

July 31, 2021

BOZEMAN^{MT}



**GAPS ANALYSIS FOR
EQUITY INDICATORS PROJECT**

SUBMITTED BY

THOMAS P. MILLER & ASSOCIATES

CITY MANAGER'S STATEMENT – EQUITY INDICATORS REPORT

Whether you're one of the millions who visit this beautiful community every year or you have called this place home for generations, the Bozeman area is special to many. Bozeman is built upon the homelands, villages, and traditional use areas of many indigenous nations including the Bitterroot Salish, Pend O'Reille, Kootenai, Blackfeet, Northern Cheyenne, Crow, Chippewa Cree, Assiniboine, Gros Ventre, Dakota, and others. Since long before Bozeman became the rapidly growing city it is today, this area has supported thriving and diverse communities.

The goal of the equity and inclusion work we are doing at the City of Bozeman is to ensure that people here can thrive, no matter their race, identity, or life circumstance. Residents, visitors, and employees of the City of Bozeman all deserve to feel welcomed, valued, and included in our community.

As we work towards this goal, it is essential that the actions we take as a city are guided by data and informed by the people we serve. The Equity Indicators Project is key to understanding where more resources and support are needed and provides baseline data to measure our progress towards becoming a more inclusive city. The equity indicators described in this report are living data points that the City and local partners have developed together and will continue to refer to when making decisions about how to support the most vulnerable people in our community.

To those who engaged in focus groups, interviews, surveys, community forums, and conversations, thank you for sharing your insights, your professional expertise, and even your own lived experiences and personal stories. We at the City of Bozeman recognize our reliance on the knowledge of people providing and seeking accessible, inclusive, and high-quality services.

Our hope is that the equity indicators presented in this report serve as meaningful measures of equity and reflect where we are as a community and where we need to go. We invite you to join us and continue the conversation of turning the results of the Equity Indicators Project into tangible action. Our progress will be ongoing and intentional and we are excited for opportunities to work together to make Bozeman a place where all are welcome, valued, and can thrive.

City Manager, Jeff Mihelich

TABLE OF CONTENTS

Executive Summary	4
Introduction	11
Who lives in Bozeman	13
Who responded to the survey	14
Finding gaps and understanding needs	18
Perceptions of Equity in Bozeman	21
Housing	25
Transportation	35
Health	41
Education	50
Childcare and Youth Programming	59
Economic Opportunity	68
Quality of Place	73
Justice and Civic Health	79
Conclusion and Next Steps	87
Appendix A Data Collection Tools	89
Appendix B References	97

EXECUTIVE SUMMARY

The City of Bozeman (the City) hired Thomas P. Miller & Associates (TPMA), an Indianapolis-based consulting firm, to measure equity and access to resources in the City. The purpose of this project was to establish a baseline to make Bozeman a more inclusive, welcoming, and equitable place.

The TPMA and City of Bozeman used the following definitions to guide the work.

- **Equity:** Ensuring that all residents, visitors, and City of Bozeman employees feel welcome, valued, and like they can thrive in our community no matter their race, identity, or life circumstance.
- **Equity indicator:** A specific measurement that quantifies the disparity in experience between a community average and a given identity or characteristic (race, ethnicity, gender identity, ability, socioeconomic status).
- **Gaps Analysis:** A process to identify which services exist and which are needed to provide all people with access to the things they need to thrive in our community.

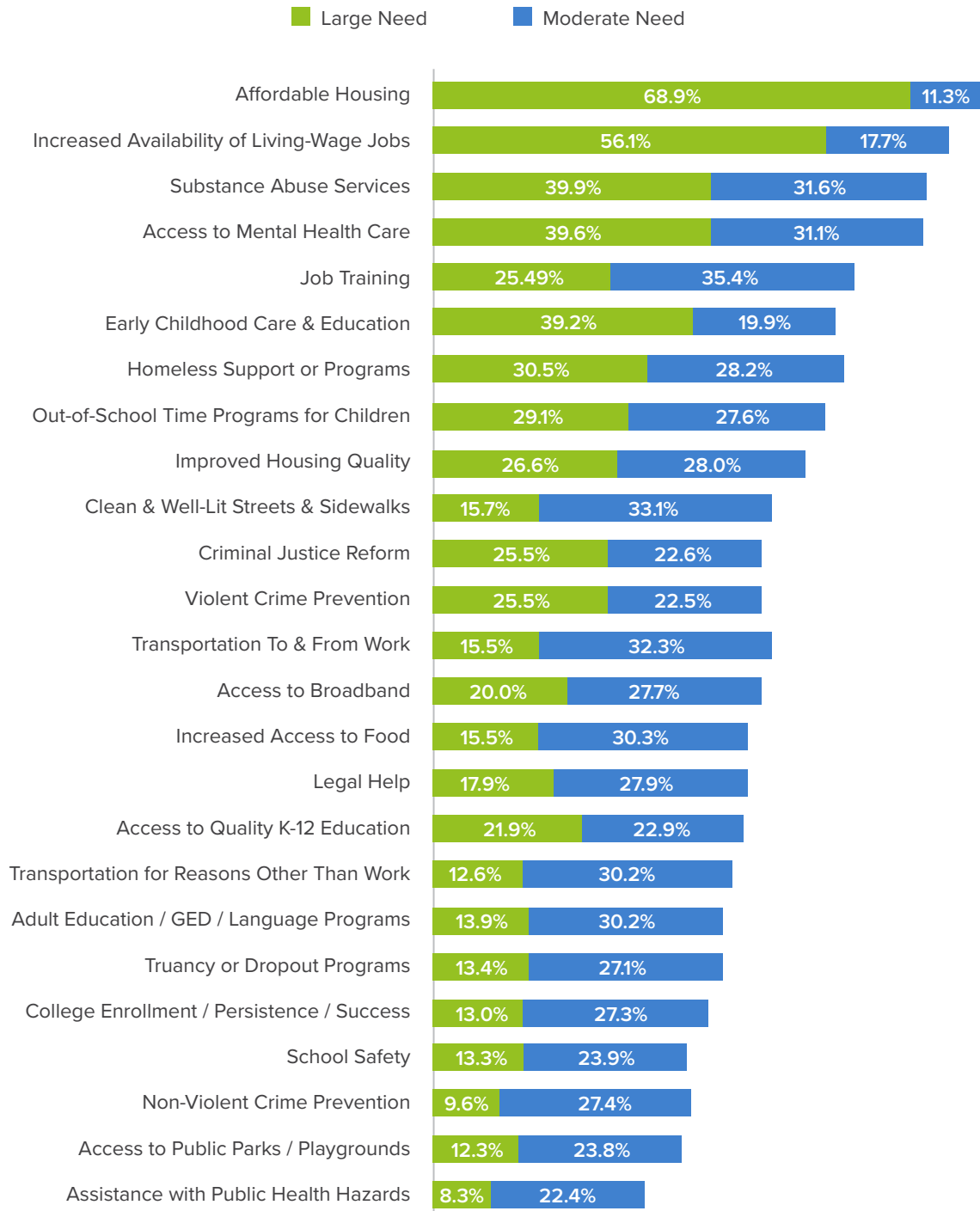
The development of the report relied on input from the community through a survey, facilitated conversations in focus groups, virtual one-on-one interviews, and two community forums. Data from the census and from local community needs assessments and other programmatic documents were also reviewed and included in this report. The community stakeholder engagement process provided opportunities to discuss pressing needs of the community, share the lived experience of community members and offer recommendations on what the equity indicators should measure. Qualitative data was collected through community forums, focus groups, interviews, and open-ended survey responses.

