	**$**	**$**	**$**
Expenditures						
	Transfers Out	$ 2,188,757	$ —	$ —	$ —	$ —
Total Expenditures		**$ 2,188,757**	**$**	**$**	**$**	**$**
	Ending Balance		**$ 623,100**	**$ 623,100**	**$ 623,100**	**$ 623,100**

Special Improvement Districts (SIDs)		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance	**$ 1,505,600**	**$ 1,810,700**			**$ 1,810,700**
Revenues						
	Interest Income	$ 57,675	$ 27,200	$ 28,300	$ 29,500	$ 57,800
	Transfers In	202,128	—	—	—	—
	Special Assessments	569,230	588,700	549,900	550,000	1,099,900
Total Revenues		**$ 829,034**	**$ 615,900**	**$ 578,200**	**$ 579,500**	**$ 1,157,700**
Expenditures						
	Debt Service/Loans	$ 520,722	$ 310,800	$ 270,900	$ 270,900	$ 541,800
	Transfers Out	3,204,837	—	—	—	$ —
Total Expenditures		**$ 3,725,559**	**$ 310,800**	**$ 270,900**	**$ 270,900**	**$ 541,800**
	Ending Balance	**$ 1,810,700**	**$ 2,118,000**	**$ 2,426,600**		**$ 2,426,600**

URD Bonds		FY23 Actual	FY24 Projected	FY25 Budget	FY26 Budget	Biennium Budget
	Beginning Balance	**$ —**	**$ —**			**$ —**
Revenues						
	Transfers In	$ 740,100	$ 744,100	$ 745,900	$ 743,400	$ 1,489,300
Total Revenues		**$ 740,100**	**$ 744,100**	**$ 745,900**	**$ 743,400**	**$ 1,489,300**
Expenditures						
	Debt Service/Loans	$ 740,100	$ 744,100	$ 745,900	$ 743,400	$ 1,489,300
Total Expenditures		**$ 740,100**	**$ 744,100**	**$ 745,900**	**$ 743,400**	**$ 1,489,300**
	Ending Balance	**$ —**	**$ —**	**$ —**		**$ —**

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Debt

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Debt

City Ratings, Debt Limitations, and Debt Coverage Requirements

On April 3, 2024, Moody's Investors Service issued an update to the City of Bozeman's credit analysis indicating the City's bond rating to be Aa1.

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% of the total assessed value of taxable property within the city or town (7-7-4201, MCA). The City's total FY24 taxable value was $268,988,379 resulting in a debt limit of $6,724,709. The City's total outstanding debt backed by the General Fund ending FY24 was $5,399,633, within the limit set by statute. Debt backed by the General Fund includes the Series 2019 Limited Tax Go Bond for the Sports Park ($1,434,218), paid for in the Parks & Trails District Fund and the Series 2024B Limited Tax GO Bond ($3,930,000).

As part of the City's 2024 General Obligation debt issuances, a review of the legal debt limit was completed. Bozeman is well under its legal debt limit for general obligations against public funds.

City of Bozeman, Montana
General Fund
Statutory Test

	Actual 2023	Budget 2024
Total General Fund Revenue	43,013,451	49,008,484
2% of Revenues	**860,269**	980,170
Max Annual Debt Service (MADS)	860,269	860,269
Existing Debt Service	125,823	125,823
Remaining Debt Service Capacity (b)	**734,446**	**854,347**

	Budget 2023	Budget 2024
Budgeted Expenditure	50,308,855	54,621,700
10% of Expenditures	**5,030,886**	5,462,170
Maximum Par (a)	**5,030,886**	**5,030,886**

Reference to Relevant Statute

(a) the principal amount of the obligation does not exceed 10% of the general fund budget of the municipality in each of the 2 immediately preceding fiscal years;

(b) at the time the obligation is to be incurred, the debt services in the current or in any future fiscal year on the obligation and any other outstanding obligation issued pursuant to this section do not exceed 2% of the revenue deposited in the general fund in each of the 2 immediately preceding fiscal years;

(c) the term of the obligation does not exceed 20 years.

The City's outstanding water, sewer, and stormwater revenue bonds have debt coverage requirements of 1.10. The City's long term utility rate forecasts are updated at least twice annually and rates are set to ensure the coverage requirements are met. Additional information on utility long range forecasts is included in Appendix B on page 227.

2025 Biennium Adopted Budget Current Debt Service Payments[15]

Fund	Name of Issue	Type of Debt	Issued	Maturity	Years	Borrowed	Outstanding	Fiscal Year (FY) 25 Budget	Fiscal Year (FY) 26 Budget
General Fund									
	Sports Park/Bronken Intercap Loan #2810-01	Intercap Loans Payable	5/24/2019	8/15/2029	10	$ 314,559	$ 185,860	$ 41,553	$ 32,380
	2023 Ford Transit Cargo Van #4510	Capital Leases	5/24/2023	5/24/2025	3	66,602	16,415	17,743	—
	2022 Toyota Highlander Lease (Library)	Lease	11/11/2021	10/1/2024	3	19,833	1,769	1,782	—
	Limited Tax GO Bonds, Series 2024B	GO Bonds	5/16/2024	7/1/2043	19	3,930,000	3,930,000	285,913	284,950
				General Fund Total		**$ 4,330,994**	**$ 4,134,044**	**$ 346,990**	**$ 317,330**
Street Maintenance Fund									
	Replace/Upgrade Street Lights Loan #2593-01 & 2593-02	Intercap Loans Payable	9/11/2015	8/15/2030	15	199,231	95,950	19,580	14,440
	(2) 2022 CAT 150-15AWD Motor Graders #4478 & 4479	Capital Leases	2/21/2023	2/21/2028	5	$ 584,900	$ 531,559	$ 91,883	$ 91,883
	2022 Elgin Broom Bear Sweeper #4481	Capital Leases	2/3/2023	4/1/2027	4	277,720	167,490	63,370	63,370
	2023 Elgin Broom Bear Sweeper #4559	Capital Leases	10/26/2023	11/15/2027	4	295,706	229,639	67,861	67,861
	(2) 2023 CAT 140-15AWD Motor Graders #4574 & 4575	Capital Leases	1/23/2024	2/6/2029	6	616,206	536,427	79,779	79,779
				Street Maintenance Fund Total		**$ 1,973,763**	**$ 1,561,065**	**$ 322,472**	**$ 317,332**
Parks & Trails District Fund									
	Sports Park Loan	Notes Payable	6/15/2018	6/30/2039	20	$ 1,700,000	$ 1,434,218	$ 125,795	$ 125,795
				Parks & Trails District Total		**$ 1,700,000**	**$ 1,434,218**	**$ 125,795**	**$ 125,795**
General Obligation (GO) Bonds									
	GO TOP Bonds, Series 2013	GO Bonds	12/23/2013	7/1/2034	20	$ 9,900,000	$ 5,795,000	$ 714,300	$ 713,375
	GO TOP Bonds, Series 2014	GO Bonds	12/9/2014	7/1/2035	20	5,100,000	3,235,000	370,725	369,600
	GO BPSC Bonds, Series 2019	GO Bonds	9/18/2019	7/1/2039	20	34,405,000	28,130,000	2,371,050	2,369,050
	GO FS2 Bonds, Series 2022	GO Bonds	6/30/2022	7/1/2042	20	6,730,000	6,305,000	507,600	506,100
	GO Rec Improvement Bonds, Series 2024A	GO Bonds	5/16/2024	7/1/2044	20	2,280,000	2,280,000	173,498	172,888
				GO Bonds Total		**$ 58,415,000**	**$ 45,745,000**	**$ 4,137,173**	**$ 4,131,013**
Urban Renewal District (URD) Bonds									
	Downtown Revenue Refunding Bonds, Series 2020	TIF Revenue Bonds	3/5/2020	7/1/2032	12	$ 3,689,000	$ 2,389,000	$ 335,292	$ 330,533
	Northeast URD Revenue Bonds, Series 2017	TIF Revenue Bonds	7/9/2017	7/1/2042	26	1,446,000	1,142,366	92,000	92,000
	Midtown Revenue Bonds, Series 2020	TIF Revenue Bonds	7/9/2020	7/1/2044	24	6,500,000	5,770,000	410,550	412,750
				URD Bonds Total		**$ 11,635,000**	**$ 9,301,366**	**$ 837,842**	**$ 835,283**
Special Improvement Districts (SIDs)									
	SID 747_Manley Road Bonds, Series 2020	SID Bond Debt	8/14/2020	7/1/2040	20	$ 4,001,000	$ 3,167,568	$ 270,761	$ 270,761
				SIDs Total		**$ 4,001,000**	**$ 3,167,568**	**$ 270,761**	**$ 270,761**
Water Fund									
	State Revolving Fund Revenue Bond_12247_Series 2011A	Revenue Bond	9/30/2011	1/1/2032	20	$ 9,491,000	$ 4,483,000	$ 672,455	$ 672,075
	State Revolving Fund Revenue Bond_13291_Series 2011B	Revenue Bond	6/12/2013	1/1/2033	20	9,552,000	4,771,000	640,395	640,260
	State Revolving Fund Revenue Bond_17386_Series 2017	Revenue Bond	5/17/2017	7/1/2037	20	7,573,000	5,339,000	483,288	483,438
				Water Fund Total		**$ 26,616,000**	**$ 14,593,000**	**$ 1,796,138**	**$ 1,795,773**

[15] Due to rounding and variable interest rates, estimated numbers may not add up precisely with totals and/or other budget figures in this document.

Fund	Name of Issue	Type of Debt	Issued	Maturity	Years	Borrowed	Outstanding	Fiscal Year (FY) 25 Budget	Fiscal Year (FY) 26 Budget
Wastewater Fund									
	State Revolving Revenue Bond_10252_Series 2010B	Revenue Bond	2/10/2010	1/1/2030	20	$ 359,300	$ 111,000	$ 21,855	$ 21,505
	State Revolving Revenue Bond_10230_Series 2010D	Revenue Bond	2/25/2010	1/1/2030	20	9,500,000	3,233,000	642,895	642,275
	State Revolving Revenue Bond_10262_Series 2010F	Revenue Bond	6/10/2010	7/1/2030	20	729,000	300,000	54,655	55,260
	State Revolving Revenue Bond_11291_Series 2010C	Revenue Bond	8/21/2013	1/1/2031	17.5	885,081	383,000	65,085	65,450
	State Revolving Revenue Bond_11292_Series 2010G	Revenue Bond	4/27/2011	1/1/2031	20	3,903,000	1,195,000	200,620	201,595
	State Revolving Revenue Bond_11281_Series 2010H	Revenue Bond	8/21/2013	1/1/2031	17.5	8,692,000	3,766,000	643,005	642,865
	State Revolving Revenue Bond_21490_Series 2020D	Revenue Bond	8/12/2020	7/1/2040	20	2,807,000	2,351,000	179,025	178,975
	State Revolving Revenue Bond_21487_Series 2020B	Revenue Bond	7/22/2020	7/1/2040	20	7,786,000	6,522,000	496,963	496,513
	State Revolving Revenue Bond_21506_Series 2020C	Revenue Bond	4/21/2021	1/1/2041	20	6,693,321	5,727,000	425,413	425,263
	State Revolving Revenue Bond_21486_Series 2020A[16]	Revenue Bond	7/22/2020	7/1/2040	N/A	300,000	300,000	—	—
				Wastewater Fund Total		**$ 41,654,702**	**$ 23,888,000**	**$ 2,729,515**	**$ 2,729,700**
Stormwater Fund									
	State Revolving Fund Revenue Bond_15373_Series 2015	Revenue Bond	6/29/2015	7/1/2035	20	$ 1,815,000	$ 1,109,000	$ 116,175	$ 114,938
				Stormwater Fund Total		**$ 1,815,000**	**$ 1,109,000**	**$ 116,175**	**$ 114,938**
Public Works Administration Fund									
	East Beall Office Lease	Lease	4/1/2022	3/1/2027	5	$ 423,122	$ 256,901	$ 97,015	$ 100,890
				Public Works Admin Fund Total		**$ 423,122**	**$ 256,901**	**$ 97,015**	**$ 100,890**

[16] Loan is forgivable, no repayment required

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Debt Service - Amortization Schedules

General Fund

SPORTS PARK/BRONKEN INTERCAP LOAN 2810 01					
ORIGINAL PRINCIPAL AMOUNT: $314,559					
Payment Due	**Principal Payment**	**Interest Rate***	**Interest Payment**	**Semi-Annual Payment**	**Principal Balance**
8/15/2024	$15,543	5.75%	$5,314	$20,857	$170,317
2/15/2025	$15,772	5.75%	$4,923	$20,695	$154,545
8/15/2025	$16,075	N/A	$0	$16,075	$138,470
2/15/2026	$16,305	N/A	$0	$16,305	$122,165
8/15/2026	$16,616	N/A	$0	$16,616	$105,549
2/15/2027	$16,864	N/A	$0	$16,864	$88,685
8/15/2027	$17,176	N/A	$0	$17,176	$71,509
2/15/2028	$17,443	N/A	$0	$17,443	$54,066
8/15/2028	$17,752	N/A	$0	$17,752	$36,315
2/15/2029	$18,042	N/A	$0	$18,042	$18,272
8/15/2029	$18,272	N/A	$0	$18,272	$0
TOTALS	**$185,860**		**$10,238**	**$196,098**	

*Variable interest rate, recalculated annually.

2023 FORD TRANSIT VAN					
ORIGINAL PRINCIPAL AMOUNT: $66,602					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Annual Payment**	**Lease Balance**
5/24/2025	$16,415	8.09 %	$1,328	$17,743	$0
TOTALS	**$16,415**		**$1,328**	**$17,743**	

2022 TOYOTA HIGHLANDER LEASE					
ORIGINAL PRINCIPAL AMOUNT: $19,833					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Monthly Payment**	**Lease Balance**
8/1/2024	$587	5.00 %	$7	$594	$1,181
9/1/2024	$590	5.00 %	$5	$594	$592
10/1/2024	$592	5.00 %	$2	$594	$0
TOTALS	**$1,769**		**$15**	**$1,782**	**$1,773**

General Fund (continued)

CITY OF BOZEMAN SERIES 2024B LIMITED TAX G.O. BONDS SPECIAL LIMITED OBLIGATIONS OF THE CITY					
ORIGINAL PRINCIPAL AMOUNT: $3,930,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Semi-Annual Payment**	**Principal Balance**
1/1/2025			$106,063	$106,063	
7/1/2025	$95,000	5.000%	$84,850	$179,850	$3,835,000
1/1/2026	$0		$82,475	$82,475	
7/1/2026	$120,000	5.000%	$82,475	$202,475	$3,715,000
1/1/2027	$0		$79,475	$79,475	
7/1/2027	$125,000	5.000%	$79,475	$204,475	$3,590,000
1/1/2028	$0		$76,350	$76,350	
7/1/2028	$135,000	5.000%	$76,350	$211,350	$3,455,000
1/1/2029			$72,975	$72,975	
7/1/2029	$140,000	5.000%	$72,975	$212,975	$3,315,000
1/1/2030	$0		$69,475	$69,475	
7/1/2030	$145,000	5.000%	$69,475	$214,475	$3,170,000
1/1/2031	$0		$65,850	$65,850	
7/1/2031	$155,000	5.000%	$65,850	$220,850	$3,015,000
1/1/2032	$0		$61,975	$61,975	
7/1/2032	$165,000	5.000%	$61,975	$226,975	$2,850,000
1/1/2033	$0		$57,850	$57,850	
7/1/2033	$170,000	5.000%	$57,850	$227,850	$2,680,000
1/1/2034	$0		$53,600	$53,600	
7/1/2034	$180,000	4.000%	$53,600	$233,600	$2,500,000
1/1/2035	$0		$50,000	$50,000	
7/1/2035	$185,000	4.000%	$50,000	$235,000	$2,315,000
1/1/2036	$0		$46,300	$46,300	
7/1/2036	$195,000	4.000%	$46,300	$241,300	$2,120,000
1/1/2037	$0		$42,400	$42,400	
7/1/2037	$200,000	4.000%	$42,400	$242,400	$1,920,000
1/1/2038	$0		$38,400	$38,400	
7/1/2038	$210,000	4.000%	$38,400	$248,400	$1,710,000
1/1/2039	$0		$34,200	$34,200	
7/1/2039	$220,000	4.000%	$34,200	$254,200	$1,490,000
1/1/2040	$0		$29,800	$29,800	
7/1/2040	$350,000	4.000%	$29,800	$379,800	$1,140,000
1/1/2041			$22,800	$22,800	
7/1/2041	$365,000	4.000%	$22,800	$387,800	$775,000
1/1/2042			$15,500	$15,500	
7/1/2042	$380,000	4.000%	$15,500	$395,500	$395,000
1/1/2043			$7,900	$7,900	
7/1/2043	$395,000	4.000%	$7,900	$402,900	$0
TOTALS	**$3,930,000**		**$2,005,563**	**$5,935,563**	

Street Maintenance Fund

CITY OF BOZEMAN INTERCAP LOANS 2593 02 & 2593 02 REPLACE/UPGRADE STREET LIGHTS					
ORIGINAL PRINCIPAL AMOUNT: $199,231					
Payment Due	**Principal Payment**	**Interest Rate***	**Interest Payment**	**Payment**	**Principal Balance**
8/15/2024	$7,111	5.75%	$2,744	$9,855	$88,839
2/15/2025	$7,150	5.75%	$2,575	$9,725	$81,690
8/15/2025	$7,201	N/A	$0	$7,201	$74,488
2/15/2026	$7,238	N/A	$0	$7,238	$67,250
8/15/2026	$7,291	N/A	$0	$7,291	$59,959
2/15/2027	$7,330	N/A	$0	$7,330	$52,629
8/15/2027	$7,382	N/A	$0	$7,382	$45,247
2/15/2028	$7,423	N/A	$0	$7,423	$37,824
8/15/2028	$7,473	N/A	$0	$7,473	$30,352
2/15/2029	$7,517	N/A	$0	$7,517	$22,835
8/15/2029	$7,566	N/A	$0	$7,566	$15,268
2/15/2030	$7,612	N/A	$0	$7,612	$7,657
8/15/2030	$7,657	N/A	$0	$7,657	$0
TOTALS	**$95,950**		**$5,319**	**$101,269**	

*Variable interest rate, recalculated annually.