Priority Needs

- [Housing](#)
- [Transportation](#)
- [Health](#)
- [Education](#)
- [Childcare and Youth Programming](#)
- [Economic Opportunity](#)
- [Quality of Place](#)
- [Justice and Civic Health](#)

Below is chart depicting the areas survey respondents identified as the most strongly needed and indicates what percent of respondents indicated there was a Large Need or a Moderate Need.

Overall Ranking of Large and Moderate Needs



There were cross-cutting needs and gaps mentioned during stakeholder engagement that overlapped all categories. Those needs included:

Increased information about resources // Stakeholders shared that they did not often know where to look for resources and that improved communication would increase individuals' ability to access the resources needed.

Spanish translation // With a growing Hispanic and Latinx population, the need for Spanish translation was mentioned regarding several of the categories listed above.

Partnering with other organizations // There are local organizations that are working to increase equity and meet the needs of the community; stakeholders felt it was important that the City connect with these organizations, both so they could serve as experts, and also to ensure services were not needlessly duplicated.

Needs and Gaps Summary

Each category in the report includes three sections:

- **“What We Heard”** - The relevant findings from interviews, focus groups, survey results, and community forums.
- **“Recommendations”** - Based on what we heard and available data, this section outlines recommendations for programming or policy to support community needs or address gaps
- **“Recommended Indicators”** – These are the potential equity indicators that the City could choose to adopt. The recommended indicators utilize both local sources and publicly available data; they are not the only indicators that could be used, but reflect the gaps and needs reported by the community. The City of Bozeman will determine which indicators work best in developing an indicators dashboard.

The findings from each category are summarized below; detailed findings, recommendations, and further explanation of the indicators are located in the report. Some of the recommended indicators may not be collected currently and may need data sharing agreements or additional conversations with local partners to develop the indicators.

Housing

Needs: There were a multitude of issues within the realm of housing that arose during the data collection, the main needs identified were:

- **Access to affordable housing**
- **Programs and supports for individuals and families experiencing homelessness**

Recommendations: Recommendations for housing included supporting and expanding existing housing initiatives and navigation services as well as public policy and incentives to support the development of affordable housing.

Recommended Indicators:

- Average listing price for homes
- Home ownership: percent owner-occupied households by race/ethnicity compared to rentals by race/ethnicity
- Housing Cost Burden: The percentage of households that spend more than 30% of their income on housing
- The rate at which individuals receive emergency housing, including how many people are unhoused/living in tents/cars/RVs
- Have more data on the Affordable Home Buyers dashboard on the Community Hub
- Number of subsidized units, as reported to the U.S. Department of Housing and Urban Development, in Bozeman as a proportion of number of households living in poverty

Transportation

Needs:

- Access to transportation
- Safety

Recommendations: Recommendations for transportation include increasing the hours of operation, adopting innovative first mile/last mile solutions, and creating rider centered transit design.

Recommended Indicators:

- Percent of households without a vehicle by race and ethnicity: this information will not be available until the 2020 Decennial Census is available.
- Means of transportation to work by vehicles available
- Use local source for Streamline and Galavan ridership
- Number of public transportation documents and signage translated into Spanish
- Audible Crosswalks
- Pedestrian and cyclist crashes by location

Health

Needs:

- Access to healthcare
- Mental health and substance use supports and programs

Recommendations: Recommendations include using data driven solutions to address health inequities, confronting institutional racism and discrimination, and prioritizing health system and community collaboration.

Recommended Indicators:

- Drug use hospitalizations
- Mental disorders hospitalization rate
- Drug overdose mortality
- Suicide mortality
- Access to healthcare
- Tracking the rate of translation services used
- LGBTQ+ healthcare providers trainings

Education

Needs:

- Increased opportunities for adult education
- Addressing the disparity in k-12 education

Recommendations: Recommendations include creating cradle-to-career educational systems, partnering with the community and leaders to advance educational equity, and investing in sector-based strategies and career pathways.

Recommended Indicators:

- Educational Attainment for the population age 25-64, by race/ethnicity
- Number of job training programs and average cost
- Demographics for workforce programs
- Median earnings by educational attainment
- Graduation rate by race/ethnicity, receiving free and reduce lunch, English learner status, experiencing homelessness, and students receiving IDEA services
- Percent of students receiving free and reduce lunch by school location
- 3rd grade reading scores by race/ethnicity, receiving free and reduce lunch, English learner status, experiencing homelessness, and students receiving IDEA services
- Advanced Placement enrollment
- School suspension and instances of bullying

Childcare and Youth Programming

Need:

- Access to affordable programs

Recommendations: Recommendations include supporting specialized childcare and youth programming for vulnerable communities, addressing the childcare benefits cliff, and expanding access to high quality, affordable childcare and early learning opportunities.

Recommended Indicators:

- Percent of children enrolled in school age 3 to 4
- Children younger than 6 by parental employment status
- Free programs offered for youth
- STARS to Quality Programs by level, and location in the community
- Families in Bozeman with Income Below 200% of the Federal Poverty Level
- Best Beginnings Child Care Scholarships for Bozeman

Economic Opportunity

Need:

- Having living wage jobs

Recommendations: Recommendations include institute a living wage. Enhance business retention and expansion services to include emphasis on job quality and diversity, equity, and inclusion. Use fiscal, purchasing, and incentive strategies to improve availability of quality jobs.

Recommended Indicators:

- Disability & unemployment ratio: between the unemployment rates for people with and without disabilities
- Household income by race
- Poverty: percent people below poverty by race/ethnicity and age
- Unemployment: unemployment rate by race/ethnicity
- Business Ownership- firms by race/ethnicity, age, and gender

Quality of Place

Needs:

- Physical space needs including better trails and paths, safer built environment, and more recreational spaces
- Increased access to broadband

Recommendations: Recommendations include incorporating inclusive placemaking design strategies and the increased accessibility of broadband internet services.

Recommended Indicators:

- ADA compliant pedestrian ramps
- Tracking accessible and inclusive signage and amenities in public spaces. Examples include gender neutral bathrooms and signs in braille. Other inclusive art or signs like the rainbow crosswalks or Black Lives Matter signs that indicate to the community the City supports all members of the community.
- Percent of households without internet subscription by household income
- Participation in recreation and culture activities and events
- Number of City events that promote diversity, equity, and inclusion or celebrate diverse cultures. Examples are Pride, Juneteenth, Indigenous Peoples Day.

Justice and Civic Health**Needs:**

- Safety and justice reform
- Civic engagement & representation in government

Recommendations: Recommendations include recruiting and empowering diverse leaders, applying a racial equity impact analysis to policy decisions, deepening the connection between safety and justice, and investing in community equity and awareness training.

Recommended Indicators:

- Demographic breakdown of city employees
- City employee cumulative turnover rate
- Demographics of candidates applied, interviewed, and hired
- Representation in government of City Commissioners
- Bozeman Police Department call logs
- Police Department representation
- Traffic stops and arrests
- Incorporate the Inclusive City Quarterly Reports as indicators

PROJECT OVERVIEW

The City of Bozeman (the City) hired Thomas P. Miller & Associates (TPMA), an Indianapolis-based consulting firm, to measure equity and access to resources in the City. The purpose of this project was to establish a baseline to make Bozeman a more inclusive, welcoming, and equitable place. The Equity Indicators create ways to measure gaps and inequities, so the City can make data informed decisions about how to close those gaps and correct inequities. Ultimately, the goal is to ensure that every resident, visitor, and City of Bozeman employee feels welcomed, valued, and can thrive regardless of their race, identity, or life circumstance. The outcome of the Equity Indicators Project is this Gaps Analysis and the development of a set of equity indicators that can be used not only by the City, but also community members and organizations serving Bozeman.

The TPMA and City of Bozeman used the following definitions to guide the work.

- **Equity:** Ensuring that all residents, visitors, and City of Bozeman employees feel welcome, valued, and like they can thrive in our community no matter their race, identity, or life circumstance.
- **Equity indicator:** A specific measurement that quantifies the disparity in experience between a community average and a given identity or characteristic (race, ethnicity, gender identity, ability, socioeconomic status).
- **Gaps Analysis:** A process to identify which services exist and which are needed to provide all people with access to the things they need to thrive in our community.

Data Gathering & Methodology

This report relied on input from the community through a survey, facilitated conversations in focus groups, virtual one-on-one interviews, and two community forums. Data from the census and from local community needs assessments and other programmatic documents were also reviewed and included in this report. The community stakeholder engagement process provided opportunities to discuss pressing needs of the community, share the lived experience of community members and offer recommendations on what the equity indicators should measure. Qualitative data was collected through community forums, focus groups, interviews, and open-ended survey responses. TPMA utilized a mixed methods approach combining qualitative and quantitative data to provide insights. Qualitative data collected through interviews and focus groups were placed into a matrix that listed responses by interview questions (row) and participant (column). Based on participant responses, key words were identified and listed in the appropriate column and row to produce themes. For the surveys, data were exported into Excel for analysis. For quantitative data, Excel spreadsheets were cleaned and merged for analysis, while qualitative data from open-ended responses supplemented the themes identified in the matrix.

The protocols for the interviews, focus groups, and survey are included in [Appendix A](#) of this report.

Focus Groups and Interviews: Focus groups and interviews were conducted from April 28, 2021, through June 18, 2021, with 36 separate engagements during that time with a total of 64 Bozeman community members. Focus groups were conducted to better understand the equity in certain sectors; health, education, business, religious, and social service sectors were all included in focus groups. Interviews were conducted with organizations and individuals who are serving or belong to marginalized communities, completing equity work, or have insights into the needs and gaps in services in Bozeman. The individuals identified for the focus groups and interviews were determined by the internal City of Bozeman team with guidance from TPMA. When deliberating who should be invited to the focus groups and interviews the internal City of Bozeman team used stakeholder mapping, considering if the individual has a high or low level of influence in Bozeman or within a particular community, and if they had a high or low stake in the work being completed for the Equity Indicators project. Additional stakeholders were identified by participants in interviews and focus groups.

Community Forums: On May 24th and May 26th TPMA and the City of Bozeman hosted two Community Forums. The forum invites were shared on the City's social media, and through local news media outlets and shared with survey participants who indicated they would be interested in participating in a forum. The May 24th community forum had 12 participants and the May 26th community forum had 19 participants. Participants were asked questions about their lived experience in Bozeman. During the May 26th forum the zoom experienced a glitch ending the session early. A final community forum was hosted on June 30th to report out on what we heard during stakeholder engagement and ensure that input was reflected in preliminary indicators. The June 30th forum was attended by 33 community members.

Survey: The survey was available in Spanish and English. There was a total of 1518 completed responses. 13 participants chose to take the survey in Spanish. In addition to the completed results there were 213 partial responses that were at least 50% complete that were included in the analyses. The survey was shared on social media, through local news media, sent to participants of the focus groups, and included in some of the City of Bozeman's internal team signature lines. The purpose of the survey was to gather a better understanding of perceived needs in Bozeman, gather insights to strategies to increase equity in the city, and understand how individuals define equity and the city's role in promoting equity. Participants were not required to answer all questions so there are a variety of response rates for each question. The survey draft can be found in [Appendix A](#). The survey also collected respondents demographic information including age, employment status, race, ethnicity, ability, gender identity, and sexual orientation. These pieces of information were essential to separating responses based on an individual's inherent characteristics or identity, also known as "disaggregating" responses. While the survey collected information to help disaggregate responses based on one's race, ethnicity, gender, sexuality, and ability, the survey did not collect income level, so the results cannot not be disaggregated by socioeconomic status.

Who Lives in Bozeman

General Overview

According to The US Census Bureau’s American Community Survey (2019: ACS 5-Year Estimates Data Profiles), the City of Bozeman has a population of 46,746ⁱ, making it the fourth largest city in Montana.ⁱⁱ

Race and Ethnicity Overview

The majority of the population of the City of Bozeman is White alone (89.6%), followed by those reporting that they are two or more races (2.9%). The City is made up of 3.6% non-White, single race members: 0.7% Black or African American alone, 0.7% Indian and Alaska Native alone, and 2.2% Asian alone. 3.8% of the population is Hispanic or Latinx (of any race).ⁱⁱⁱ Racial diversity is low in Bozeman, MT.^{iv} The national average for an area this size is 45,646 racially diverse people^v, while there are 9,974 in Bozeman.