TWO (2) 2022 CAT 150 15AWD MOTOR GRADERS					
ORIGINAL PRINCIPAL AMOUNT: $584,900					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Annual Payment**	**Lease Balance**
2/21/2025	$54,359	6.99 %	$37,524	$91,883	$477,200
2/21/2026	$58,159	6.99 %	$33,724	$91,883	$419,042
2/21/2027	$62,224	6.99 %	$29,559	$91,783	$356,818
2/21/2028	$356,818	6.99 %	$26,745	$383,563	$0
TOTALS	**$531,559**		**$127,552**	**$659,112**	

2022 ELGIN BROOM BEAR SWEEPER					
ORIGINAL PRINCIPAL AMOUNT: $277,720					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Annual Payment**	**Lease Balance**
4/1/2025	$52,296	6.61 %	$11,074	$63,370	$115,194
4/1/2026	$55,754	6.61 %	$7,616	$63,370	$59,440
4/1/2027	$59,440	6.61 %	$3,930	$63,370	$0
TOTALS	**$167,490**		**$22,620**	**$190,110**	

2023 ELGIN BROOM BEAR SWEEPER					
ORIGINAL PRINCIPAL AMOUNT: $295,706					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Annual Payment**	**Lease Balance**
11/15/2024	$51,689	7.04 %	$16,172	$67,861	$177,950
11/15/2025	$55,329	7.04 %	$12,532	$67,861	$122,621
11/15/2026	$59,225	7.04 %	$8,635	$67,861	$63,396
11/15/2027	$63,396	7.04 %	$4,465	$67,861	$0
TOTALS	**$229,639**		**$41,804**	**$271,442**	

Street Maintenance Fund (continued)

TWO (2) 2023 CAT MOTOR GRADERS					
ORIGINAL PRINCIPAL AMOUNT: $616,206					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Annual Payment**	**Lease Balance**
2/6/2025	$71,778	1.51 %	$8,001	$79,779	$464,650
2/6/2026	$72,733	1.51 %	$7,046	$79,779	$391,917
2/6/2027	$73,833	1.51 %	$5,946	$79,779	$318,084
2/6/2028	$74,950	1.51 %	$4,829	$79,779	$243,134
2/6/2029	$243,134	1.51 %	$3,746	$246,880	$0
TOTALS	**$536,427**		**$29,568**	**$565,996**	

Parks & Trails District Fund

CITY OF BOZEMAN SERIES 2019 LIMITED OBLIGATION BOND SPORTS PARK SPECIAL LIMITED OBLIGATIONS OF THE CITY					
ORIGINAL PRINCIPAL AMOUNT: $1,700,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Payment**	**Principal Balance**
12/30/2024	$36,078	3.740%	$26,820	$62,897	$1,398,141
6/30/2025	$36,825	3.740%	$26,073	$62,897	$1,361,316
12/30/2025	$37,371	3.740%	$25,526	$62,897	$1,323,945
6/30/2026	$38,208	3.740%	$24,690	$62,897	$1,285,738
12/30/2026	$38,788	3.740%	$24,109	$62,897	$1,246,949
6/30/2027	$39,643	3.740%	$23,254	$62,897	$1,207,306
12/30/2027	$40,259	3.740%	$22,638	$62,897	$1,167,047
6/30/2028	$41,073	3.740%	$21,824	$62,897	$1,125,974
12/30/2028	$41,842	3.740%	$21,056	$62,897	$1,084,132
6/30/2029	$42,680	3.740%	$20,217	$62,897	$1,041,452
12/30/2029	$43,369	3.740%	$19,529	$62,897	$998,083
6/30/2030	$44,284	3.740%	$18,613	$62,897	$953,798
12/30/2030	$45,013	3.740%	$17,885	$62,897	$908,786
6/30/2031	$45,950	3.740%	$16,948	$62,897	$862,836
12/30/2031	$46,718	3.740%	$16,179	$62,897	$816,118
6/30/2032	$47,636	3.740%	$15,262	$62,897	$768,482
12/30/2032	$48,527	3.740%	$14,371	$62,897	$719,955
6/30/2033	$49,472	3.740%	$13,426	$62,897	$670,484
12/30/2033	$50,325	3.740%	$12,572	$62,897	620158.71
6/30/2034	$51,332	3.740%	$11,565	$62,897	568826.45
12/30/2034	$52,231	3.740%	$10,666	$62,897	516595.19
6/30/2035	$53,264	3.740%	$9,634	$62,897	$463,332
12/30/2035	$54,209	3.740%	$8,688	$62,897	$409,122
6/30/2036	$55,247	3.740%	$7,651	$62,897	$353,876
12/30/2036	$56,280	3.740%	$6,617	$62,897	$297,596
6/30/2037	$57,348	3.740%	$5,550	$62,897	$240,248
12/30/2037	$58,393	3.740%	$4,505	$62,897	$181,855
6/30/2038	$59,506	3.740%	$3,391	$62,897	$122,349
12/30/2038	$60,603	3.740%	$2,294	$62,897	$61,746
6/30/2039	$61,746	3.740%	$1,151	$62,897	$0
TOTALS	**$1,434,218**		**$452,705**	**$1,886,924**	

General Obligation (GO) Bonds Funds

CITY OF BOZEMAN SERIES 2013 G.O. BONDS TOPS UNLIMITED OBLIGATIONS OF THE CITY					
ORIGINAL PRINCIPAL AMOUNT: $9,900,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Payment**	**Principal Balance**
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	**$5,795,000**		**$1,335,175**	**$7,130,175**	

General Obligation (GO) Bonds Funds (continued)

CITY OF BOZEMAN SERIES 2014 G.O. BONDS TOPS UNLIMITED OBLIGATIONS OF THE CITY					
ORIGINAL PRINCIPAL AMOUNT: $5,100,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Payment**	**Principal Balance**
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	**$3,235,000**		**$821,525**	**$4,056,525**	

General Obligation (GO) Bonds Funds (continued)

CITY OF BOZEMAN SERIES 2019 G.O. BONDS PUBLIC SAFETY CENTER UNLIMITED OBLIGATIONS OF THE CITY					
ORIGINAL PRINCIPAL AMOUNT: $34,405,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Payment**	**Principal Balance**
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	**$28,130,000**		**$7,415,294**	**$35,545,294**	

General Obligation (GO) Bonds Funds (continued)

CITY OF BOZEMAN SERIES 2022 G.O. BONDS FIRE STATION NO. 2 RELOCATION UNLIMITED OBLIGATIONS OF THE CITY					
ORIGINAL PRINCIPAL AMOUNT: $6,730,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Payment**	**Principal Balance**
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	**$6,305,000**		**$2,824,550**	**$9,129,550**	

General Obligation (GO) Bonds Funds (continued)

CITY OF BOZEMAN SERIES 2024A G.O. BONDS RECREATION IMPROVEMENTS UNLIMITED OBLIGATIONS OF THE CITY					
ORIGINAL PRINCIPAL AMOUNT: $2,280,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Semi-Annual Payment**	**Principal Balance**
1/1/2025			$63,055	$63,055	
7/1/2025	$60,000	5.000%	$50,444	$110,444	$2,220,000
1/1/2026	$0		$48,944	$48,944	
7/1/2026	$75,000	5.000%	$48,944	$123,944	$2,145,000
1/1/2027	$0		$47,069	$47,069	
7/1/2027	$80,000	5.000%	$47,069	$127,069	$2,065,000
1/1/2028	$0		$45,069	$45,069	
7/1/2028	$80,000	5.000%	$45,069	$125,069	$1,985,000
1/1/2029			$43,069	$43,069	
7/1/2029	$85,000	5.000%	$43,069	$128,069	$1,900,000
1/1/2030	$0		$40,944	$40,944	
7/1/2030	$90,000	5.000%	$40,944	$130,944	$1,810,000
1/1/2031	$0		$38,694	$38,694	
7/1/2031	$95,000	5.000%	$38,694	$133,694	$1,715,000
1/1/2032	$0		$36,319	$36,319	
7/1/2032	$100,000	5.000%	$36,319	$136,319	$1,615,000
1/1/2033	$0		$33,819	$33,819	
7/1/2033	$105,000	5.000%	$33,819	$138,819	$1,510,000
1/1/2034	$0		$31,194	$31,194	
7/1/2034	$110,000	5.000%	$31,194	$141,194	$1,400,000
1/1/2035	$0		$28,444	$28,444	
7/1/2035	$115,000	5.000%	$28,444	$143,444	$1,285,000
1/1/2036	$0		$25,569	$25,569	
7/1/2036	$120,000	4.000%	$25,569	$145,569	$1,165,000
1/1/2037	$0		$22,569	$22,569	
7/1/2037	$130,000	3.375%	$22,569	$152,569	$1,035,000
1/1/2038	$0		$20,375	$20,375	
7/1/2038	$130,000	3.500%	$20,375	$150,375	$905,000
1/1/2039	$0		$18,100	$18,100	
7/1/2039	$135,000	4.000%	$18,100	$153,100	$770,000
1/1/2040	$0		$15,400	$15,400	
7/1/2040	$140,000	4.000%	$15,400	$155,400	$630,000
1/1/2041			$12,600	$12,600	
7/1/2041	$150,000	4.000%	$12,600	$162,600	$480,000
1/1/2042			$9,600	$9,600	
7/1/2042	$155,000	4.000%	$9,600	$164,600	$325,000
1/1/2043			$6,500	$6,500	
7/1/2043	$160,000	4.000%	$6,500	$166,500	$165,000
1/1/2044			$3,300	$3,300	
7/1/2044	$165,000	4.000%	$3,300	$168,300	$0
TOTALS	**$2,280,000**		**$1,168,648**	**$3,448,648**	

Urban Renewal District (URD) Bonds Funds

DOWNTOWN REVENUE REFUNDING BONDS, SERIES 2020 (REFUNDS SERIES 2007 BONDS) TAX INCREMENT, URBAN RENEWAL REVENUE BONDS DOWNTOWN BOZEMAN IMPROVEMENT DISTRICT					
ORIGINAL PRINCIPAL AMOUNT: $3,689,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Payment**	**Principal Balance**
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	$0		$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	**$2,389,000**		**$272,022**	**$2,661,022**	

Urban Renewal District (URD) Bonds Funds (continued)

NORTHEAST URBAN RENEWAL DISTRICT REVENUE BONDS, SERIES 2017 TAX INCREMENT, URBAN RENEWAL REVENUE BONDS NORTHEAST URBAN RENEWAL DISTRICT					
ORIGINAL PRINCIPAL AMOUNT: $1,446,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Payment**	**Principal Balance**
1/1/2025	$22,312	4.100%	$23,688	$46,000	$1,120,053
7/1/2025	$23,088	4.100%	$22,912	$46,000	$1,096,965
1/1/2026	$23,186	4.100%	$22,814	$46,000	$1,073,779
7/1/2026	$24,029	4.100%	$21,971	$46,000	$1,049,749
1/1/2027	$24,162	4.100%	$21,838	$46,000	$1,025,588
7/1/2027	$25,009	4.100%	$20,991	$46,000	$1,000,579
1/1/2028	$25,178	4.100%	$20,822	$46,000	$975,401
7/1/2028	$25,974	4.100%	$20,026	$46,000	$949,427
1/1/2029	$26,289	4.100%	$19,711	$46,000	$923,137
7/1/2029	$27,092	4.100%	$18,908	$46,000	$896,045
1/1/2030	$27,339	4.100%	$18,661	$46,000	$868,707
7/1/2030	$28,199	4.100%	$17,801	$46,000	$840,508
1/1/2031	$28,487	4.100%	$17,514	$46,000	$812,021
7/1/2031	$29,351	4.100%	$16,649	$46,000	$782,670
1/1/2032	$29,682	4.100%	$16,318	$46,000	$752,988
1/2/2032	$30,509	4.100%	$15,491	$46,000	$722,480
1/3/2032	$30,967	4.100%	$15,033	$46,000	$691,512
1/4/2032	$31,801	4.100%	$14,199	$46,000	$659,711
1/5/2032	$32,223	4.100%	$13,777	$46,000	$627,488
1/6/2032	$33,103	4.100%	$12,897	$46,000	$594,385
1/7/2032	$33,573	4.100%	$12,427	$46,000	$560,811
1/8/2032	$34,459	4.100%	$11,541	$46,000	$526,353
1/9/2032	$34,980	4.100%	$11,020	$46,000	$491,373
1/10/2032	$35,842	4.100%	$10,158	$46,000	$455,531
1/11/2032	$36,470	4.100%	$9,530	$46,000	$419,061
1/12/2032	$37,341	4.100%	$8,659	$46,000	$381,720
1/13/2032	$37,969	4.100%	$8,031	$46,000	$343,751
1/14/2032	$38,872	4.100%	$7,128	$46,000	$304,880
1/15/2032	$39,557	4.100%	$6,443	$46,000	$265,322
1/16/2032	$40,466	4.100%	$5,534	$46,000	$224,856
1/17/2032	$41,211	4.100%	$4,789	$46,000	$183,645
1/18/2032	$42,116	4.100%	$3,884	$46,000	$141,529
1/19/2032	$42,942	4.100%	$3,058	$46,000	$98,587
1/20/2032	$43,856	4.100%	$2,144	$46,000	$54,731
1/21/2032	$44,727	4.100%	$1,273	$46,000	$10,003
1/22/2032	$10,003	4.100%	$343	$17,191	$0
TOTALS	**$1,142,366**		**$477,980**	**$1,627,191**	

Urban Renewal District (URD) Bonds Funds (continued)

MIDTOWN URBAN RENEWAL DISTRICT REVENUE BONDS, SERIES 2020 TAX INCREMENT URBAN RENEWAL REVENUE BONDS MIDTOWN URBAN RENEWAL DISTRICT					
ORIGINAL PRINCIPAL AMOUNT: $6,500,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Semi-Annual Payment**	**Principal Balance**
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	$0		$55,275	$55,275	
7/1/2036	$300,000	4.000%	$55,275	$355,275	$2,845,000
1/1/2037	$0		$49,275	$49,275	
7/1/2037	$310,000	4.000%	$49,275	$359,275	$2,535,000
1/1/2038	$0		$43,075	$43,075	
7/1/2038	$325,000	4.000%	$43,075	$368,075	$2,210,000
1/1/2039	$0		$36,575	$36,575	
7/1/2039	$335,000	4.000%	$36,575	$371,575	$1,875,000
1/1/2040	$0		$29,875	$29,875	
7/1/2040	$350,000	4.000%	$29,875	$379,875	$1,525,000
1/1/2041	$0		$22,875	$22,875	
7/1/2041	$365,000	3.000%	$22,875	$387,875	$1,160,000
1/1/2042	$0		$17,400	$17,400	
7/1/2042	$375,000	3.000%	$17,400	$392,400	$785,000
1/1/2043	$0		$11,775	$11,775	
7/1/2043	$385,000	3.000%	$11,775	$396,775	$400,000
1/1/2044	$0		$6,000	$6,000	
7/1/2044	$400,000	3.000%	$6,000	$406,000	$0
TOTALS	**$5,770,000**		**$2,430,500**	**$8,200,500**	

Special Improvement District (SID) Funds

SID #747 MANLEY RD REVENUE BOND, SERIES 2020 SPECIAL LIMITED OBLIGATIONS OF THE CITY					
ORIGINAL PRINCIPAL AMOUNT: $4,001,000					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Payment**	**Principal Balance**
1/1/2025	$85,095	3.175 %	$50,285	$135,380	$3,082,472
7/1/2025	$86,446	3.175 %	$48,934	$135,380	$2,996,026
1/1/2026	$87,818	3.175 %	$47,562	$135,380	$2,908,208
7/1/2026	$89,213	3.175 %	$46,168	$135,380	$2,818,995
1/1/2027	$90,629	3.175 %	$44,752	$135,380	$2,728,367
7/1/2027	$92,067	3.175 %	$43,313	$135,380	$2,636,299
1/1/2028	$93,529	3.175 %	$41,851	$135,380	$2,542,770
7/1/2028	$95,014	3.175 %	$40,366	$135,380	$2,447,756
1/1/2029	$96,522	3.175 %	$38,858	$135,380	$2,351,234
7/1/2029	$98,054	3.175 %	$37,326	$135,380	$2,253,180
1/1/2030	$99,611	3.175 %	$35,769	$135,380	$2,153,569
7/1/2030	$101,192	3.175 %	$34,188	$135,380	$2,052,376
1/1/2031	$102,799	3.175 %	$32,581	$135,380	$1,949,577
7/1/2031	$104,431	3.175 %	$30,950	$135,380	$1,845,147
1/1/2032	$106,089	3.175 %	$29,292	$135,380	$1,739,058
7/1/2032	$107,773	3.175 %	$27,605	$135,377	$1,631,285
1/1/2033	$109,484	3.175 %	$25,897	$135,380	$1,521,802
7/1/2033	$111,222	3.175 %	$24,159	$135,380	$1,410,580
1/1/2034	$112,987	3.175 %	$22,393	$135,380	$1,297,592
7/1/2034	$114,781	3.175 %	$20,599	$135,380	$1,182,811
1/1/2035	$116,603	3.175 %	$18,777	$135,380	$1,066,208
7/1/2035	$118,454	3.175 %	$16,926	$135,380	$947,754
1/1/2036	$120,335	3.175 %	$15,046	$135,380	$827,419
7/1/2036	$122,245	3.175 %	$13,135	$135,380	$705,174
1/1/2037	$124,186	3.175 %	$11,195	$135,380	$580,989
7/1/2037	$126,157	3.175 %	$9,223	$135,380	$454,831
1/1/2038	$128,160	3.175 %	$7,220	$135,380	$326,672
7/1/2038	$130,194	3.175 %	$5,186	$135,380	$196,477
1/1/2039	$132,261	3.175 %	$3,119	$135,380	$64,216
7/1/2039	$64,216	3.175 %	$1,019	$65,235	$0
TOTALS	**$3,167,568**		**$823,694**	**$3,991,261**	