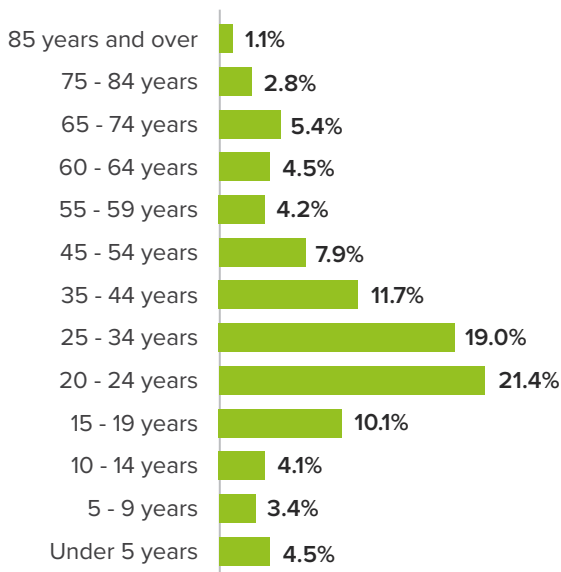
Gender Overview

Males make up 53% of Bozeman’s population, while females make up 47% of the population.^{vi}

Age Overview

The largest age group in the City of Bozeman is between the ages of 20 and 24 (21.4%), followed by those between 25 and 34 years (19%). Overall, 62% of the population are 34 years of age or younger and 38% are 35 or older.^{vii} Bozeman’s largest age group is slightly younger compared to the United States’ largest, 25 to 34 years (13.9%).^{viii}

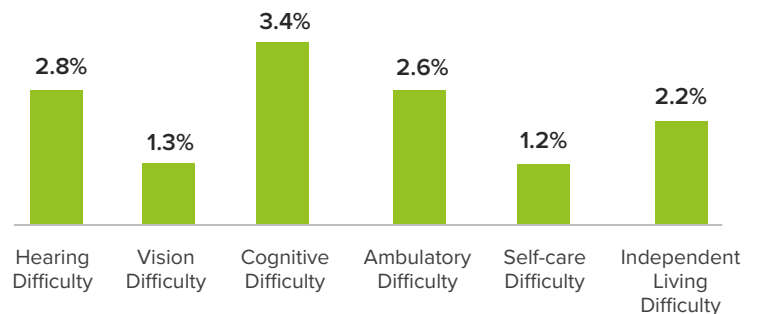
Age of Residents



Disabled Community Overview

The disabled community makes up 7.6% of Bozeman’s population. Type of disability is broken down by hearing, vision, cognitive, ambulatory, self-care, and independent living difficulties. Cognitive difficulties make up the largest number of disabilities in the City (3.4%), followed by hearing difficulties.^{ix} Bozeman has a smaller disabled population compared with the United States as a whole (12.7%), with the United States’ most prevalent disability being ambulatory difficulty (6.9%) and cognitive difficulty being third most common (5.2%).^x

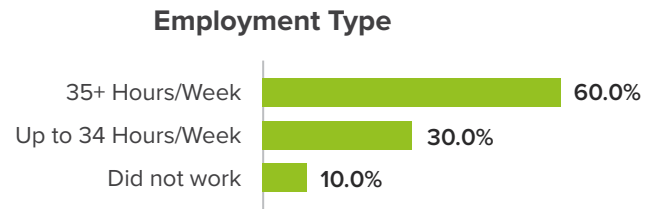
Type of Disability



Employment Overview

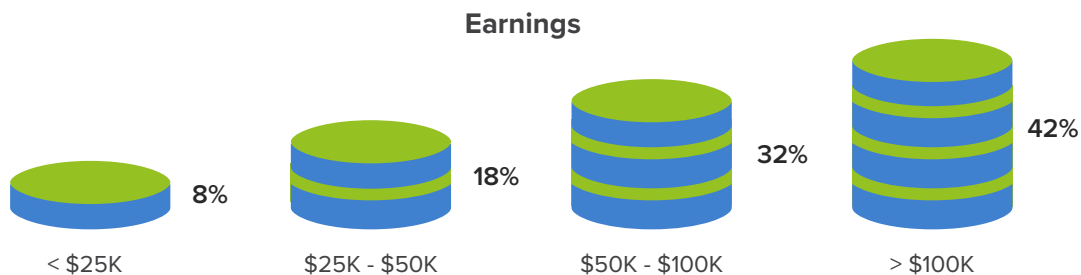
There is a 70.5% employment rate in Bozeman, of those, 60% worked 35 hours or more in a week, 30% worked 34 hours or less, and 10% did not work.^{xii}

Bozeman's 35+ hour workers are representative of the United States (61%). Bozeman's population is made up of significantly more individuals working up to 34 hours a week compared with the United States rate (17%) and rates of those who did not work in Bozeman are significantly less than that of the United States (22%).^{xii}



Income Overview

Those earning between \$100,000.00 and \$149,999.00 a year make up the largest group in Bozeman (23.6%). Those earning \$50,000.00 to \$74,999.00 make up the next largest group (16.4%), followed closely by those earning \$75,000.00 to \$99,999.00 (15.4%). Those earning less than \$25,000 a year make up 8.3% of the population. Bozeman's median income is \$55,569.00, and its poverty rate is 17.8%.^{xiii} The United States' largest group are those earning \$50,000.00 to \$74,999.00 (17.4%). Those earning less than \$25,000 a year make up 18.1% of the United States' population. The United States poverty rate is 12.3%, lower than that of Bozeman, MT, with a higher median income than that of Bozeman (\$65,712.00).^{xiv}



Who Responded to the Survey?

Survey Respondents, as Compared to General Population

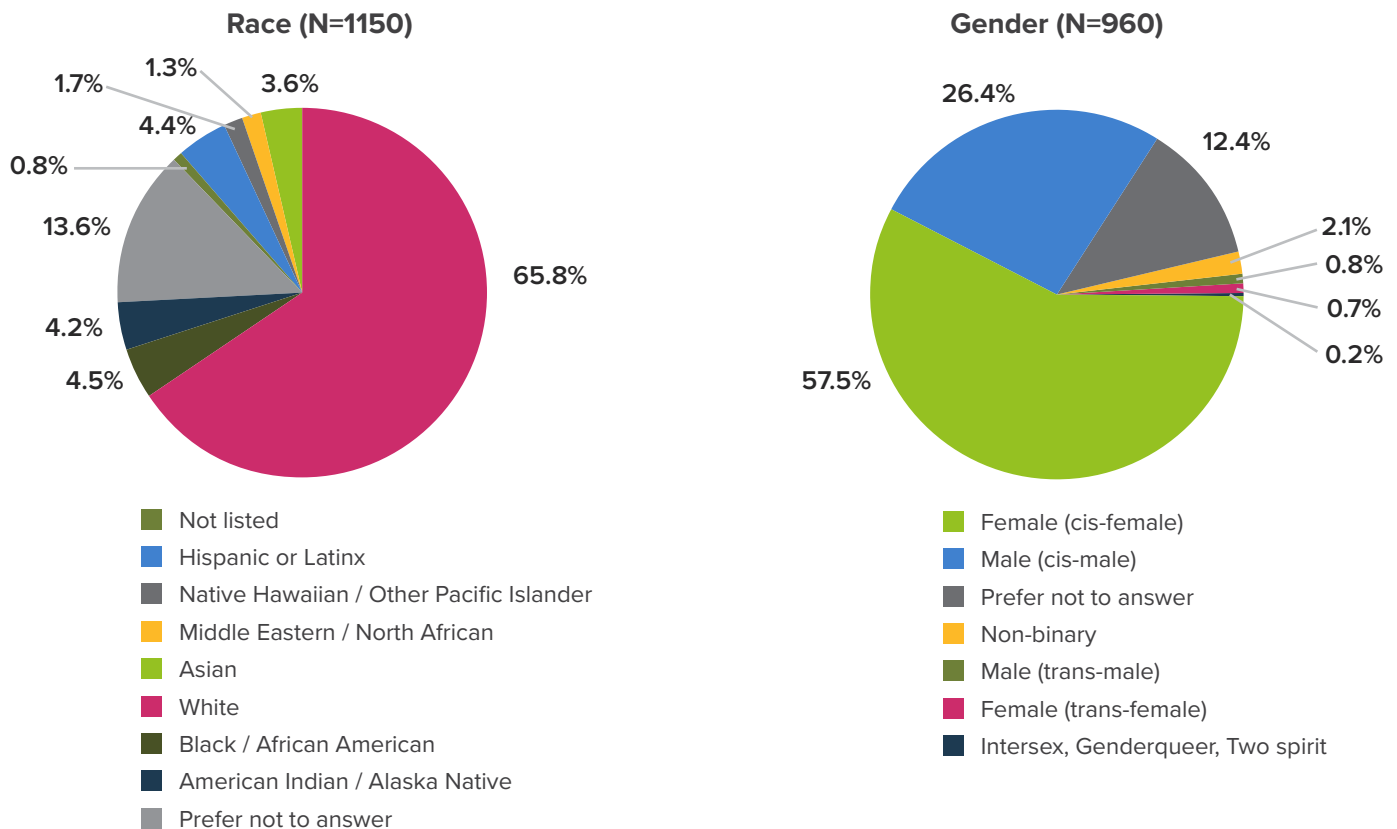
This survey was intended to reach as many Bozeman community members as possible with targeted outreach to Hispanic and Latinx communities. Local nonprofit and social service organizations were asked share the survey with their clients to ensure representation of their needs in the survey. As previously discussed in the [Methodology](#) section, this survey was used to establish overall community needs. Further analysis of demographic breakdowns and comparisons against the overall population are included in this section of the report.

Race Data

Nearly two-thirds (65.8%) of survey respondents were white. In sum, approximately 20% of survey respondents were non-White. White is the majority race in Bozeman (92%) and was also the majority race of survey respondents (65.8%). In Bozeman, communities of color make up less than 8% of the population but are represented by 22% of survey respondents. Specifically, Black or African American made up 4.5% of respondents, Hispanic or Latinx made up 4.4%, American Indian or Alaska Native made up 4.2%, Asian made up 3.6%, Native Hawaiian or another Pacific Islander made up 1.7%, Middle Eastern or North African made up 1.5%, and those races/ethnicities not listed made up 0.8%.

Gender Data

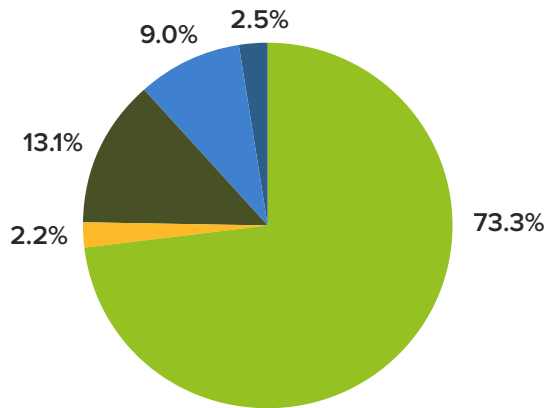
According to census data, the City of Bozeman is relatively equal in terms of sex makeup of the population; 53% of Bozeman residents are male and 47% are female. The survey asked respondents to identify as transgender or cisgender. Transgender (often abbreviated to “trans-”) was defined as a person whose gender identity, expression or behavior is different from those typically associated with their assigned sex at birth. Cisgender (often abbreviated to “cis-”) was defined as a person whose gender identity, expression, or behavior is the same as those typically associated with their assigned sex at birth. Respondents had the option to choose from cisfemale, cismale, transfemale, transmale, non-binary, prefer not to respond, or they could input their gender if it was not already listed. In contrast to the population of Bozeman, ciswomen made up the majority of survey respondents (58%) followed by cismen (26%). Approximately 4% of respondents were not ciswomen or cismen and 12% of respondents preferred not to respond.



Sexual Orientation Data

Nearly three-quarters (73.3%) of survey respondents identified as heterosexual or straight. 9% of survey respondents were bisexual, 2.5% were gay or lesbian, and 2.2% of respondents' genders were not listed (pansexual/pan, fluid, queer, or asexual/ace). 13.1% of respondents preferred not to answer.