Water Funds

WATER REVENUE BOND, SERIES 2011A STATE REVOLVING FUND WATER TREATMENT PLANT							
ORIGINAL PRINCIPAL AMOUNT: $9,491,000							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$269,000	3.00%	$44,830	$5,604	$16,811	$336,245	$4,214,000
7/1/2025	$273,000	3.00%	$42,140	$5,268	$15,803	$336,210	$3,941,000
1/1/2026	$277,000	3.00%	$39,410	$4,926	$14,779	$336,115	$3,664,000
7/1/2026	$281,000	3.00%	$36,640	$4,580	$13,740	$335,960	$3,383,000
1/1/2027	$285,000	3.00%	$33,830	$4,229	$12,686	$335,745	$3,098,000
7/1/2027	$290,000	3.00%	$30,980	$3,873	$11,618	$336,470	$2,808,000
1/1/2028	$294,000	3.00%	$28,080	$3,510	$10,530	$336,120	$2,514,000
7/1/2028	$298,000	3.00%	$25,140	$3,143	$9,428	$335,710	$2,216,000
1/1/2029	$303,000	3.00%	$22,160	$2,770	$8,310	$336,240	$1,913,000
7/1/2029	$307,000	3.00%	$19,130	$2,391	$7,174	$335,695	$1,606,000
1/1/2030	$312,000	3.00%	$16,060	$2,008	$6,023	$336,090	$1,294,000
7/1/2030	$317,000	3.00%	$12,940	$1,618	$4,853	$336,410	$977,000
1/1/2031	$321,000	3.00%	$9,770	$1,221	$3,664	$335,655	$656,000
7/1/2031	$326,000	3.00%	$6,560	$820	$2,460	$335,840	$330,000
1/1/2032	$330,000	3.00%	$3,300	$413	$1,238	$334,950	$0
TOTALS	**$4,483,000**		**$370,970**	**$46,371**	**$139,114**	**$5,039,455**	

Water Funds (continued)

WATER, STATE REVOLVING FUND REVENUE BOND, SERIES 2011B STATE REVOLVING FUND WATER TREATMENT PLANT							
ORIGINAL PRINCIPAL AMOUNT: $9,552,000							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$249,000	3.00%	$47,710	$5,964	$17,891	$320,565	$4,522,000
7/1/2025	$252,000	3.00%	$45,220	$5,653	$16,958	$319,830	$4,270,000
1/1/2026	$256,000	3.00%	$42,700	$5,338	$16,013	$320,050	$4,014,000
7/1/2026	$260,000	3.00%	$40,140	$5,018	$15,053	$320,210	$3,754,000
1/1/2027	$264,000	3.00%	$37,540	$4,693	$14,078	$320,310	$3,490,000
7/1/2027	$268,000	3.00%	$34,900	$4,363	$13,088	$320,350	$3,222,000
1/1/2028	$272,000	3.00%	$32,220	$4,028	$12,083	$320,330	$2,950,000
7/1/2028	$276,000	3.00%	$29,500	$3,688	$11,063	$320,250	$2,674,000
1/1/2029	$280,000	3.00%	$26,740	$3,343	$10,028	$320,110	$2,394,000
7/1/2029	$284,000	3.00%	$23,940	$2,993	$8,978	$319,910	$2,110,000
1/1/2030	$288,000	3.00%	$21,100	$2,638	$7,913	$319,650	$1,822,000
7/1/2030	$293,000	3.00%	$18,220	$2,278	$6,833	$320,330	$1,529,000
1/1/2031	$297,000	3.00%	$15,290	$1,911	$5,734	$319,935	$1,232,000
7/1/2031	$302,000	3.00%	$12,320	$1,540	$4,620	$320,480	$930,000
1/1/2032	$306,000	3.00%	$9,300	$1,163	$3,488	$319,950	$624,000
7/1/2032	$311,000	3.00%	$6,240	$780	$2,340	$320,360	$313,000
1/1/2033	$313,000	3.00%	$3,130	$391	$1,174	$317,695	$0
TOTALS	**$4,771,000**		**$446,210**	**$55,776**	**$167,329**	**$5,440,315**	

Water Funds (continued)

WATER REVENUE BOND, SERIES 2017 STATE REVOLVING FUND SOURDOUGH WATER TANK PROJECT							
ORIGINAL PRINCIPAL AMOUNT: $7,573,000							
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Loan Loss Reserve**	**Admin Expense Surcharge**	**Semi-Annual Payment**	**Principal Balance**
1/1/2025	$175,000	2.50%	$53,390	$6,674	$6,674	$241,738	$5,164,000
7/1/2025	$177,000	2.50%	$51,640	$6,455	$6,455	$241,550	$4,987,000
1/1/2026	$179,000	2.50%	$49,870	$6,234	$6,234	$241,338	$4,808,000
7/1/2026	$182,000	2.50%	$48,080	$6,010	$6,010	$242,100	$4,626,000
1/1/2027	$184,000	2.50%	$46,260	$5,783	$5,783	$241,825	$4,442,000
7/1/2027	$186,000	2.50%	$44,420	$5,553	$5,553	$241,525	$4,256,000
1/1/2028	$189,000	2.50%	$42,560	$5,320	$5,320	$242,200	$4,067,000
7/1/2028	$191,000	2.50%	$40,670	$5,084	$5,084	$241,838	$3,876,000
1/1/2029	$193,000	2.50%	$38,760	$4,845	$4,845	$241,450	$3,683,000
7/1/2029	$196,000	2.50%	$36,830	$4,604	$4,604	$242,038	$3,487,000
1/1/2030	$198,000	2.50%	$34,870	$4,359	$4,359	$241,588	$3,289,000
7/1/2030	$201,000	2.50%	$32,890	$4,111	$4,111	$242,113	$3,088,000
1/1/2031	$203,000	2.50%	$30,880	$3,860	$3,860	$241,600	$2,885,000
7/1/2031	$206,000	2.50%	$28,850	$3,606	$3,606	$242,063	$2,679,000
1/1/2032	$208,000	2.50%	$26,790	$3,349	$3,349	$241,488	$2,471,000
7/1/2032	$211,000	2.50%	$24,710	$3,089	$3,089	$241,888	$2,260,000
1/1/2033	$214,000	2.50%	$22,600	$2,825	$2,825	$242,250	$2,046,000
7/1/2033	$216,000	2.50%	$20,460	$2,558	$2,558	$241,575	$1,830,000
1/1/2034	$219,000	2.50%	$18,300	$2,288	$2,288	$241,875	$1,611,000
7/1/2034	$222,000	2.50%	$16,110	$2,014	$2,014	$242,138	$1,389,000
1/1/2035	$224,000	2.50%	$13,890	$1,736	$1,736	$241,363	$1,165,000
7/1/2035	$227,000	2.50%	$11,650	$1,456	$1,456	$241,563	$938,000
1/1/2036	$230,000	2.50%	$9,380	$1,173	$1,173	$241,725	$708,000
7/1/2036	$233,000	2.50%	$7,080	$885	$885	$241,850	$475,000
1/1/2037	$236,000	2.50%	$4,750	$594	$594	$241,938	$239,000
7/1/2037	$239,000	2.50%	$2,390	$299	$299	$241,988	$0
TOTALS	**$5,339,000**		**$758,080**	**$94,760**	**$94,760**	**$6,286,600**	

Wastewater Funds

WASTEWATER REVENUE BOND, SERIES 2010B STATE REVOLVING FUND WATER RECLAMATION FACILITY (WRF) UPGRADES & EXPANSION					
ORIGINAL PRINCIPAL AMOUNT: $359,300					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Semi-Annual Payment**	**Principal Balance**
1/1/2025	$10,000	1.75%	$971	$10,971	$101,000
7/1/2025	$10,000	1.75%	$884	$10,884	$91,000
1/1/2026	$10,000	1.75%	$796	$10,796	$81,000
7/1/2026	$10,000	1.75%	$709	$10,709	$71,000
1/1/2027	$10,000	1.75%	$621	$10,621	$61,000
7/1/2027	$10,000	1.75%	$534	$10,534	$51,000
1/1/2028	$10,000	1.75%	$446	$10,446	$41,000
7/1/2028	$10,000	1.75%	$359	$10,359	$31,000
1/1/2029	$10,000	1.75%	$271	$10,271	$21,000
7/1/2029	$10,000	1.75%	$184	$10,184	$11,000
1/1/2030	$11,000	1.75%	$96	$11,096	$0
TOTALS	**$111,000**		**$5,871**	**$116,871**	

WASTEWATER REVENUE BOND, SERIES 2010D STATE REVOLVING FUND WATER RECLAMATION FACILITY (WRF) UPGRADES & EXPANSION							
ORIGINAL PRINCIPAL AMOUNT: $9,500,000							
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Loan Loss Reserve**	**Admin Expense Surcharge**	**Semi-Annual Payment**	**Principal Balance**
1/1/2025	$273,000	3.00%	$32,330	$4,041	$12,124	$321,495	$2,960,000
7/1/2025	$277,000	3.00%	$29,600	$3,700	$11,100	$321,400	$2,683,000
1/1/2026	$281,000	3.00%	$26,830	$3,354	$10,061	$321,245	$2,402,000
7/1/2026	$285,000	3.00%	$24,020	$3,003	$9,008	$321,030	$2,117,000
1/1/2027	$289,000	3.00%	$21,170	$2,646	$7,939	$320,755	$1,828,000
7/1/2027	$294,000	3.00%	$18,280	$2,285	$6,855	$321,420	$1,534,000
1/1/2028	$298,000	3.00%	$15,340	$1,918	$5,753	$321,010	$1,236,000
7/1/2028	$302,000	3.00%	$12,360	$1,545	$4,635	$320,540	$934,000
1/1/2029	$307,000	3.00%	$9,340	$1,168	$3,503	$321,010	$627,000
7/1/2029	$312,000	3.00%	$6,270	$784	$2,351	$321,405	$315,000
1/1/2030	$315,000	3.00%	$3,150	$394	$1,181	$319,725	$0
TOTALS	**$3,233,000**		**$198,690**	**$24,836**	**$74,509**	**$3,531,035**	

Wastewater Funds (continued)

WASTEWATER REVENUE BOND, SERIES 2010F STATE REVOLVING FUND WATER RECLAMATION FACILITY (WRF) DIGESTER							
ORIGINAL PRINCIPAL AMOUNT: $729,000							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$23,000	3.00%	$3,000	$375	$1,125	$27,500	$277,000
7/1/2025	$23,000	3.00%	$2,770	$346	$1,039	$27,155	$254,000
1/1/2026	$24,000	3.00%	$2,540	$318	$953	$27,810	$230,000
7/1/2026	$24,000	3.00%	$2,300	$288	$863	$27,450	$206,000
1/1/2027	$24,000	3.00%	$2,060	$258	$773	$27,090	$182,000
7/1/2027	$25,000	3.00%	$1,820	$228	$683	$27,730	$157,000
1/1/2028	$25,000	3.00%	$1,570	$196	$589	$27,355	$132,000
7/1/2028	$26,000	3.00%	$1,320	$165	$495	$27,980	$106,000
1/1/2029	$26,000	3.00%	$1,060	$133	$398	$27,590	$80,000
7/1/2029	$26,000	3.00%	$800	$100	$300	$27,200	$54,000
1/1/2030	$27,000	3.00%	$540	$68	$203	$27,810	$27,000
7/1/2030	$27,000	3.00%	$270	$34	$101	$27,405	$0
TOTALS	**$300,000**		**$20,050**	**$2,506**	**$7,519**	**$330,075**	

WASTEWATER REVENUE BOND, SERIES 2010C STATE REVOLVING FUND WATER RECLAMATION FACILITY (WRF) ADMIN BUILDING							
ORIGINAL PRINCIPAL AMOUNT: $885,081							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$27,000	3.00%	$3,830	$479	$1,436	$32,745	$356,000
7/1/2025	$27,000	3.00%	$3,560	$445	$1,335	$32,340	$329,000
1/1/2026	$28,000	3.00%	$3,290	$411	$1,234	$32,935	$301,000
7/1/2026	$28,000	3.00%	$3,010	$376	$1,129	$32,515	$273,000
1/1/2027	$29,000	3.00%	$2,730	$341	$1,024	$33,095	$244,000
7/1/2027	$29,000	3.00%	$2,440	$305	$915	$32,660	$215,000
1/1/2028	$29,000	3.00%	$2,150	$269	$806	$32,225	$186,000
7/1/2028	$30,000	3.00%	$1,860	$233	$698	$32,790	$156,000
1/1/2029	$30,000	3.00%	$1,560	$195	$585	$32,340	$126,000
7/1/2029	$31,000	3.00%	$1,260	$158	$473	$32,890	$95,000
1/1/2030	$31,000	3.00%	$950	$119	$356	$32,425	$64,000
7/1/2030	$32,000	3.00%	$640	$80	$240	$32,960	$32,000
1/1/2031	$32,000	3.00%	$320	$40	$120	$32,480	$0
TOTALS	**$383,000**		**$27,600**	**$3,450**	**$10,350**	**$424,400**	

Wastewater Funds (continued)

WASTEWATER REVENUE BOND, SERIES 2010G STATE REVOLVING FUND WATER RECLAMATION FACILITY (WRF) DIGESTER PROJECT							
ORIGINAL PRINCIPAL AMOUNT: $3,903,000							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$82,000	3.00%	$11,950	$4,481	$1,494	$99,925	$1,113,000
7/1/2025	$84,000	3.00%	$11,130	$4,174	$1,391	$100,695	$1,029,000
1/1/2026	$85,000	3.00%	$10,290	$3,859	$1,286	$100,435	$944,000
7/1/2026	$87,000	3.00%	$9,440	$3,540	$1,180	$101,160	$857,000
1/1/2027	$88,000	3.00%	$8,570	$3,214	$1,071	$100,855	$769,000
7/1/2027	$90,000	3.00%	$7,690	$2,884	$961	$101,535	$679,000
1/1/2028	$92,000	3.00%	$6,790	$2,546	$849	$102,185	$587,000
7/1/2028	$93,000	3.00%	$5,870	$2,201	$734	$101,805	$494,000
1/1/2029	$95,000	3.00%	$4,940	$1,853	$618	$102,410	$399,000
7/1/2029	$97,000	3.00%	$3,990	$1,496	$499	$102,985	$302,000
1/1/2030	$99,000	3.00%	$3,020	$1,133	$378	$103,530	$203,000
7/1/2030	$101,000	3.00%	$2,030	$761	$254	$104,045	$102,000
1/1/2031	$102,000	3.00%	$1,020	$383	$128	$103,530	$0
TOTALS	**$1,195,000**		**$86,730**	**$32,524**	**$10,841**	**$1,325,095**	

WASTEWATER REVENUE BOND, SERIES 2010H STATE REVOLVING FUND WATER RECLAMATION FACILITY (WRF)							
ORIGINAL PRINCIPAL AMOUNT: $8,692,000							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$265,000	3.00%	$37,660	$4,708	$14,123	$321,490	$3,501,000
7/1/2025	$269,000	3.00%	$35,010	$4,376	$13,129	$321,515	$3,232,000
1/1/2026	$273,000	3.00%	$32,320	$4,040	$12,120	$321,480	$2,959,000
7/1/2026	$277,000	3.00%	$29,590	$3,699	$11,096	$321,385	$2,682,000
1/1/2027	$281,000	3.00%	$26,820	$3,353	$10,058	$321,230	$2,401,000
7/1/2027	$285,000	3.00%	$24,010	$3,001	$9,004	$321,015	$2,116,000
1/1/2028	$289,000	3.00%	$21,160	$2,645	$7,935	$320,740	$1,827,000
7/1/2028	$294,000	3.00%	$18,270	$2,284	$6,851	$321,405	$1,533,000
1/1/2029	$298,000	3.00%	$15,330	$1,916	$5,749	$320,995	$1,235,000
7/1/2029	$302,000	3.00%	$12,350	$1,544	$4,631	$320,525	$933,000
1/1/2030	$307,000	3.00%	$9,330	$1,166	$3,499	$320,995	$626,000
7/1/2030	$312,000	3.00%	$6,260	$783	$2,348	$321,390	$314,000
1/1/2031	$314,000	3.00%	$3,140	$393	$1,178	$318,710	$0
TOTALS	**$3,766,000**		**$271,250**	**$33,906**	**$101,719**	**$4,172,875**	

Wastewater Funds (continued)

WASTEWATER REVENUE BOND, SERIES 2020D STATE REVOLVING FUND FRONT STREET INTERCEPTOR							
ORIGINAL PRINCIPAL AMOUNT: $2,807,000							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$60,000	2.50%	$23,510	$2,939	$2,939	$89,388	$2,291,000
7/1/2025	$61,000	2.50%	$22,910	$2,864	$2,864	$89,638	$2,230,000
1/1/2026	$62,000	2.50%	$22,300	$2,788	$2,788	$89,875	$2,168,000
7/1/2026	$62,000	2.50%	$21,680	$2,710	$2,710	$89,100	$2,106,000
1/1/2027	$63,000	2.50%	$21,060	$2,633	$2,633	$89,325	$2,043,000
7/1/2027	$64,000	2.50%	$20,430	$2,554	$2,554	$89,538	$1,979,000
1/1/2028	$65,000	2.50%	$19,790	$2,474	$2,474	$89,738	$1,914,000
7/1/2028	$66,000	2.50%	$19,140	$2,393	$2,393	$89,925	$1,848,000
1/1/2029	$67,000	2.50%	$18,480	$2,310	$2,310	$90,100	$1,781,000
7/1/2029	$67,000	2.50%	$17,810	$2,226	$2,226	$89,263	$1,714,000
1/1/2030	$68,000	2.50%	$17,140	$2,143	$2,143	$89,425	$1,646,000
7/1/2030	$69,000	2.50%	$16,460	$2,058	$2,058	$89,575	$1,577,000
1/1/2031	$70,000	2.50%	$15,770	$1,971	$1,971	$89,713	$1,507,000
7/1/2031	$71,000	2.50%	$15,070	$1,884	$1,884	$89,838	$1,436,000
1/1/2032	$72,000	2.50%	$14,360	$1,795	$1,795	$89,950	$1,364,000
7/1/2032	$73,000	2.50%	$13,640	$1,705	$1,705	$90,050	$1,291,000
1/1/2033	$73,000	2.50%	$12,910	$1,614	$1,614	$89,138	$1,218,000
7/1/2033	$74,000	2.50%	$12,180	$1,523	$1,523	$89,225	$1,144,000
1/1/2034	$75,000	2.50%	$11,440	$1,430	$1,430	$89,300	$1,069,000
7/1/2034	$76,000	2.50%	$10,690	$1,336	$1,336	$89,363	$993,000
1/1/2035	$77,000	2.50%	$9,930	$1,241	$1,241	$89,413	$916,000
7/1/2035	$78,000	2.50%	$9,160	$1,145	$1,145	$89,450	$838,000
1/1/2036	$79,000	2.50%	$8,380	$1,048	$1,048	$89,475	$759,000
7/1/2036	$80,000	2.50%	$7,590	$949	$949	$89,488	$679,000
1/1/2037	$81,000	2.50%	$6,790	$849	$849	$89,488	$598,000
7/1/2037	$82,000	2.50%	$5,980	$748	$748	$89,475	$516,000
1/1/2038	$83,000	2.50%	$5,160	$645	$645	$89,450	$433,000
7/1/2038	$84,000	2.50%	$4,330	$541	$541	$89,413	$349,000
1/1/2039	$85,000	2.50%	$3,490	$436	$436	$89,363	$264,000
7/1/2039	$86,000	2.50%	$2,640	$330	$330	$89,300	$178,000
1/1/2040	$87,000	2.50%	$1,780	$223	$223	$89,225	$91,000
7/1/2040	$91,000	2.50%	$910	$114	$114	$92,138	$0
TOTALS	**$2,351,000**		**$412,910**	**$51,614**	**$51,614**	**$2,867,138**	

Wastewater Funds (continued)

WASTEWATER REVENUE BOND, SERIES 2020B STATE REVOLVING FUND DAVIS LANE/NORTON E RANCH							
ORIGINAL PRINCIPAL AMOUNT: $7,786,000							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$167,000	2.50%	$65,220	$8,153	$8,153	$248,525	$6,355,000
7/1/2025	$169,000	2.50%	$63,550	$7,944	$7,944	$248,438	$6,186,000
1/1/2026	$171,000	2.50%	$61,860	$7,733	$7,733	$248,325	$6,015,000
7/1/2026	$173,000	2.50%	$60,150	$7,519	$7,519	$248,188	$5,842,000
1/1/2027	$176,000	2.50%	$58,420	$7,303	$7,303	$249,025	$5,666,000
7/1/2027	$178,000	2.50%	$56,660	$7,083	$7,083	$248,825	$5,488,000
1/1/2028	$180,000	2.50%	$54,880	$6,860	$6,860	$248,600	$5,308,000
7/1/2028	$182,000	2.50%	$53,080	$6,635	$6,635	$248,350	$5,126,000
1/1/2029	$184,000	2.50%	$51,260	$6,408	$6,408	$248,075	$4,942,000
7/1/2029	$187,000	2.50%	$49,420	$6,178	$6,178	$248,775	$4,755,000
1/1/2030	$189,000	2.50%	$47,550	$5,944	$5,944	$248,438	$4,566,000
7/1/2030	$191,000	2.50%	$45,660	$5,708	$5,708	$248,075	$4,375,000
1/1/2031	$194,000	2.50%	$43,750	$5,469	$5,469	$248,688	$4,181,000
7/1/2031	$196,000	2.50%	$41,810	$5,226	$5,226	$248,263	$3,985,000
1/1/2032	$199,000	2.50%	$39,850	$4,981	$4,981	$248,813	$3,786,000
7/1/2032	$201,000	2.50%	$37,860	$4,733	$4,733	$248,325	$3,585,000
1/1/2033	$204,000	2.50%	$35,850	$4,481	$4,481	$248,813	$3,381,000
7/1/2033	$206,000	2.50%	$33,810	$4,226	$4,226	$248,263	$3,175,000
1/1/2034	$209,000	2.50%	$31,750	$3,969	$3,969	$248,688	$2,966,000
7/1/2034	$211,000	2.50%	$29,660	$3,708	$3,708	$248,075	$2,755,000
1/1/2035	$214,000	2.50%	$27,550	$3,444	$3,444	$248,438	$2,541,000
7/1/2035	$217,000	2.50%	$25,410	$3,176	$3,176	$248,763	$2,324,000
1/1/2036	$220,000	2.50%	$23,240	$2,905	$2,905	$249,050	$2,104,000
7/1/2036	$222,000	2.50%	$21,040	$2,630	$2,630	$248,300	$1,882,000
1/1/2037	$225,000	2.50%	$18,820	$2,353	$2,353	$248,525	$1,657,000
7/1/2037	$228,000	2.50%	$16,570	$2,071	$2,071	$248,713	$1,429,000
1/1/2038	$231,000	2.50%	$14,290	$1,786	$1,786	$248,863	$1,198,000
7/1/2038	$234,000	2.50%	$11,980	$1,498	$1,498	$248,975	$964,000
1/1/2039	$236,000	2.50%	$9,640	$1,205	$1,205	$248,050	$728,000
7/1/2039	$239,000	2.50%	$7,280	$910	$910	$248,100	$489,000
1/1/2040	$242,000	2.50%	$4,890	$611	$611	$248,113	$247,000
7/1/2040	$247,000	2.50%	$2,470	$309	$309	$250,088	$0
TOTALS	**$6,522,000**		**$1,145,230**	**$143,154**	**$143,154**	**$7,953,538**	

Wastewater Funds (continued)

WASTEWATER REVENUE BOND, SERIES 2020C STATE REVOLVING FUND DAVIS LANE/NORTON E RANCH					
ORIGINAL PRINCIPAL AMOUNT: $6,693,321					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Semi-Annual Payment**	**Principal Balance**
1/1/2025	$141,000	2.50%	$71,588	$212,588	$5,586,000
7/1/2025	$143,000	2.50%	$69,825	$212,825	$5,443,000
1/1/2026	$145,000	2.50%	$68,038	$213,038	$5,298,000
7/1/2026	$146,000	2.50%	$66,225	$212,225	$5,152,000
1/1/2027	$148,000	2.50%	$64,400	$212,400	$5,004,000
7/1/2027	$151,000	2.50%	$62,550	$213,550	$4,853,000
1/1/2028	$153,000	2.50%	$60,663	$213,663	$4,700,000
7/1/2028	$154,000	2.50%	$58,750	$212,750	$4,546,000
1/1/2029	$157,000	2.50%	$56,825	$213,825	$4,389,000
7/1/2029	$159,000	2.50%	$54,863	$213,863	$4,230,000
1/1/2030	$160,000	2.50%	$52,875	$212,875	$4,070,000
7/1/2030	$161,000	2.50%	$50,875	$211,875	$3,909,000
1/1/2031	$164,000	2.50%	$48,863	$212,863	$3,745,000
7/1/2031	$167,000	2.50%	$46,813	$213,813	$3,578,000
1/1/2032	$168,000	2.50%	$44,725	$212,725	$3,410,000
7/1/2032	$170,000	2.50%	$42,625	$212,625	$3,240,000
1/1/2033	$173,000	2.50%	$40,500	$213,500	$3,067,000
7/1/2033	$174,000	2.50%	$38,338	$212,338	$2,893,000
1/1/2034	$177,000	2.50%	$36,163	$213,163	$2,716,000
7/1/2034	$179,000	2.50%	$33,950	$212,950	$2,537,000
1/1/2035	$182,000	2.50%	$31,713	$213,713	$2,355,000
7/1/2035	$183,000	2.50%	$29,438	$212,438	$2,172,000
1/1/2036	$185,000	2.50%	$27,150	$212,150	$1,987,000
7/1/2036	$188,000	2.50%	$24,838	$212,838	$1,799,000
1/1/2037	$190,000	2.50%	$22,488	$212,488	$1,609,000
7/1/2037	$192,000	2.50%	$20,113	$212,113	$1,417,000
1/1/2038	$195,000	2.50%	$17,713	$212,713	$1,222,000
7/1/2038	$197,000	2.50%	$15,275	$212,275	$1,025,000
1/1/2039	$200,000	2.50%	$12,813	$212,813	$825,000
7/1/2039	$203,000	2.50%	$10,313	$213,313	$622,000
1/1/2040	$205,000	2.50%	$7,775	$212,775	$417,000
7/1/2040	$207,000	2.50%	$5,213	$212,213	$210,000
1/1/2041	$210,000	2.50%	$2,625	$212,625	$0
TOTALS	**$5,727,000**		**$1,296,913**	**$7,023,913**	

Stormwater Fund

STORMWATER REVENUE BOND, SERIES 2015 STATE REVOLVING FUND LANDFILL MITIGATION							
ORIGINAL PRINCIPAL AMOUNT: $1,815,000							
Payment Due	Principal Payment	Interest Rate	Interest Payment	Loan Loss Reserve	Admin Expense Surcharge	Semi-Annual Payment	Principal Balance
1/1/2025	$44,000	2.50%	$11,090	$1,386	$1,386	$57,863	$1,065,000
7/1/2025	$45,000	2.50%	$10,650	$1,331	$1,331	$58,313	$1,020,000
1/1/2026	$45,000	2.50%	$10,200	$1,275	$1,275	$57,750	$975,000
7/1/2026	$45,000	2.50%	$9,750	$1,219	$1,219	$57,188	$930,000
1/1/2027	$47,000	2.50%	$9,300	$1,163	$1,163	$58,625	$883,000
7/1/2027	$47,000	2.50%	$8,830	$1,104	$1,104	$58,038	$836,000
1/1/2028	$48,000	2.50%	$8,360	$1,045	$1,045	$58,450	$788,000
7/1/2028	$48,000	2.50%	$7,880	$985	$985	$57,850	$740,000
1/1/2029	$48,000	2.50%	$7,400	$925	$925	$57,250	$692,000
7/1/2029	$49,000	2.50%	$6,920	$865	$865	$57,650	$643,000
1/1/2030	$49,000	2.50%	$6,430	$804	$804	$57,038	$594,000
7/1/2030	$51,000	2.50%	$5,940	$743	$743	$58,425	$543,000
1/1/2031	$51,000	2.50%	$5,430	$679	$679	$57,788	$492,000
7/1/2031	$52,000	2.50%	$4,920	$615	$615	$58,150	$440,000
1/1/2032	$53,000	2.50%	$4,400	$550	$550	$58,500	$387,000
7/1/2032	$53,000	2.50%	$3,870	$484	$484	$57,838	$334,000
1/1/2033	$54,000	2.50%	$3,340	$418	$418	$58,175	$280,000
7/1/2033	$55,000	2.50%	$2,800	$350	$350	$58,500	$225,000
1/1/2034	$56,000	2.50%	$2,250	$281	$281	$58,813	$169,000
7/1/2034	$56,000	2.50%	$1,690	$211	$211	$58,113	$113,000
1/1/2035	$56,000	2.50%	$1,130	$141	$141	$57,413	$57,000
7/1/2035	$57,000	2.50%	$570	$71	$71	$57,713	$0
TOTALS	**$1,109,000**		**$133,150**	**$16,644**	**$16,644**	**$1,275,438**	

Public Works Administration Fund

E. BEALL OFFICE LEASE					
ORIGINAL PRINCIPAL AMOUNT: $423,122					
Payment Due	**Principal Payment**	**Interest Rate**	**Interest Payment**	**Monthly Payment**	**Lease Balance**
7/1/2024	$6,934	5.00%	$1,070	$8,005	$249,967
8/1/2024	$6,963	5.00%	$1,042	$8,005	$243,004
9/1/2024	$6,992	5.00%	$1,013	$8,005	$236,012
10/1/2024	$7,021	5.00%	$983	$8,005	$228,990
11/1/2024	$7,051	5.00%	$954	$8,005	$221,940
12/1/2024	$7,080	5.00%	$925	$8,005	$214,860
1/1/2025	$7,109	5.00%	$895	$8,005	$207,750
2/1/2025	$7,139	5.00%	$866	$8,005	$200,611
3/1/2025	$7,169	5.00%	$836	$8,005	$193,442
4/1/2025	$7,518	5.00%	$806	$8,324	$185,924
5/1/2025	$7,550	5.00%	$775	$8,324	$178,374
6/1/2025	$7,581	5.00%	$743	$8,324	$170,793
7/1/2025	$7,613	5.00%	$712	$8,324	$163,181
8/1/2025	$7,644	5.00%	$680	$8,324	$155,537
9/1/2025	$7,676	5.00%	$648	$8,324	$147,860
10/1/2025	$7,708	5.00%	$616	$8,324	$140,152
11/1/2025	$7,740	5.00%	$584	$8,324	$132,412
12/1/2025	$7,773	5.00%	$552	$8,324	$124,639
1/1/2026	$7,805	5.00%	$519	$8,324	$116,834
2/1/2026	$7,837	5.00%	$487	$8,324	$108,997
3/1/2026	$7,870	5.00%	$454	$8,324	$101,127
4/1/2026	$8,236	5.00%	$421	$8,657	$92,891
5/1/2026	$8,270	5.00%	$387	$8,657	$84,621
6/1/2026	$8,305	5.00%	$353	$8,657	$76,316
7/1/2026	$8,339	5.00%	$318	$8,657	$67,977
8/1/2026	$8,374	5.00%	$283	$8,657	$59,603
9/1/2026	$8,409	5.00%	$248	$8,657	$51,194
10/1/2026	$8,444	5.00%	$213	$8,657	$42,750
11/1/2026	$8,479	5.00%	$178	$8,657	$34,271
12/1/2026	$8,514	5.00%	$143	$8,657	$25,757
1/1/2027	$8,550	5.00%	$107	$8,657	$17,207
2/1/2027	$8,586	5.00%	$72	$8,657	$8,621
3/1/2027	$8,621	5.00%	$36	$8,657	$0
TOTALS	**$256,901**		**$18,919**	**$275,820**	**$4,283,616**

Capital Improvement Program (CIP)

Introduction to the Capital Improvement Program (CIP)

The CIP includes a list of anticipated capital expenditures over the biennium as defined by 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:

- Specific plans that involve pre-engineering, master planning, 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 purchases of outright software and hardware. In the budget and CIP, we have treated the software projects as a capital outlay purchase.

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. The latest CIP Plan was adopted by the City Commission on December 12, 2023.

The 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.

Once adopted, the Capital Improvements Plan became the basis of the budget for the 2025 Biennium Adopted Budget. 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 2025-2029 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 FY25-FY29.

The adopted plan includes a summary, beginning on page 11, of what projects been included, how the projects were identified for funding, and the definitions and criteria by which projects have been evaluated to determine the impact on current and future operating budgets.

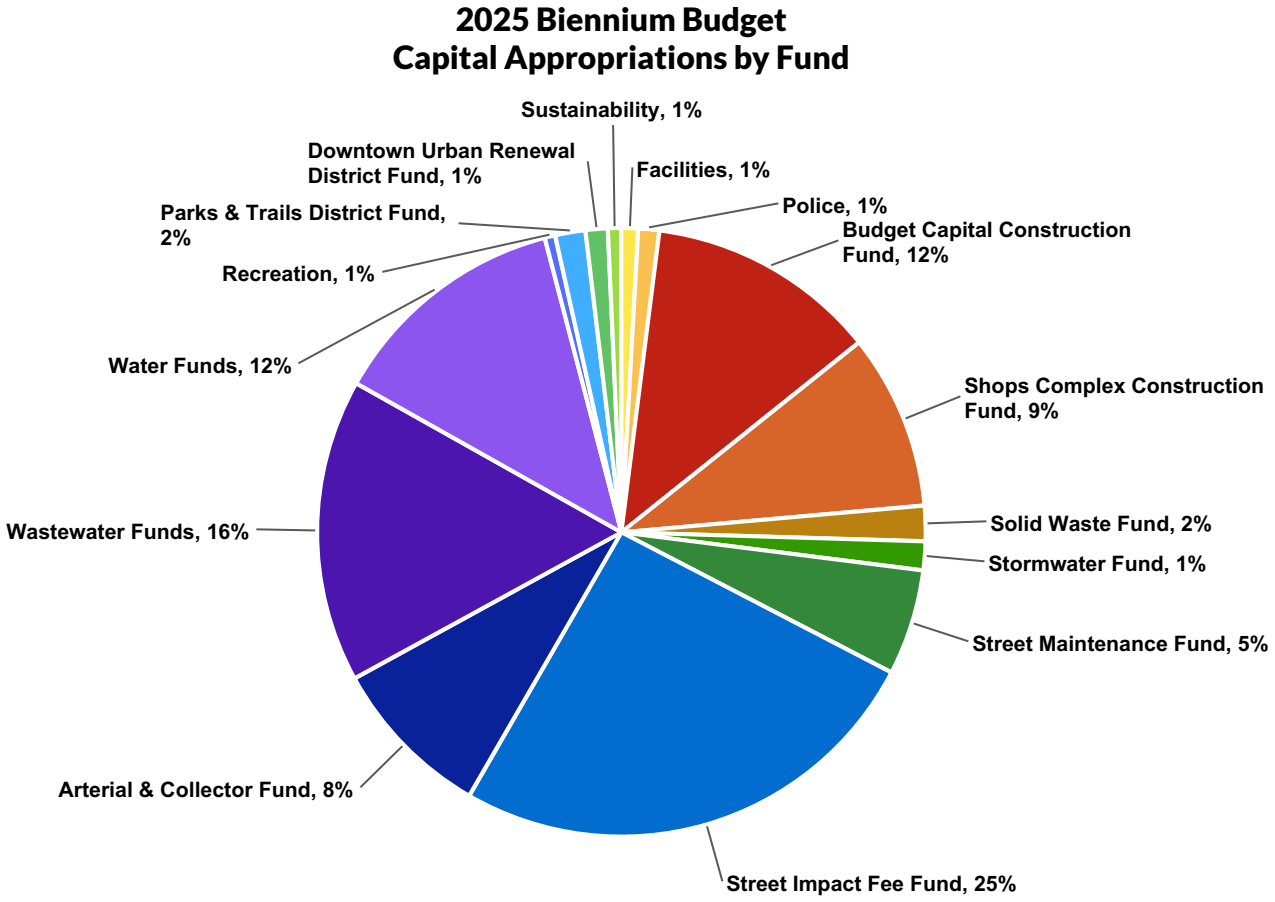
An explanation of changes made to the capital plan following the adoption of the CIP are detailed in the table on the next page.