Sexual Orientation (N=976)

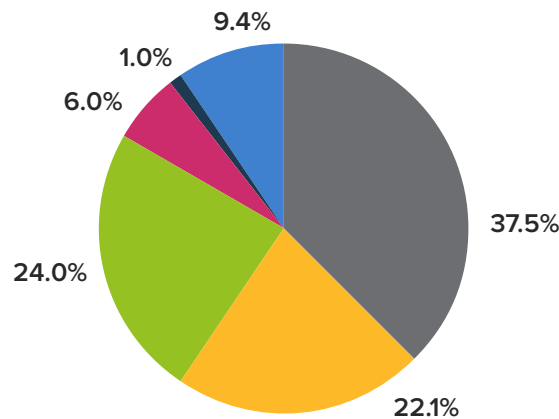


■ Heterosexual / Straight ■ Bisexual ■ Gay ■ Not listed: Pan, Fluid, Queer, Ace ■ Prefer not to answer

Age Data

The largest group of survey respondents (37.5%) were between the ages of 26 and 40, which is slightly over representative of that age group in Bozeman (approx. 30%). Those who were over the age of 55 made up the next largest group of respondents (24.0%), which is slightly overrepresented as compared to the general population in this age group (17.0%). There were very few respondents under the age of 25 (10.4%); the population of those younger than 25 years old is underrepresented in the survey as this population makes up the largest group in Bozeman (43%) but is represented by 10% of survey respondents.

Age (N=1066)

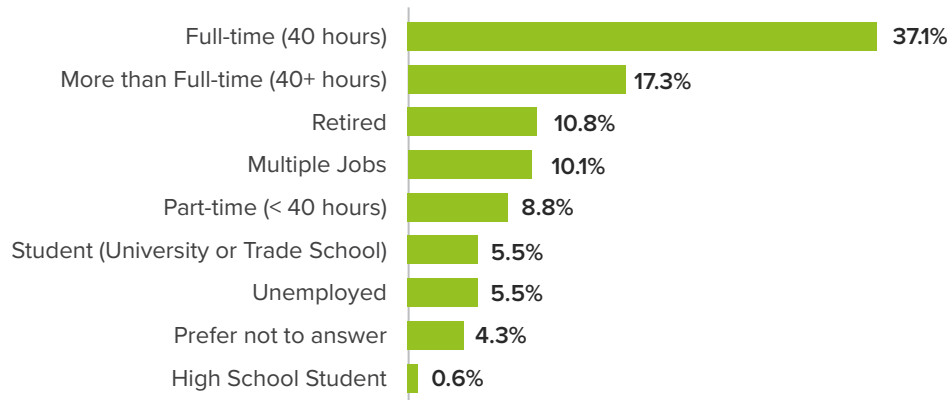


■ 0-18 ■ 19-25 ■ 26-40 ■ 41-54 ■ 55+ ■ Prefer not to answer

Employment Data

Most survey respondents reported working full-time (37%), followed by those working more than full-time (17%). Unemployed participants made up only 5% of survey respondents. For those working 40 hours or more, the survey (54%) was representative of Bozeman's population (60%). Bozeman's population is made up of 10% of individuals who do not work. When considering unemployed and retired respondents, the survey is fairly representative (16%) of Bozeman's population.

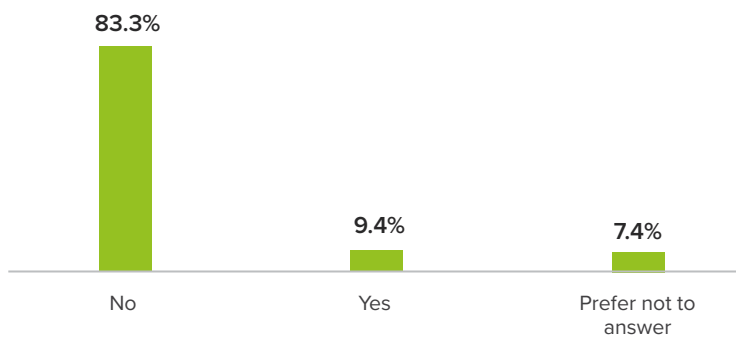
Employment Status (N=1205)



Disability Data

Survey respondents who reported having a disability are generally representative of the disabled population in the City of Bozeman. This community makes up 7.6% of Bozeman's population and 9% of survey respondents.

Respondents with Disabilities (N=1058)



FINDING GAPS & UNDERSTANDING NEEDS

Based on the stakeholder engagement, key needs and gaps were identified and were grouped into the following themes/categories:

- [Housing](#)
- [Transportation](#)
- [Health](#)
- [Education](#)
- [Childcare and Youth Programming](#)
- [Economic Opportunity](#)
- [Quality of Place](#)
- [Justice and Civic Health](#)

Each category includes three sections.

1. **“What We Heard”** - Relevant findings from interviews, focus groups, survey results, and community forums. and recommendations. Findings were formed from both the stakeholder engagement and the community profile data analysis, as well as drawing on national best practices and insights shared by organizations currently serving Bozeman. Within this section, there is also an overview of publicly available data related to the category. This community data was collected from a variety of public sources, including the U.S. Census Bureau’s American Community Survey, Housing and Urban Development, and Montana Office of Public Instruction Gems Public Dashboard. The data regarding the social, financial, and general well-being of individuals in Bozeman has been analyzed and incorporated into each of the categories.
2. **“Recommendations”** - Based on what we heard and available data, this section outlines recommendations for programming or policy to support community needs or address gaps.
3. **“Recommended Indicators”** - Also included under each category are potential equity indicators the City could adopt. The recommended indicators utilize both local sources and publicly available data; they are not the only indicators that could be used, but reflect the gaps and needs reported by the community. The City of Bozeman will determine which indicators work best in developing an indicators dashboard.

In addition to these categories there were needs and gaps mentioned during stakeholder engagement that overlapped all categories those were:

Increased information about resources // Stakeholders shared that they did not often know where to look for resources and that improved communication would increase individuals' ability to access the resources needed.