Changes from Adopted FY25 29 CIP to Adopted Budget

Fund	Department	Increase (Decrease) FY25	Increase (Decrease) FY26	Explanation
General Fund	Police	$ 255,000	$ —	Added three vehicles for new staff in the recommended budget
General Fund	Fire	$ —	$ (18,000,000)	Moved $18M from General Fund to Capital Construction Fund for Fire Station #4
General Fund	Neighborhood Services	$ 45,000	$ —	Added one vehicle for new staff in the recommended budget
Arterial & Collector District	Transportation	$ 50,000	$ 150,000	Added $200k for Oak Street Intersections over biennium to more accurately reflect the needs of the project
Street Maintenance	Transportation	$ 50,000	$ 50,000	Additional $50k annual appropriation to Multimodal Projects (STR22) per Commission amendment
Fire Capital & Equipment Fund	Fire	$ 120,000	$ 95,000	Added one vehicle in both years of the biennium and a Vehicle Lift in FY26 for staffing additions, added project for Back-Up Engine Refurbishment in FY25 that was originally planned with the recent fire engine purchase but exceed available budget
Parks & Trails District Fund	Parks & Trails District	$ (965,000)	$ (425,000)	Reduction to the capital plan to be more realistic and reduce the impact on homeowners
Downtown URD	Economic Development	$ 780,000	$ 950,000	Capital Projects in the Downtown URD are included in the work plan for the district, but not in the City-wide Capital Plan
Capital Construction Fund	Fire	$ —	$ 18,000,000	Moved $18M from General Fund to Capital Construction Fund for Fire Station #4
Street Reconstruction Fund	Transportation	$ (1,170,000)	$ (1,054,600)	Removed S. Black in FY25 and N. Grand in FY26 due to lack of support for Special Improvement Districts
Water Fund	Water	$ —	$ 1,500,000	Added funding for PRV Mechanical & Structural upgrades, Groundwater Permitting, and Water Mains along Fowler Corridor to shift budget in order to more accurately reflect projected schedules
Solid Waste Fund	Solid Waste	$ —	$ 320,000	Added grant funded capital related to the pilot organics program, and a rate study
Parking	Parking	$ 45,000	$ —	Added one vehicle for new staff in the recommended budget, Reduced P017 by $400k in FY26, retained $400k for other parking priority projects per Commission amendment
Vehicle Maintenance	Vehicle Maintenance	$ —	$ 52,000	Added vehicle lift in FY26 as original plan to replace existing lifts in FY24 is no longer feasible
	Total	**$ (840,000)**	**$ 1,587,400**	

2025 Biennium Adopted Budget Capital Projects Summary Costs:

Approximately $150.3 million in capital spending and commitments are planned over the 2025 Biennium. The pie chart below provides a visual depiction of capital appropriations planned in the two-year period. Over the biennium, Street Impact Fee capital projects make up the greatest portion of projects, followed closely by Capital Construction Projects. In the Street Impact Fee CIP, the most significant projects are Kagy: 19th to Willson and Fowler Avenue Connection (Huffine to Oak) budgeted at $10.4M and $13.0M, respectively. The main drivers in the Capital Construction CIP are the Fire Station 4 project budgeted at $18.0M in fiscal year 2025 and the Shops Complex projected at $13.7M over the biennium. The next two greatest portions of the CIP are for Water and Wastewater infrastructure projects. Significant projects in these two utility funds include the Water Reclamation Facility (WRF) Base Hydraulic project budgeted at $10.1M and the Hyalite Dam & Reservoir Operations project budgeted at $5.0M.



2025 Biennium Adopted Budget Funded Capital Project Listing by Fund/Department

2025 Biennium Adopted Budget Capital Project Listing					
Fund	**Department**	**Project #**	**Project Name**	**FY25 Budget**	**FY26 Budget**
General Fund	City Manager	GF378	Records Request Software	$ 50,000	$ —
			City Manager General Fund Total	**$ 50,000**	**$ —**
General Fund	Facilities	GF157	Senior Center Elevator	$ 286,000	$ —
		GF325	New Department Vehicle	75,000	—
		GF343	New Department Vehicle	75,000	—
		GF344	New Department Vehicle	—	75,000
		GF345	Vehicle Replacement	75,000	—
		GF379	Flooring Replacement	—	50,800
		FCA002	Site Facility Exterior Painting	—	122,300
		FCA007	Site Accessibility Assessments	—	92,100
		FCA009	Library Boiler Replacements	—	317,100
		FCA010	Architectural Study	—	73,300
		FCA012	Railings/Handrail Replacement	—	65,100
			Facilities General Fund Total	**$ 511,000**	**$ 795,700**
General Fund	Information Technology	GF080	City-Wide Switches and Routers	$ 60,000	$ 60,000
		GF233	IT Vehicle Replacement	—	35,000
		GF265	Server Replacement GF	—	202,000
		GF289	Server Farm Upgrade	—	35,000
			Information Technology General Fund Total	**$ 60,000**	**$ 332,000**
Planning Fund	Planning	CD09	Community Development Printer	$ 13,000	$ —
			Planning Fund Total	**$ 13,000**	**$ —**
General Fund	Police	GF052	Non-Patrol Car Replacement[17]	$ 70,000	$ 35,000
		GF053	Patrol Vehicle - Replacement[1]	1,100,100	324,500
		GF293	Non-Patrol Car New[1]	67,000	—
		GF377	Police Tasers	28,100	—
			Police General Fund Total	**$ 1,265,200**	**$ 359,500**
Fire Capital & Equipment Fund	Fire	FE12	Personal Protective Equipment	$ 54,000	$ 56,700
		FE18	Light Duty Vehicles	230,000	50,000
		FE26	Data Analytics Software	80,000	—
		FE29	Back-Up Engine Refurbishment	70,000	—
		FE28	Vehicle Lift	—	45,000
			Fire Capital & Equipment Fund Total	**$ 434,000**	**$ 151,700**

[17] Project is budgeted to be debt funded

2025 Biennium Adopted Budget Capital Project Listing					
Fund	**Department**	**Project #**	**Project Name**	**FY25 Budget**	**FY26 Budget**
Budget Capital Construction Fund	Fire	GF355	Fire Station 4	$ 18,000,000	$ —
			Budget Capital Construction Fund Total	**$ 18,000,000**	**$ —**
Building Inspection Fund	Building Inspection	BI06	Building Vehicle	$ 52,000	$ —
		BI07	Building Vehicle	—	54,100
		CD09	Community Development Printer	13,000	—
			Building Inspection Fund Total	**$ 65,000**	**$ 54,100**
Parking Fund	Parking Fund	P017	Rouse Lot Improvements	$ —	$ 170,500
		P033	Enforcement Vehicle Replacement	52,000	—
		P035	New Vehicle	45,000	—
		PARKNG	TBD Parking Project(s)	—	400,000
			Parking Fund Total	**$ 97,000**	**$ 570,500**
Shops Complex Construction Fund	Public Works Administration	SHOPS	Shops Complex[18]	156,000	13,520,000
			Shops Complex Construction Fund Total	**$ 156,000**	**$ 13,520,000**
Solid Waste Fund	Solid Waste	SW50	Side Load Truck[2]	$ 425,000	$ —
		SW51	Sideload Garbage Truck[2]	425,000	—
		SW58	Roll Off Truck[2]	250,000	—
		SW59	Rate Study[19]	70,000	—
		SW60	Sideload Garbage Truck[2]	425,000	—
		SW63	Front Load Truck[2]	378,000	—
		SW65	Side Load Truck-Recycling[2]	—	425,000
Landfill Post-Closure Fund		SW78	Cover System Improvements	—	351,500
			Solid Waste Fund Total	**$ 1,973,000**	**$ 776,500**
Stormwater Fund	Stormwater	STDM02	Manley Ditch Rehab[2]	520,000	—
		STDM04	Historic Pipe Replacement Program	156,000	535,400
		STDM05	Annual Unplanned Pipe Rehabilitation	54,100	59,100
		STOP04	Pipe Inspection Van (#01)[2]	325,000	—
		STOP08	Vacuum & Jetting Truck #1[2]	—	590,000
			Stormwater Fund Total	**$ 1,055,100**	**$ 1,184,500**

[18] Project is budgeted to be debt funded

[19] Project will not be capitalized and is included in the Operating budget

2025 Biennium Adopted Budget Capital Project Listing					
Fund	**Department**	**Project #**	**Project Name**	**FY25 Budget**	**FY26 Budget**
Street Maintenance Fund	Transportation	STR20	Annual Multimodal Improvements	$ 154,000	$ 158,200
		STR22	Streets Operations Grader Lease	220,000	220,000
		STR30	Annual Median & Boulevard Improvements[20]	88,400	97,300
		STR34	Sweepers	131,000	131,000
		STR40	Dump Truck with Plow Sander	—	297,400
		STR49	Sanders	40,000	40,000
		STR58	Tandem Axle Dump Truck	—	320,000
		STR71	Street Improvement (Mill+Overlay)	1,040,400	1,136,100
		STR75	Annual Pedestrian Ramp Repair	115,000	120,000
		STR84	Plug In Electric Work Truck	—	70,000
		STR90	Streets Chip Seal[4]	780,200	819,200
		STR93	Snow Blower	—	220,000
		STR103	HAWK Signal at Gallatin High	150,000	—
		STR106	Asphalt Roller	155,000	—
		STR107	Pavement Marking Striper	37,000	—
		STR109	Sidewalk Utility Vehicle	70,000	—
		STR110	Portable Emulsion Tank	58,000	—
		STR112	Spray Patch Truck	310,000	—
		STR123	Light Duty Fleet Addition	80,000	80,000
		STR126	Loader	250,000	—
		STR127	Patch Truck	310,000	—
		STR128	Skid Steer with Asphalt Mill	130,000	—
		STR129	Light Duty Replace 3345	—	80,000
		STR135	Diesel Fuel Tank & Kiosk	32,000	32,000
		STR144	Replace Mini Loader	100,000	—
		STR145	Smart Paving Technology Attachment	—	55,000
		STR155	Flanders Mill Shared Use	44,900	182,300
			Street Maintenance Fund Total	**$ 4,295,900**	**$ 4,058,500**

[20] Project will not be capitalized and is included in the Operating budget

2025 Biennium Adopted Budget Capital Project Listing					
Fund	**Department**	**Project #**	**Project Name**	**FY25 Budget**	**FY26 Budget**
Street Impact Fee Fund	Transportation	SIF009	Kagy: 19th to Willson	$ —	$ 10,419,000
		SIF112	Highland/Main Intersection Improvement	—	850,000
		SIF114	Fowler Avenue Connection (Huffine to Oak)	5,463,600	7,493,400
		SIF118	Babcock: 15th to 19th	1,967,700	2,597,800
		SIF149	Babcock: 11th to 15th	325,700	—
		SIF152	N 27th: Baxter to Cattail	8,611,200	—
			Street Impact Fee Fund Total	**$ 16,368,200**	**$ 21,360,200**
Arterial & Collector Fund	Transportation	A&C007	Shared Use Path: Valley Center Infill Sections	$ 135,200	$ 527,600
		A&C015	Grade Separated Crossing Study	100,000	—
		A&C016	Shared Use Path: S 19th, Lincoln to Kagy	—	432,600
		A&C024	Shared Use Path: Frontage	—	500,000
		SIF114	Fowler Avenue Connection (Huffine to Oak)[21]	—	2,659,700
		SIF118	Babcock: 15th to 19th	282,900	1,412,700
		SIF145	Kagy/Sourdough Intersection Improvements	85,000	250,000
		SIF149	Babcock: 11th to 15th	217,200	—
		SIF152	N 27th: Baxter to Cattail[5]	2,828,800	—
		SIF157	College: 8th to 11th	660,400	2,347,100
		SIF188	Oak St Intersections	150,000	150,000
			Arterial & Collector Fund Total	**$ 4,459,500**	**$ 8,279,700**
Street Reconstruction Fund	Transportation	SCR01	Curb Spot Repair	$ 114,400	$ 124,400
		SCR26	Bogert Place Church to Story	468,000	—
				$ 582,400	**$ 124,400**
Vehicle Maintenance Fund	Vehicle Maintenance	VM08	Mohawk Wheel Lifts	$ —	$ 52,000
			Vehicle Maintenance Fund Total	**$ —**	**$ 52,000**

[21] Project is budgeted to be debt funded

2025 Biennium Adopted Budget Capital Project Listing					
Fund	**Department**	**Project #**	**Project Name**	**FY25 Budget**	**FY26 Budget**
Wastewater Fund	Wastewater	WW07	Annual Wastewater Pipe Replacement Design	$ 33,000	$ 34,300
		WW08	Wastewater Pipe Replacement	1,430,000	1,449,300
		WW09	Annual 6-Inch Wastewater Pipe Replacement	650,000	811,200
		WW69	Small Works Projects	156,000	162,200
		WW92	Dewater Pumps Replacement	—	162,200
		WW103	Replace Dump Truck 3415	229,100	—
		WW105	Replace Vactor	600,000	—
		WW109	Godwin Bypass Pump	—	54,100
		WW112	E Gallatin River Data Collection	63,000	66,200
		WW113	Skid Steer Loader Replace	—	72,500
		WW114	Kenworth Dump Truck	—	236,000
		WW115	3/4 Ton Pickup Replacement	—	95,000
		WW123	Replace Generator	30,000	—
		WW133	Riverside Lift Station	520,000	—
		WW134	Valley Center Lift Station[22]	2,288,000	—
		WW138	Kagy Blvd to Olive Street Sewer Main Replacement	—	443,500
Wastewater Impact Fee Fund		WW129	WRF Base Hydraulic Phase 1[6]	8,122,400	—
		WW131	WRF Base Hydraulic Phase 2[6]	—	2,007,700
		WW138	Kagy Blvd to Olive Street Sewer Main Replacement	—	393,300
		WWIF52	Blackwood Groves Sewer	104,000	—
		WWIF53	Cottonwood Rd Sewer Capacity	312,000	1,622,400
		WWIF54	Northwest Crossing Sewer Oversizing	263,100	—
		WWIF57	Turnrow Subdivision Sewer Oversize	—	108,200
		WWIF58	Fowler Sewer Upgrade	145,600	988,500
			Wastewater Funds Total	**$ 14,946,200**	**$ 8,706,600**

[22] Project is budgeted to be debt funded

2025 Biennium Adopted Budget Capital Project Listing					
Fund	**Department**	**Project #**	**Project Name**	**FY25 Budget**	**FY26 Budget**
Water Fund	Water	W03	Annual Water Pipe Replacement Program	$ 33,000	$ 34,300
		W04	Water Pipe Replacement Program	1,586,000	2,001,000
		W72	PRV Ph1-Mechanical & Structural Upgrades	—	500,000
		W79	Hyalite Dam & Reservoir Operations	208,000	4,841,400
		W87	Lyman Tank & Transmission Main	2,916,900	—
		W98	Replace 1 Ton Truck	90,000	—
		W100	Replace #3605 GMC Canyon	46,800	—
		W105	Replace Backhoe	165,800	—
		W108	Ground Thawer Replacement	—	90,200
		W110	#3344:3/4 Ton Truck Replacement	—	65,000
		W111	Meter Service Truck Replacement	—	75,000
		W115	Hyalite Intake Rehab	104,000	540,800
		W116	Replace SCADA Vehicle	—	43,300
		W134	Groundwater Permitting	—	200,000
		W147	New Heavy Trailer with Air Brakes	35,000	—
		W150	Integrated Water Resources Plan (IWRP) Update	400,000	—
		W151	WTP Capital Replacement	—	540,800
		W155	Discovery Drive 8-Inch Water Main	494,000	—
		WIF58	Water Mains w/Fowler Corridor	—	800,000
		WIF59	Western Transmission Main	—	432,600
		WIF67	Huffine/Laurel Water Improvements	—	270,400
Water Impact Fee Fund		WIF33	Municipal Well Design	—	1,622,400
		WIF56	Blackwood Groves Water Main	104,000	—
		WIF57	NW Crossing Water Main Oversizing	251,200	—
		WIF69	Turnrow Subdivision Water Main and PRV Oversizing	260,000	—
			Water Funds Total	**$ 6,694,700**	**$ 12,057,200**
General Fund	Recreation	GF334	SMCC Meeting Room Renovation	$ 78,000	$ —
		GF336	SMCC Office HVAC System	260,000	—
		GF371	Beall Exterior Door Replacement	60,000	—
		GF374	Pool Boiler	59,000	—
		GF375	Gender Neutral Change Rooms	150,000	—
		GF376	Locker Room Tile	213,000	—
			Recreation General Fund Total	**$ 820,000**	**$ —**
Tree Maintenance Fund	Tree Maintenance	FOR18	Forestry Half-Ton Pickup	$ 52,000	$ 54,100
			Tree Maintenance Fund Total	**$ 52,000**	**$ 54,100**

2025 Biennium Adopted Budget Capital Project Listing					
Fund	**Department**	**Project #**	**Project Name**	**FY25 Budget**	**FY26 Budget**
Parks & Trails District Fund	Parks & Trails District	PTD01	Large Deck Mower	$ 85,000	$ —
		PTD02	Parks Restroom Upgrades	275,000	—
		PTD03	Playground/Skate Park Improvements	200,000	200,000
		PTD04	Park Vehicles[23]	180,000	150,000
		PTD05	Toolcat Multi Purpose	—	90,000
		PTD06	Park Shelter Replacement	50,000	75,000
		PTD08	Bridge Replacements	350,000	—
		PTD09	Deferred Maintenance	200,000	200,000
		PTD12	Parks Shop Complex	120,000	—
		PTD17	Tennis Court Resurfacing	40,000	—
		PTD19	Multipurpose Utility/Snow Machine	140,000	—
			Parks & Trails District Fund Total	**$ 1,640,000**	**$ 715,000**
Park Land Trust Fund	Parks & Trails District	PK1818	Accessibility Enhancements	$ 100,000	$ —
		PK1819	Park Shelters/Shade	50,000	—
			Park Land Trust Fund Total	**$ 150,000**	**$ —**
General Fund	Cemetery	GF116	Cemetery Vehicle Replacement	$ —	$ 65,000
		GF231	Cemetery Irrigation Project	400,000	—
		GF252	Cemetery Columbariums	60,000	—
			Cemetery General Fund Total	**$ 460,000**	**$ 65,000**
Library Depreciation Fund	Library	LIB32	New Carpet Public Area	$ 262,000	$ —
			Library Depreciation Fund Total	**$ 262,000**	**$ —**
General Fund	Neighborhood Services	GF380	New Vehicle	$ 45,000	$ —
			Neighborhood Services General Fund Total	**$ 45,000**	**$ —**

[23] Project is budgeted to be debt funded

2025 Biennium Adopted Budget Capital Project Listing					
Fund	**Department**	**Project #**	**Project Name**	**FY25 Budget**	**FY26 Budget**
Downtown Urban Renewal District Fund	Economic Development		Park Improvements (Soroptimist/NBPP)	$ 10,000	$ 250,000
			Alley Improvements	50,000	—
			Utility Infrastructure Improvements	350,000	400,000
			Wayfinding & Parking Signage	15,000	20,000
			Bozeman Creek Improvements	—	10,000
			Alternative Transportation Projects	40,000	25,000
			Tree Replacement Project (Streetscape Imp. in FY24)	50,000	50,000
			Street Furniture/Streetscape Improvements & Furniture	25,000	25,000
			Intersection Cable Anchor Repairs	10,000	10,000
			Parklet Infrastructure	20,000	—
			Streetlamp Power Reconfiguration Project (SILD)	100,000	—
			Streetscape Assistance Grant Program	50,000	100,000
			Life-Safety Grant Program	30,000	30,000
			Fiber-Broadband Infrastructure Grants	10,000	10,000
			Art Enhancement/CPTED Grant Program	20,000	20,000
			Downtown Urban Renewal District Fund Total	**$ 780,000**	**$ 950,000**
General Fund	Sustainability	GF245	Energy Projects	$ 75,000	$ —
		GF353	Electric Vehicle (EV) Stations	90,000	—
		GF362	Solar Panel Arrays	232,600	641,100
			Sustainability General Fund Total	**$ 397,600**	**$ 641,100**
			Total Capital Projects for All Funds	**75,632,800**	**74,808,300**

Appendix A: Statistical Section
Appendix B: Long-Range Financial Planning
Appendix C: Fiscal Policies
Appendix D: Glossary of Key Terms
Appendix E: City Commission Adoptions

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Appendix A: Statistical Section

CITY OF BOZEMAN PROFILE

The City of 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. The City encompasses an area of approximately 20 square miles with its next-closest municipality being the City of Belgrade, approximately seven miles from the City's outermost boundary. Bozeman is the county seat of Gallatin County and is the home to Montana State University (MSU) – Bozeman, and the Fighting Bobcats. Bozeman is located 143 miles west of Billings and 200 miles east of Missoula.

The City was incorporated in April of 1883 with a city council form of government, and later in January 1922 transitioned to its current city manager/city commission form of government. The population of Bozeman in the 2020 census is 53,293 – which is a total increase of 43% from April 2010 – which continues Bozeman's standing as the fourth largest city in the state. The latest population estimate issued by the United States Census Bureau as of July 1, 2022 is 56,123.

The government provides a full range of services. These services include police and fire protection; sanitation services; water, wastewater & storm water utilities; the construction and maintenance of streets and infrastructure; recreational activities; cultural events; planning and zoning; and general administrative services. The City, as a primary government, is supported or works closely with certain entities to provide these services to the citizens of the City of Bozeman.

ECONOMIC OUTLOOK

Bozeman has gained recognition as one of the most desirable places to live in the country, offering a wealth of recreational activities, including fishing, hiking, skiing, hunting, and an array of impressive outdoor experiences. Positioned as one of Montana's most populous cities, Downtown Bozeman serves as the vibrant urban hub of the area, featuring a lively nightlife scene, street festivals, farmers markets, and cultural establishments that cater to both residents and visitors. As the home to MSU Bozeman, this town with a collegiate atmosphere serves as a gateway for newcomers to discover the diverse offerings of Montana, serving as a pivotal economic force for both incoming residents and businesses in the region.

In 2023, Bozeman was announced as the #1 Strongest Economy for fastest-growing micropolitan cities by POLICOM for the sixth consecutive year. Economic strength is defined as "the long-term tendency for an area to consistently grow in both size and quality." Bozeman has a 2022 population estimated to be 56,123 residents. Between 2015-2019 the growth rate was 3.8% according to a Bozeman Economic Assessment conducted by Bridge Economic Development published in March 2023.

Bozeman's economy is most heavily concentrated in tourism and retail jobs that typically have lower wages than trade sector jobs. However, both Bozeman and Gallatin County are experiencing strong growth in knowledge-based industries (professional and technical services) and in manufacturing. Increased enrollment at MSU - Bozeman for in-demand tech and engineering degrees, along with substantial growth in company presence, is contributing significantly to population growth.

Appendix B: Long-Range Financial Planning

Six-year Financial Plans: Each year, the City prepares and maintains financial plans for the current year and at least the ensuing five years for the following funds:

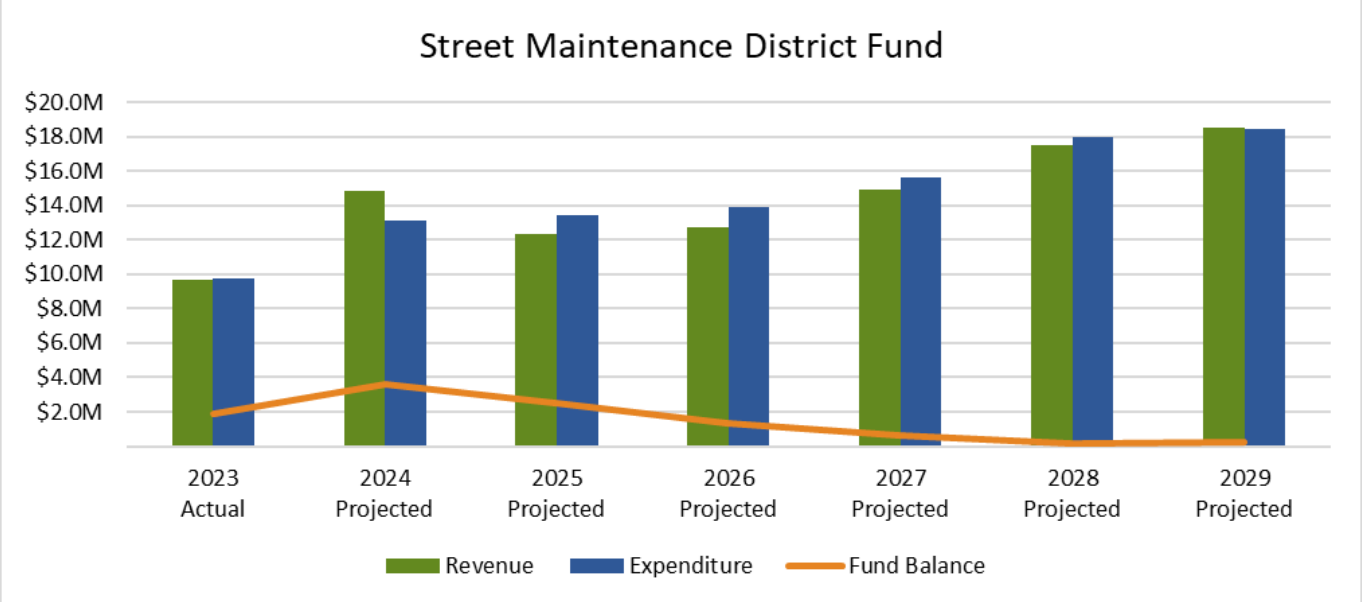
- Street Maintenance Fund
- Arterial & Collector Fund
- Tree Maintenance Fund
- Parks & Trails District Fund
- Water Fund
- Wastewater Fund
- Stormwater Fund

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, chemicals, and capital plans. The plans project revenue requirements, expenditure levels, and estimated reserve levels for each of the five years. Expenditures in all long-term financial models may differ from 2025 Biennium adopted appropriations because Montana Local Budget Law requires the City Commission to appropriate funds prior to the expenditure being committed. Long-range financial plans are on a cash basis and therefore expenditures are estimated based on when they will be paid rather than committed.

Special Revenue Funds

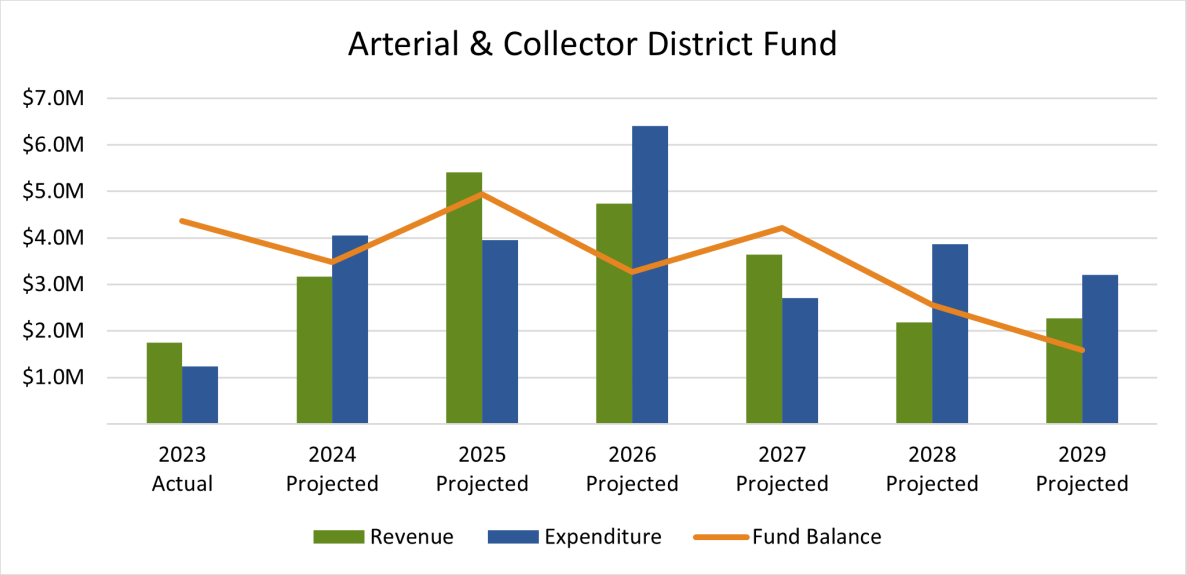
Street Maintenance District:

The Street Maintenance long-term plan continues to show increases in assessments to meet the needs of the capital plan and growth. Assessment increases over the financial plan are estimated to be between 3% and 12% per year. Assessment increases have been between 5% and 17% over the last five years. Financial modeling for the long-range planning includes 20% increases in FY26 and FY27 followed by reductions to 6% and 3% respectively in FY28 and FY29. The need for significant increases is primarily due to the projected debt service for Street Maintenance's share of the $50 million Shops Complex project. This project will significantly affect multiple funds across the city. Although we are currently planning to proceed with it, a final decision will be made after carefully evaluating its overall impact on all affected funds. The annual cost of the Street Maintenance assessment on the typical homeowner in Bozeman is estimated to be $292.84 in FY25 and $301.62 in FY26. Assessment increases were adopted by City Commission on August 13, 2024.



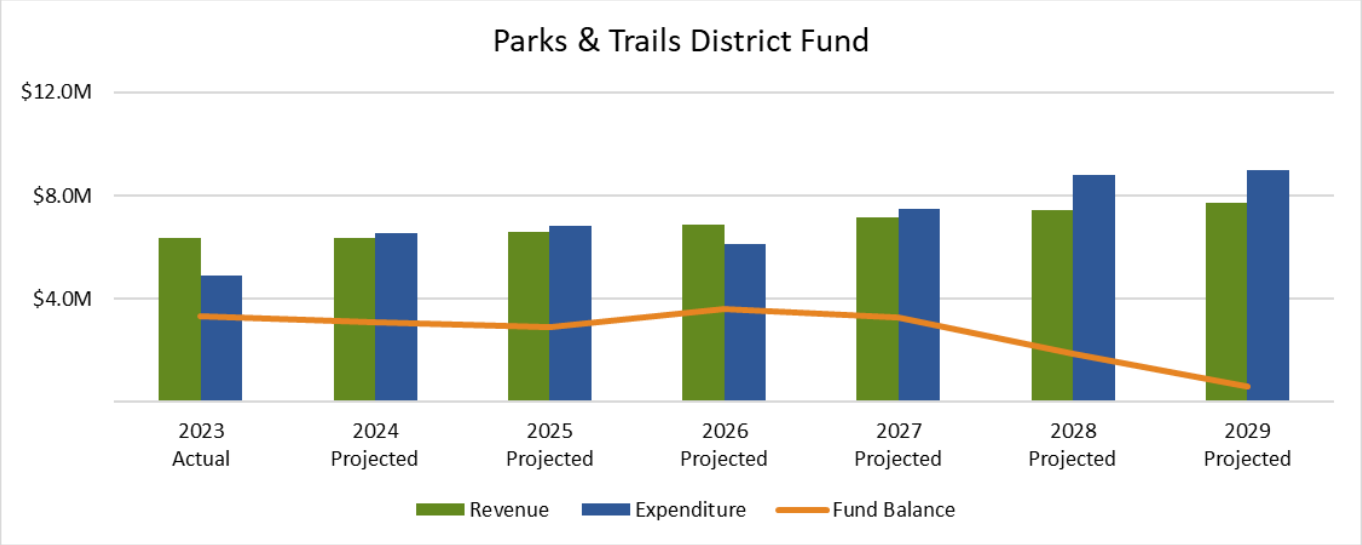
Arterial & Collector District (A&CD) Fund

The long-term plan for the Arterial & Collector District Fund continues to show inflationary level increases in assessments to meet the needs of the capital plan and growth. Assessment increases over the financial plan are estimated to be approximately 3% per year. Projected revenues are expected to exceed expenditures in fiscal years 2025 and 2027, largely due to planned debt issuances for major capital projects outlined in the six-year plan. The annual cost of the A&CD assessment on the typical homeowner in Bozeman is estimated to be $61.88 in FY25 and $63.74 in FY26. Assessment increases were adopted by City Commission on August 13, 2024.



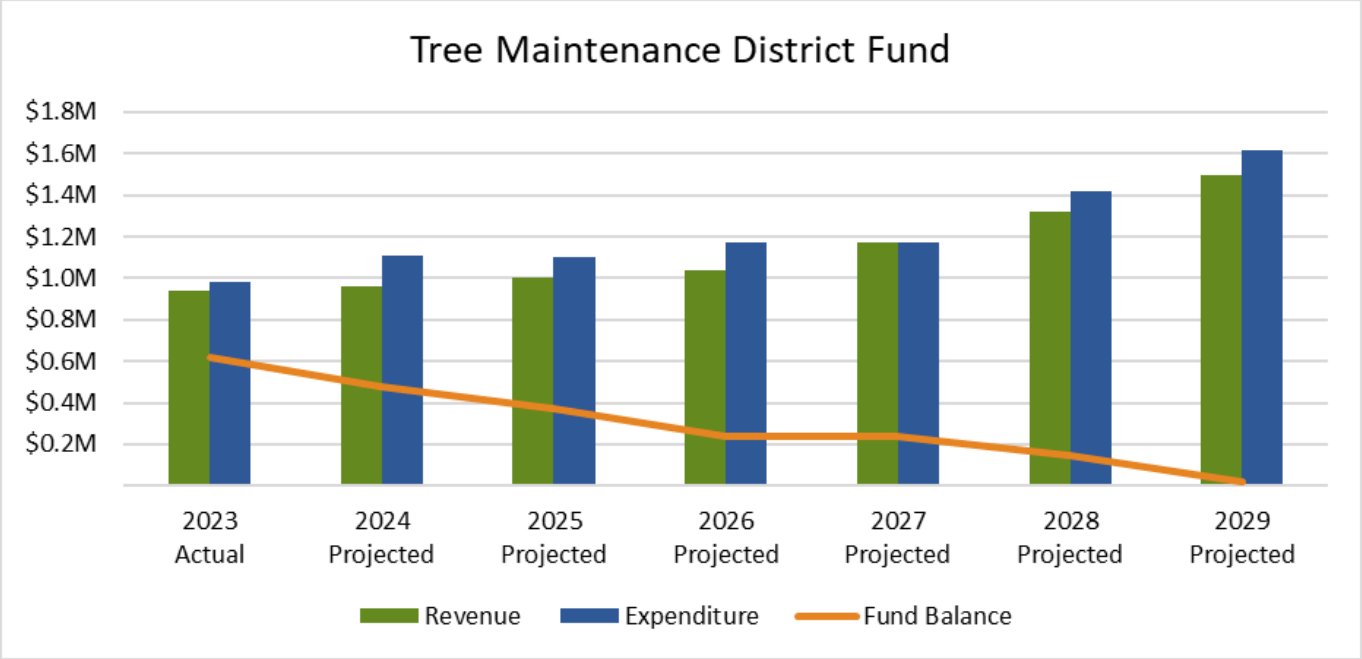
Parks & Trails District Fund

Parks & Trails District Fund plan as approved by the Commission is a five-year ramp up to Silver level of service. The current plan includes 3% increases annually over the next six years to complete the adopted CIP. The annual cost of the Parks & Trails District assessment on the typical homeowner is estimated to be $214.94 in FY25 and $221.39 in FY26. Assessment increases were adopted by City Commission on August 13, 2024.



Tree Maintenance District (Forestry) Fund

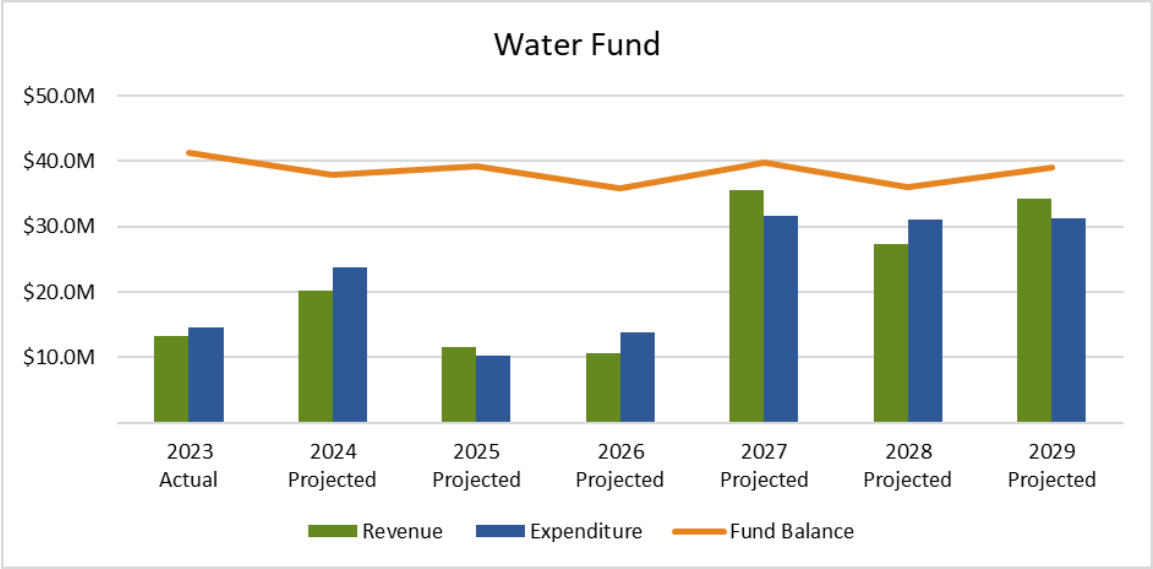
The long-range plan for the Tree Maintenance District includes 3 to 12% increases annually over the next five years to complete the adopted CIP. The need for some significant increases is primarily due to the projected debt service for the Tree Maintenance Districts share of the $50 million Shops Complex project. This project will significantly affect multiple funds across the city. Although we are currently planning to proceed with it, a final decision will be made after carefully evaluating its overall impact on all affected funds. The annual cost of the assessment on the typical homeowner in Bozeman is estimated to be $31.45 in FY25 and $32.39 in FY26. Assessment increases were adopted by City Commission on August 13, 2024.