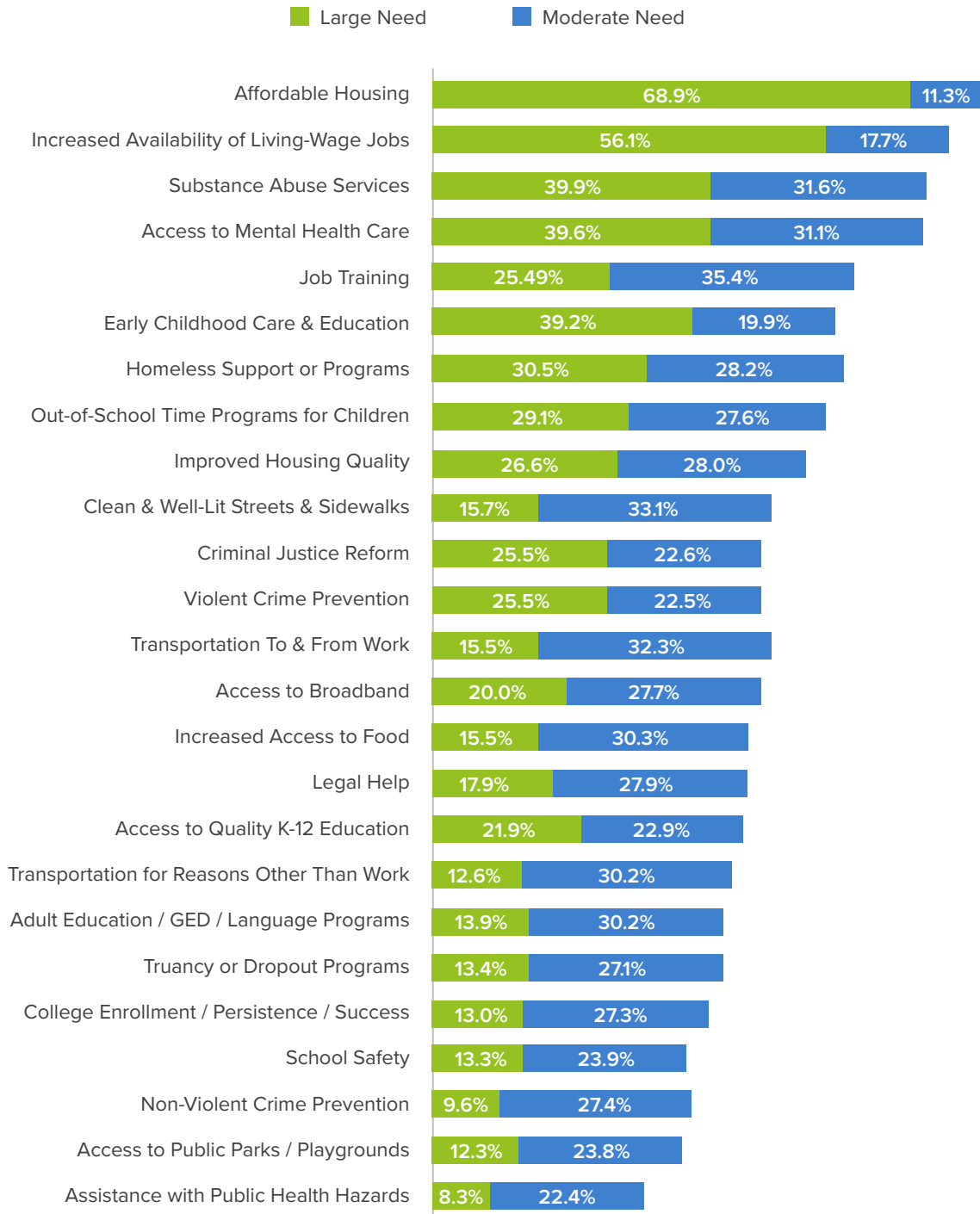
Spanish translation // With a growing Hispanic and Latinx population, the need for Spanish translation was mentioned regarding several of the categories listed above.

Partnering with other organizations // There are local organizations that are working to increase equity and meet the needs of the community; stakeholders felt it was important that the City connect with these organizations, both so they could serve as experts and also to ensure services were not needlessly duplicated.

More engagement opportunities for community participation // Stakeholders wanted opportunities to better engage in decisions the City was making. "The City Council must connect more with the community. Citizen involvement is critical to success in equity. Currently, [I] see few ways to be engaged with what you are doing," explained one survey respondent.

Below is chart depicting the areas survey respondents identified as the most strongly needed and indicates what percent of respondents indicated there was a Large Need or a Moderate Need. The report further details these findings, the different areas of need are broken out in the next section and disaggregated when responses from demographic groups varied significantly.

Overall Ranking of Large and Moderate Needs

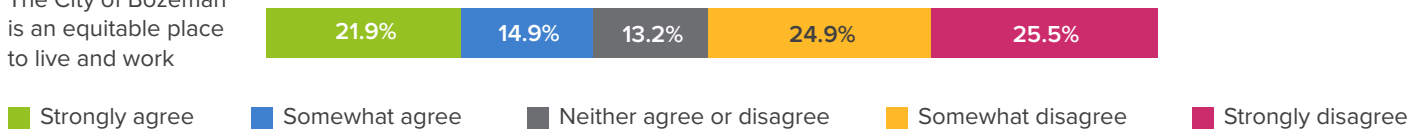


Perception of Equity in Bozeman

Survey respondents were divided on the statement “The City of Bozeman is an equitable place to live and work.” Nearly 50% somewhat or strongly disagreed that Bozeman was an equitable place to live and work, 13% were neutral, and approximately 37% somewhat or strongly agreed that Bozeman is an equitable place to live and work.

Perceptions of Equity in Bozeman (N=1119)

The City of Bozeman is an equitable place to live and work



There is a perception from many stakeholders, particularly in the survey and community forums, that there were not inequities in Bozeman, and that all necessary services were already offered to community members. When asked in the survey “What services or opportunities for yourself or your family do you wish were available in your community?”, these respondents answered with a variation of no services were needed. However, many of them offered more insights than just writing none or no services needed, and they generally offered two types of written responses, “None, the community is great as is. Let’s not change it and make it worse!” and there are no services needed because the individual or family “have been privileged to have the community provide the services we need.”

Survey respondents were also asked in an open-ended question, “How would you define equity?” There was a range of responses from equity being a political tool or buzzword to it being an instrument to address disparities. There were several survey respondents who indicated they believed that equality should be the focus instead of equity. Many respondents discussed equal access or equal opportunity; another word used frequently in definitions was fairness. Below are several quotes that showcase some of the different views on what equity means to survey respondents.

- “Acknowledges that at times the allocation of resources and entitlements may need to focus on particular groups, individuals or areas of concern in order to allow and encourage their full participation in departmental practices and decision-making.”
- “Believing all people are equal and treating them that way.”
- “Addressing disparities in a way that acknowledges the vulnerability and unique needs of marginalized groups to promote equal opportunities for success and security.”
- “Do for yourself and you will receive and equal opportunity. Everyone has equal access.”
- “It’s not needed. Equity comes from good character and hard work!”
- “Equal opportunity, respect, and support for everyone paired with an understanding of peoples differing family, social, racial, cultural and other backgrounds.”
- “Equality has to do with giving everyone the exact same resources, whereas equity involves distributing resources based on the needs of the recipients.”