Enterprise Funds

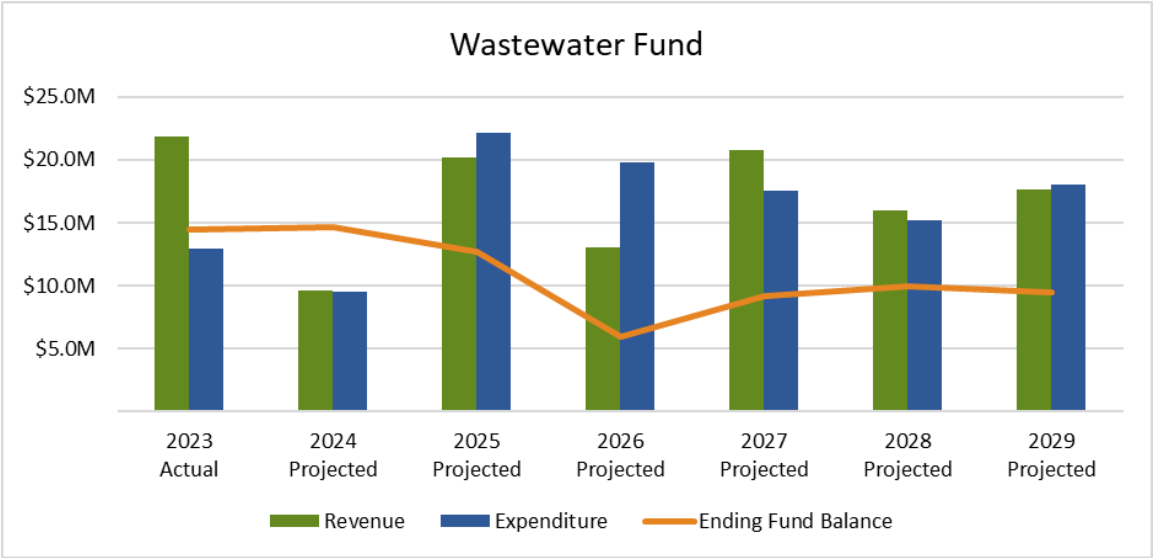
Water Fund

Between 2019 and 2023 rate increases were zero for single family homeowners, and 1% annually for multi-family. Together these make up approximately 50% of all water rate revenues. While rate increases were consistent with the rate study presented to City Commission in January 2019, the cost of providing services and maintaining infrastructure rose much quicker than anticipated over the time period. Cost increases for water renovations increased by approximately 11% annually over the same period. Because of this, financial models are showing the need for revenue increases to address the cost of the adopted CIP and operations over the next six years. An increase of 12.0% was included in the FY24 budget, and adopted by City Commission on August 13, 2024. Additional revenue increases of 12.0% in FY25 and 10.0% in FY26 are included in the 2025 Biennium Adopted Budget and were adopted by City Commission on August 13, 2024. A rate study is currently underway to inform future rates by customer classes and ensure proper revenue coverage and reserve amounts. The estimated annual increase to the typical single-family homeowner is approximately $57.33 in FY25 and in $53.51 FY26.



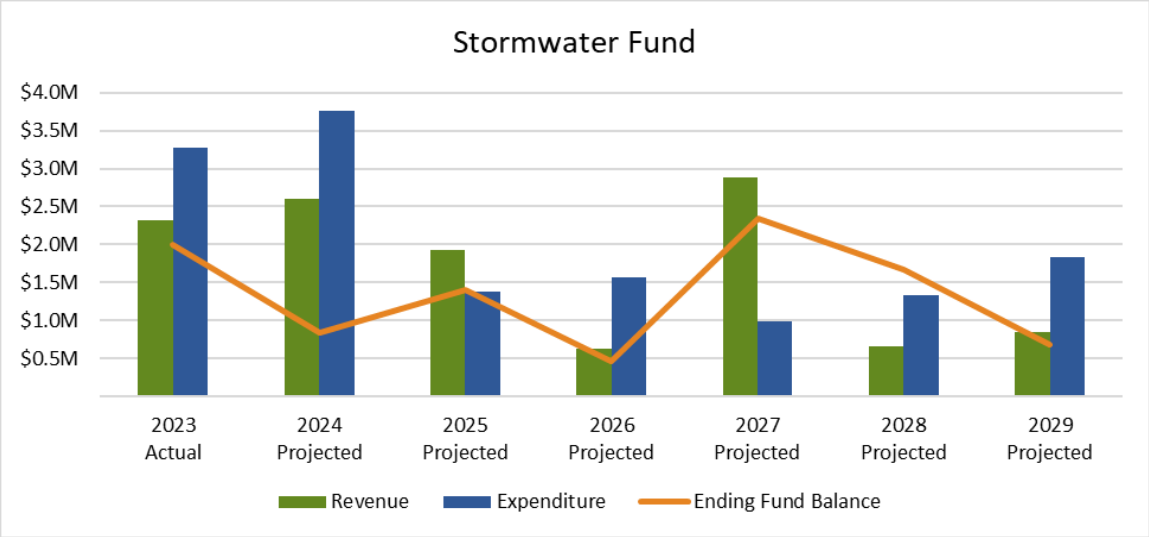
Wastewater Fund

Between 2019 and 2023 rate increases were zero for single family homeowners, and 2% annually for multi-family. Together these make up approximately 50% of all wastewater rate revenues. While rate increases were consistent with the rate study presented to City Commission in January 2019, the cost of providing services and maintaining infrastructure rose much quicker than anticipated over the time period. Cost increases for sewer renovations increased by approximately 16% annually over the same period. Because of this, financial models are showing the need for revenue increases to address the cost of the adopted CIP and operations over the next five years. An increase of 12.0% was included in the FY24 budget, and adopted by City Commission on August 13, 2024. Initial projections included in the 2025 Recommended Budget included increases of 12.0% in FY25 and 8.0% in FY26, however additional analysis of fund balance reduced the need to 6% each year. The annual increase to the typical single family homeowner is estimated at approximately $71.22 in FY25 and in $53.17 FY26. Wastewater rate increases were adopted by City Commission on August 13, 2024. A rate study is currently underway to inform future rates by customer classes and ensure proper revenue coverage and reserve amounts.



Stormwater Fund

The long-term plan for the Stormwater Utility includes 3% annual increases in revenues to meet the needs of the capital plan and growth. The annual cost for Stormwater services for the typical homeowner in Bozeman is estimated to be $55.99 in FY25 and $57.67 in FY26. Stormwater rate increases were adopted by City Commission on August 13, 2024. Apparent spikes in projected revenue for FY25 and FY27 are due to modeled debt issuances for significant Stormwater capital projects.



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Appendix C: Fiscal Policies

CITY OF BOZEMAN

Fiscal Policies

Per Administrative Order 2024-02

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SECTION 1: PURPOSE

The City of Bozeman (City) is committed to responsible fiscal management through financial integrity, stewardship of public assets, long-term planning, accountability, and transparency. Adopted financial policies provide guidelines for financial decision making and set the strategic intent for financial management. These policies are central to a strategic, long-term approach to financial management. These policies are designed to guide day-to-day and long-range fiscal planning and decisions making, and to achieve the following general financial goals:

1. To deliver quality services in an affordable, efficient, and cost-effective basis.
2. Provide and maintain essential public facilities, utilities, and transportation networks.
3. Maintain an adequate financial base to sustain a sufficient level of municipal services to maintain the social well-being and physical conditions of the City.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and also to assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other related professional financial standards.
7. Fully comply with finance related legal mandates, laws and regulations.
8. Promote intergenerational equity for the City's taxpayers and ratepayers by spreading the cost of new or upgraded City infrastructure over time so that generations benefitting from such infrastructure contribute to its cost.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, accounting and financial reporting, reserves, and internal controls. These policies are reviewed every year as part of the budget preparation process.

SECTION 2: FISCAL PLANNING AND BUDGETING

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)). The budget development process along with the annual appropriation

resolution are the mechanism by which the City Commission approves the financial and operational priorities for the City.

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

The budget presents a picture of the City government operations and intentions for the year to the community of Bozeman. Presenting a budget document that is understandable 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.

The City is committed to long-term financial planning and ensuring that the current budget does not expend funds that may be needed to avoid significant rate or assessment increases in future years. The City uses six-year financial models for major funds to ensure that revenues and expenditures balance throughout the years not just in the current fiscal 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 operational expenditures results in incurring annual expenditure obligations which could become unfunded in future years.

Using one-time revenues to fund capital assets or other non-recurring expenditures is best practice to ensure that funding is maintained for annual expenditures.

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 ensure legal compliance with the City's budget. The budgetary level of control is established annually in the resolution to adopt the budget and is in compliance with Montana Code Annotated (MCA) and Bozeman Municipal Code (BMC).

8. A cost allocation plan will be developed and incorporated into the City budget.

The cost allocation plan distributes the costs of general government, and internal service funds fairly between City departments based on the full cost of providing services. This plan is updated annually.

9. The City will maintain long-range financial forecasts of 6-30 years for all major funds and some minor funds.

To promote long-term strategic thinking and demonstrate the city's ability to adapt to changes in the economy, operating requirements and capital demands, the city will prepare balanced financial forecasts that will incorporate both revenue and expenditure estimates and reserve requirements for the city's major operating funds. The forecasts will identify revenues and expenditures that are anticipated to be sustainable over the five-year period. The forecasts will be updated annually and provided to executive leadership during the city's budget process.

SECTION 3: 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.

SECTION 4: 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 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.

4. A Capital Improvement Plan (CIP) will be adopted annually by December 31.

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. All capital replacement and construction projects must be adopted in compliance with BMC section 5.07.

5. All expenditures must be compliant with BMC and Adopted City Administrative Orders.

Administrative orders that address expenditures include but are not limited to the City's: Procurement Policy, Vehicle Use Policy, Vehicle/Equipment Replacement Policy, and Information Technology Use Policy. All administrative orders and internal policies are available on Laserfische in the City Commission>Administrative Orders/Internal Policies page.

6. When possible, the City will spend resources in order of most to least restricted balances.

Resources will be categorized according to Generally Accepted Accounting Principles (GAAP) for state and local governments, with the following general definitions. The City will spend its resources in the following order. Detail around each resource category is included in the Reserves and Fund Balances section of this policy.

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.

SECTION 5: DEBT ADMINISTRATION

1. The City will evaluate internal financials and market conditions when considering issuance of long-term debt.

The City will ensure that projected revenues are sufficient to service the long-term debt, that market conditions are favorable enough to warrant financing, and that the issuance will not unduly affect the City's credit rating and debt service coverage ratios.

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 only if it does not exceed 10% of the General Fund budget in each of the two immediately preceding fiscal years, and debt service 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. The term of an obligation cannot exceed 20 years.

6. The City will strive to maintain or improve current credit ratings.

Credit ratings ensure the City's access to bond markets and provide assurance to the citizen's that the City government is well managed and financially sound.

SECTION 6: RESERVES AND FUND BALANCES

1. Reserves and fund balances will be properly designated into the following categories:

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 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.

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. 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. 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. 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.

SECTION 7: FINANCIAL REPORTING AND 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 basis of accounting for City operations is dependent on the fund type.

Governmental Funds use the modified-accrual basis of accounting. This means that revenues are recognized when they are earned, measurable and available. Expenditures are recognized in the period that liabilities are due and payable. The budgetary basis is the same and is used in the General Fund, Special Revenue and Debt Service Funds, and Capital Project Funds.

Proprietary, Internal Service, and Fiduciary Funds use the full accrual basis of accounting. Revenues are recognized when they are earned, and expenses are recognized when liabilities are incurred. However, the budgetary basis in these funds is primarily based on the modified-accrual approach. Instead of authorizing budget for depreciation of capital assets, the budget measures and appropriates cash outflows for capital acquisition and construction, which is a modified-accrual approach. In full accrual-based accounting debt proceeds are recorded as liabilities rather than a revenue (funding source).

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 annual comprehensive 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 with 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's asset capitalization policy is to capitalize and depreciate assets greater than $5,000 with a useful life beyond one years.

Capital assets costing less than $5,000 or having a useful life of one year or less will be treated as operating expenditures. The asset capitalization threshold will be applied to individual assets rather than groups of assets unless the effect of doing so would be to eliminate a significant portion of total capital assets.

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 budget where appropriations do not exceed the projected beginning balance plus the estimated revenue of each fund for the fiscal year.

BIENNIAL/BIENNIUM - Referring to a two-year period.

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 expenditures for a given period (City of Bozeman's budget is for a fiscal year July 1—June 30) and the means of financing them. Upon approval by Commission, the appropriation resolution 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.

BUDGET UNIT - Budget Units divide the organization up into units with the same or similar revenue streams. The budget is formally adopted by Resolution of the City Commission at the Budget Unit level to provide appropriate flexibility in managing City budgets according to their associated funding sources.

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. Construction projects and capital purchases of $25,000 or more will be included in the Capital Improvement Program. 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.

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, but will still be included in the CIP.

CAPITAL PROJECT - New facility, technology system, land or equipment acquisition, or improvements to existing facilities beyond routine maintenance. Capital projects are included in the CIP and typically 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 a 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.

DISTINGUISHED 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 granters, 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.

INTER-GOVERNMENT 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 form 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: City Commission Adoptions

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City of Bozeman Strategic Plan

Vision and Vision Statements

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.

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 consistently improve 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.

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.

1.1 Outreach - Continue to strengthen and innovate in how we deliver information to the community and our partners.

a) **City Communication Plan and Protocol.** Develop, implement, and train for, a City-wide communications protocol and outreach plan.

b) **Dramatically increase transparency and create access to all city documents.**

1.2 Community Engagement - Broaden and deepen engagement of the community in city government, innovating methods for inviting input from the community and stakeholders.

a) **Enhance City Committees and Advisory Boards.** Restructure or combine City boards and committees to more effectively advise the City and engage the public.

b) **Community Engagement Plan.** Develop a plan to increase community engagement in city decision-making processes.

c) **Create a Standard Boards and Commission Onboarding and Education Process.** Increase education for boards, advisory boards and the zoning commission.

1.3 Public Agencies Collaboration - Foster successful collaboration with other public agencies and build on these successes.

a) **Quarterly City/County Commission Meetings.** Establish regularly scheduled meetings between the City of Bozeman and Gallatin County Commission as well as an annual meeting with the City of Belgrade.

b) **Enhance our relationship with Bozeman School District #7.**

c) **Enhance our relationship with Montana State University.**

d) **Enhance our relationship with Gallatin College.**

e) **Enhance our relationship with State and Federal Agencies.**

f) **Develop and support a legislative agenda.**

1.4 Business and Institutional Partnerships - Explore opportunities for partnerships with key business groups and non-profit organizations.

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.

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.

3. A Safe, Welcoming Community

We embrace a safe, healthy, welcoming and inclusive community.

3.1 Public Safety - Support high quality public safety programs, emergency preparedness, facilities, and leadership.

a) **Develop a Criminal Justice Facility Plan**.

b) **Improve Emergency Preparedness Programs**. Improve our community's emergency preparedness by implementing outreach programs to include information and planning to assist residents in self preparedness.

c) **Implement the Fire Station Location Plan**.

d) **Update Public Safety Technology Systems**. Work with Gallatin County to fund and implement necessary new technology systems for Police and Fire Departments.

e) **Adopt, Fund and Implement Staffing Plan for Police**. Augment staffing to improve efficiencies and police service delivery to the community consistent with the findings of staffing analysis.

f) **Obtain Fire Department Accreditation.** Pursue Fire Department accreditation through the Center for Public Safety Excellence (CPSE) Commission on Fire Accreditation International (CFAI).

3.2 Health & Safety Action - Work with our partners to improve education, public awareness, and to coordinate programs concerning emergency services, criminal justice, and important social services.

a) **Strengthen Community Service Networks.** Hire an employee to coordinate and strengthen existing community networks for those with mental health, substance abuse and addiction, and housing challenges.

b) **Perform a Community Risk Assessment**. Assess the community's risk for natural, health or human disasters in order to identify relevant needs for preparedness and recovery.

c) **Develop a City/County Social Service Network**. Work with Gallatin County and other community partners to identify needs, develop, and appropriately fund a comprehensive strategy for addressing mental health, substance abuse and addiction, homelessness, and housing challenges.

3.3 Friendly Community - Ensure Bozeman continues to welcome diversity through policies and public awareness.

a) **Anticipate, celebrate, and incorporate an increasingly diverse population** into the community, city advisory boards, and city staff.

b) **Review the feasibility of all city vendors** and suppliers to establish and enforce a gender pay equality policy.

3.4 Active Recreation – Facilitate and promote recreational opportunities and active health programs and facilities.

4. A Well-Planned City

We consistently improve 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.

4.1 Informed Conversation on Growth - Continue developing an in-depth understanding of how Bozeman is growing and changing and proactively address change in a balanced and coordinated manner.

a) **Adopt a New Growth Policy Based on Sustainable Growth Principles.** Direct and guide sustainable growth through appropriate planning, annexation, land use, and a streamlined development review process.

b) **Develop and Align Infill Policies.** Develop, adopt and align city policies for infill and redevelopment, economic development and public infrastructure.

c) **GIS Land Use & Infrastructure Development Tracking**. Provide easy-to-use, accurate and informative tracking of land-use and infrastructure development trends and project-specific progress for use across the organization to inform strategic infrastructure investments.

4.2 High Quality Urban Approach - Continue to support high-quality planning, ranging from building design to neighborhood layouts, while pursuing urban approaches to issues such as multimodal transportation, infill, density, connected trails and parks, and walkable neighborhoods.

a) **Manage Growth Adjacent to City (Donut).** Prioritize continuing to allocate resources to address growth in the greater Bozeman area.

b) **Complete Unified Development Code, Phase 2**. Once the updated Unified Development Code (UDC) for growth and infrastructure is adopted by City Commission, begin Phase 2 of UDC to address parking standards and affordable housing and sign code.

c) **Parking Management by District.** Develop a comprehensive, integrated approach to parking management for the downtown, midtown, university, and other districts. Consider a range of solutions including both on-street parking and parking garages.

d) **Update Historic Preservation Guidelines.** Update the Neighborhood Conservation Overlay District (NCOD) guidelines for historic preservation in downtownand other commercial districts and neighborhood centers. Promote continued investment in the city's inventory of historic structures relative to ongoing infill and redevelopment.

4.3 Strategic Infrastructure Choices - Prioritize long-term investment and maintenance for existing and new infrastructure.

a) **Develop a Comprehensive Parks Maintenance and Facilities Funding Program**.

b) **Increase Capacity of Sewer Pipes to Accommodate Development Projects.** Projects include: North Frontage Road sewer project, Front Street sewer project and Davis Lane.

c) **Complete a Downtown Infrastructure Plan**. Complete a plan for downtown infrastructure and prioritize improvements in the various Capital Improvement Programs (CIPs).

d) **Explore Sustainable Technology**. Explore technologies to advance environmental sustainability. Examples include Advanced Metering Infrastructure, performance management systems also known as community "dashboards," indoor and outdoor lighting controls, Electric Vehicle (EV) charging infrastructure, and data analytics.

e) **Annexation of Islands and Critical Adjacent Lands**. Investigate the development of new annexation policies to address long term tax fairness for public services, locations of infrastructure, and locations for future infill and growth.

f) **Prepare for Metropolitan Planning Organization Designation.** Begin advance planning and preparation for Bozeman's anticipated designation as a Metropolitan Planning Organization (MPO). Coordinate with other regional governments on inter-local agreements, transportation planning functions, and required development for the City as an MPO.

4.4 Vibrant Downtown, Districts & Centers - Promote a healthy, vibrant Downtown, Midtown, and other commercial districts and neighborhood centers – including higher densities and intensification of use in these key areas.

a) **Update the Downtown Plan.**

4.5 Housing and Transportation Choices - Vigorously encourage, through a wide variety of actions, the development of sustainable and lasting housing options for underserved individuals and families and improve mobility options that accommodate all travel modes.

a) **Enhance Non-motorized Transportation.**

b) **Develop a Comprehensive Affordable Housing Action Plan that includes, but is not limited to:**
   1. Mandates the creation of affordable housing across all dwelling unit types.
   2. Provides prescribed flexibility in the manner in which the mandate can be accomplished.
   3. Provides a substantial, broad-based and reliable source of funding for the construction of affordable housing and for affordable housing loans.
   4. Actively encourages Bozeman's major employers to develop workforce housing programs for their employees.

5. A Creative, Learning Culture

We expand learning, education, arts, expression, and creativity for all ages.

5.1 Civic and Cultural Infrastructure - Expand Bozeman's civic and cultural "infrastructure" as the city grows.

a) **Library Expansion Planning.** Ensure library services and facilities meet the demands of the city.

5.2 Support for Public Art - Encourage and support partnerships for public art and other arts and cultural initiatives in the city.

a) **Document and Create an Art Trail Map.** Partner with existing organizations to create a bike and trail map that showcases public art throughout the City.

b) **Explore an Outdoor Music Venue**.

c) **Create a municipal percent for arts.**

5.3 Partnerships for Education and Learning – Strengthen and support partnerships for arts and culture with a wide variety of individuals, organizations, and institutions to enhance and improve education and learning in Bozeman.

a) **Strategic Educational and Arts Partnerships**. Develop and strengthen partnerships with the School District and Montana State University to further the arts.

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.

a) **Watershed Management.** Develop and implement a regional watershed approach to manage water quantity and quality.

6.2 Protect Local Air Quality - Protect local air quality.

a) **Apply for state funding for a study to monitor air quality.**

6.3 Climate Action - Reduce community and municipal Greenhouse Gas (GHG) emissions, increase the supply of clean and renewable energy; foster related businesses.

a) **Update the Climate Action Plan.** Update the Climate Action Plan and revisit greenhouse gas emissions inventories, review reduction targets, and explore a voluntary energy efficiency incentive program or stretch code to encourage new residential and commercial construction to exceed the performance standards of the currently adopted building energy code.

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

c) **Create Solar Energy Policies.** Review three-year data from NorthWestern Energy's Community Solar Installation to inform planning and policies.

d) **Climate Change Adaptation and Mitigation**. Increase the community's resiliency and preparedness in response to climate change.

6.5 Parks, Trails & Open Space - Support the maintenance and expansion of an interconnected system of parks, trails and open spaces.

a) **Update Parks & Recreation Strategic Plan.** Develop the next iteration of the Bozeman Parks & Recreation Strategic Plan (PROST). Use this plan to help inform the other City departmental planning.

6.6 Habitat – Work with partner organizations to identify at-risk, environmentally sensitive parcels contribute to water quality, wildlife corridors, and wildlife habitat.

7. A High Performance Organization

We operate as an ethical high performance organization, anticipating future needs, utilizing best practices and striving for continuous improvement.

7.1 Values-Driven Culture - Promote a values-driven organizational culture that reinforces ethical behavior, exercises transparency and maintains the community's trust.

a) **Develop a Cross-Functional Team Culture.** Use cross-functional teams to meet Bozeman's future opportunities and challenges.

b) **Create a culture of innovation.**

7.2 Employee Excellence - Recruit, retain and value a diverse, well-trained, qualified and motivated team capable of delivering superior performance. Be accountable and expect accountability from others. Make demonstrated use of good judgement a part of the evaluation process for promotions.

a) **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.

b) **Develop and Implement an Innovative Onboarding Program for New Employees.** Work with partners to develop new tools to recruit and provide assistance to new employees so they feel welcome and prepared.

c) **Implement an Employee Excellence Recognition Program.**

d) **Set Diversity Goals**. Define the type of diversity the City seeks to achieve as an organization (e.g. reflecting the community-at-large) and develop a program to achieve these goals.

7.3 Best Practices, Creativity & Foresight- Utilize best practices, innovative approaches, and constantly anticipate new directions and changes relevant to the governance of the City. Be also adaptable and flexible with an outward focus on the customer and an external understanding of the issues as others may see them.

a) **Implement Department Staffing Plans.** Compile departmental staffing plans and create a system to implement the plans to address current and future work load.

b) **System Integration.** Identify key systems that if integrated would improve efficiency and effectiveness.

c) **Improve Departmental Collaboration.** Identify opportunities to improve collaboration between City departments and create subgroups on communications, community interactions, long-range planning, and other matters of common concern.

d) **Update Departmental Plans.** Proceed with updates of the next generation of departmental plans scheduled for review and update during the 5-year timeframe of this strategic plan.

e) **High-level Policy Conversations.** Develop a structure to foster regular, ongoing dialogue on innovative ideas and information to assist the Commission with high level policy deliberation and decisions.

7.4 Performance Metrics- Utilize 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. Learn from those outside city government and measure specific tasks for performance.

a) **Develop Data Analysis Tools.** Develop more sophisticated analytical tools to access, monitor, measure, and analyze data to inform decision making.

b) **Set Performance Measures.** Set performance measures that align with the Strategic Plan.

c) **Analyze and Collect Data from Performance Measures.** Analyze and collect data from performance measures to ensure implementation of the Strategic Plan, and redesign measures as needed.

d) **Strategic Municipal Service Delivery Expectations.** Strategically manage community and employee expectations about the City's capacity to deliver services.

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.

Prioritization of Strategic Plan:

1. Community Outreach
2. Affordable Housing
3. Planning and Land Use Initiatives
4. Annexation Analysis and Study
5. Parks Maintenance District
6. Partnerships for Education and Learning
7. Public Law and Justice Center

2024-2026 City Commission Priorities

BOZEMAN MT

CITY COMMISSION PRIORITIES 2024-2026



About the Priorities

Every two years, Bozeman City Commission meets to discuss the priorities process, a list of goals that the elected body directs city staff to complete within a two-year time frame. All goals are important projects that impact our community and are unique activities that staff perform within the designated timeframe.

For the 2024-2026 priority cycle, Bozeman City Commission has chosen the following priorities:

An Engaged Community

- Foster and build public trust, support, and pride in local government.

Safe, Welcoming Community

- Develop a Tenants Right to Counsel Program.
- Develop a comprehensive regional strategy on homelessness.
- Implement at least 8 recommendations from the Belonging in Bozeman Plan.

A Well-Planned City

- Rework and restore a new Historic Preservation Policy - including trees and landmarks.
- Encourage the creation of ADUs in our city through an ADU Incentive Program.
- Create an Affordable Housing Preservation Policy.
- Ramp up the SAFE Plan and become a Gold-level Bike Friendly Community.

Sustainable Environment

- Create a Bozeman Creek Resiliency Plan.

An Engaged Community

Goal: Foster and build public trust, support, and pride in local government.



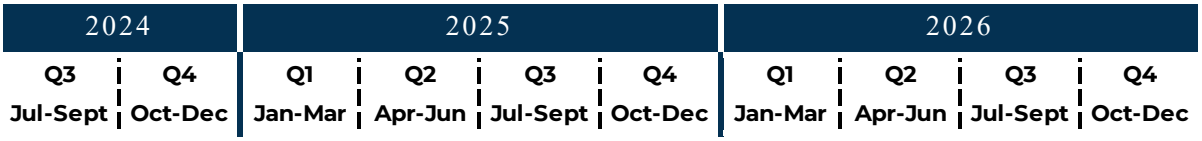
Create opportunities for neighborhood and community-wide outreach events involving City Commissioners.

Utilize engagement plans around all major initiatives and ensure broad representation.

Communicate achievements through FYI at Commission.

Safe, Welcoming Community

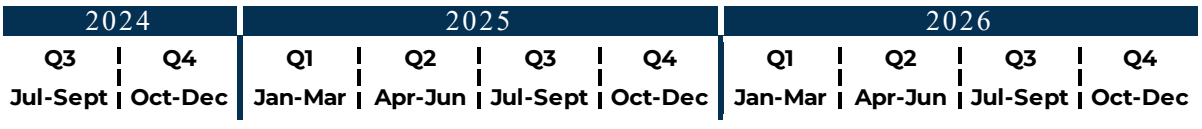
Goal: Develop a Tenants Right to Counsel Program.



Research, analyze and develop program options.

Funding and program option discussion at Commission pending positive legal review.

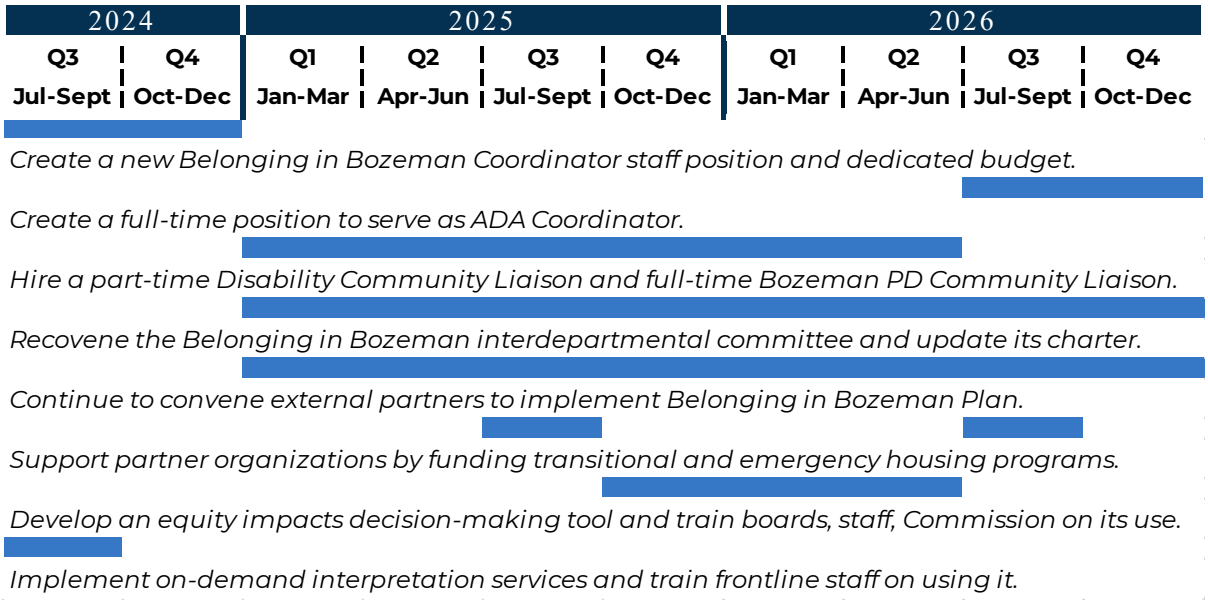
Goal: Develop a comprehensive regional strategy on homelessness.



Collaborate with Regional Housing Coalition to develop a plan.

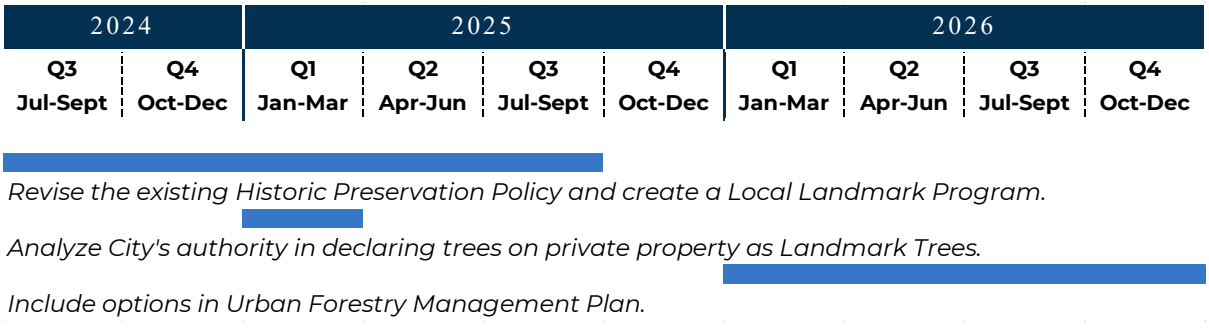
Potential plan adoption.

Goal: Implement at least 8 recommendations from the Belonging in Bozeman Plan.

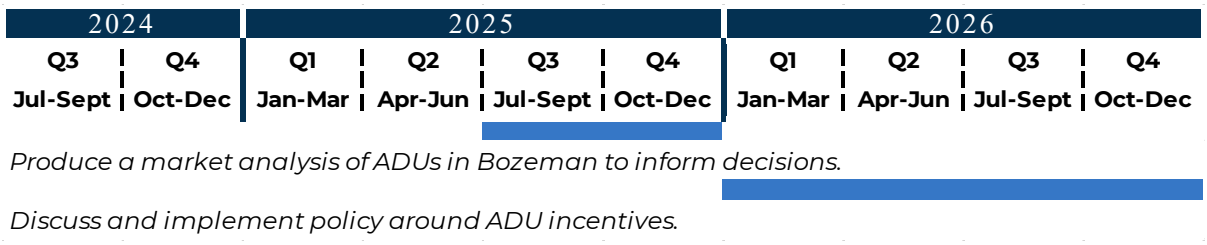


A Well-Planned City

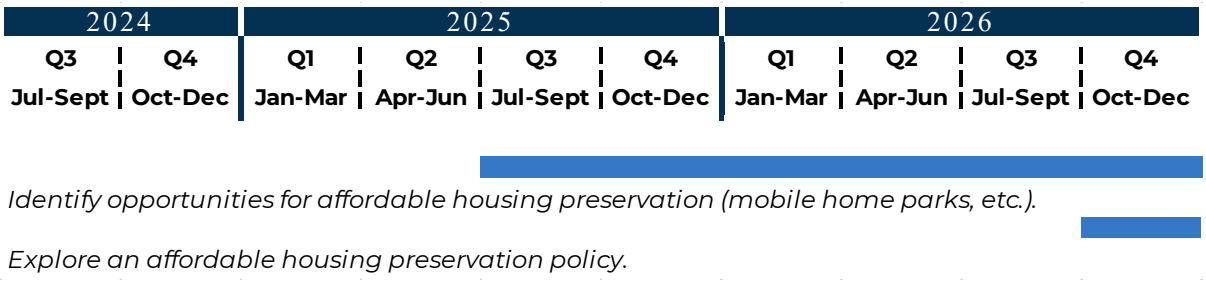
Goal: Rework and restore a new Historic Preservation Policy – including trees and landmarks.



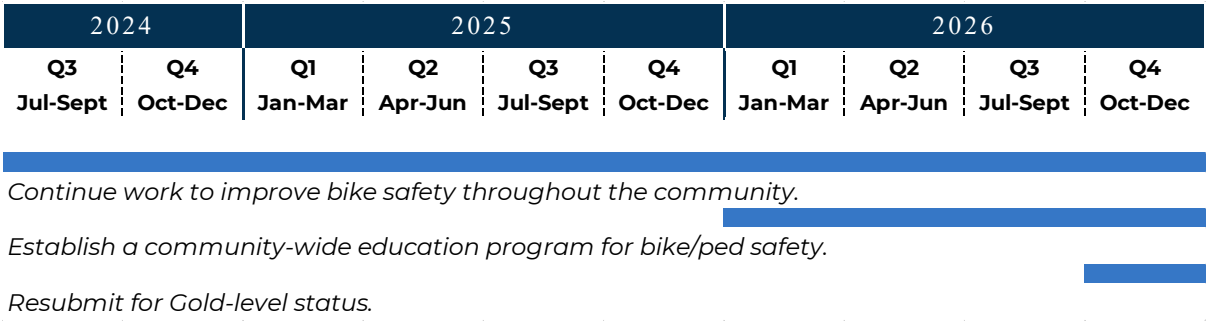
Goal: Encourage the creation of ADUs in our city through an ADU Incentive Program.



Goal: Create an Affordable Housing Preservation Policy.



Goal: Ramp up the SAFE Plan and become a Gold-level Bike Friendly Community.



Sustainable Environment

Goal: Create a Bozeman Creek Resiliency Plan.