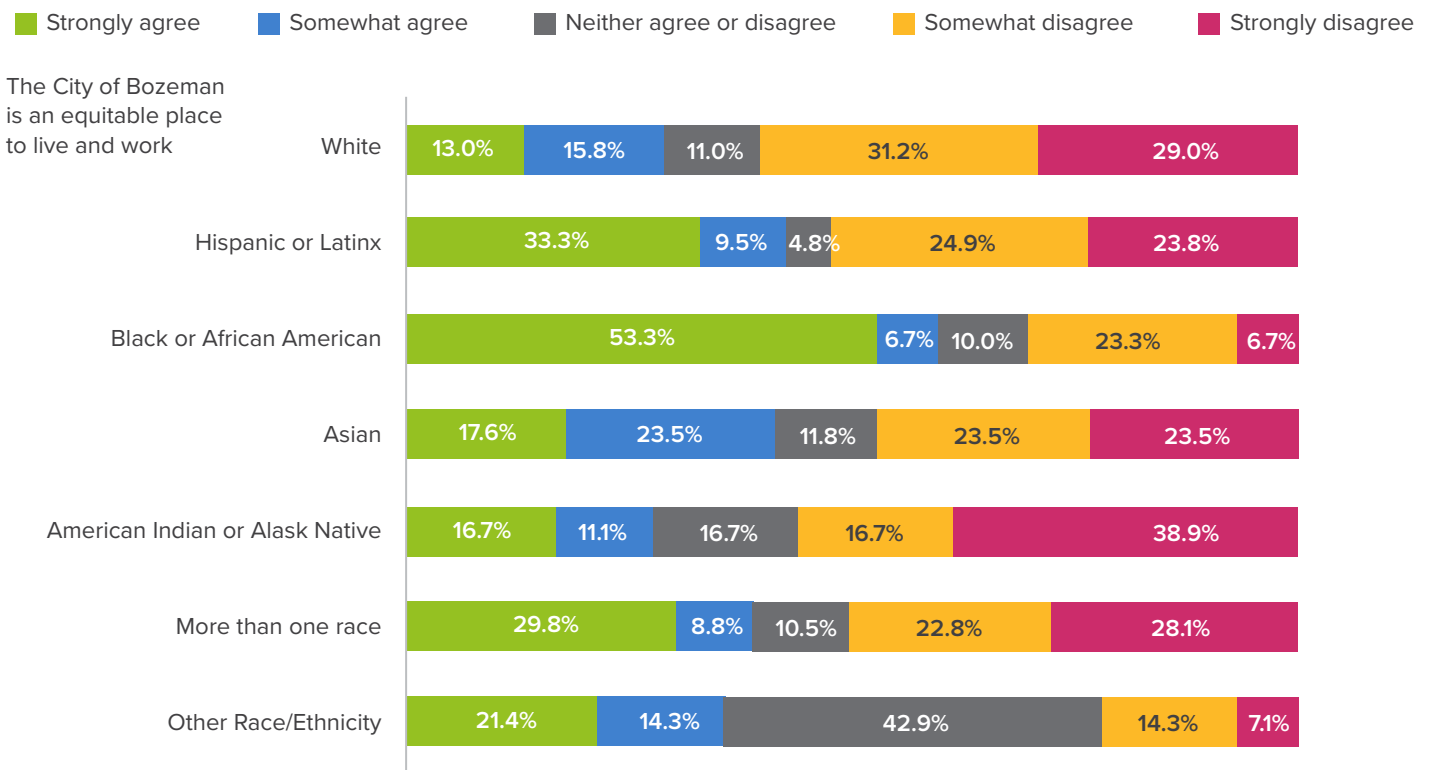
- “Fair and impartial, opportunities for all people”
- “Making sure no citizen is left behind in Bozeman’s growth.”
- “Making sure everyone has the same opportunities, taking into account historical inequities”

Perceptions of Equity by Subgroups

As this study focuses on equity in the community, in many cases it is important to disaggregate responses or look at the data for subgroups of the population, not just for the population as a whole. Regarding the perceptions of equity in the community, survey data was analyzed by race & ethnicity, gender, sexual orientation, and age to determine if there are variances in the perceptions within these subgroups.

Almost half of respondents (44.4%) who identified themselves as part of the population of color reported that they somewhat or strongly disagreed that Bozeman was an equitable place to live and work. This is relatively similar (approx. 6% difference) to the overall group of respondents. Of all respondents, the American Indian or Alaska Native group strongly disagreed with Bozeman’s equitability at the highest rate (38.9%). The percentage of people of color in Bozeman who somewhat or strongly disagree is fewer than the White respondents who somewhat or strongly disagreed (60.2%) that Bozeman was an equitable place to live and work. Of all respondents, Black or African American respondents strongly agreed with Bozeman’s equitability at the highest rate (53.3%).

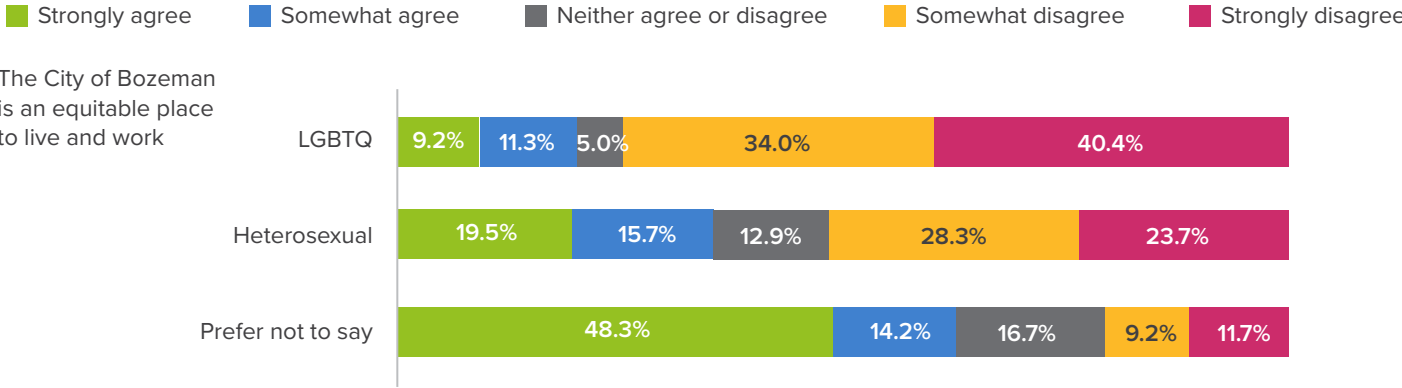
Perceptions of Equity by Race/Ethnicity (N=1079)



Nearly three-quarters of respondents (74.4%) who identified themselves as part of the LGBTQ+ population reported that they somewhat or strongly disagreed that Bozeman was an equitable place to live and work. This is a substantial difference from the overall group of respondents, where nearly half disagreed. The population of respondents who identified as straight responded in rates more closely aligned to the overall group of survey respondents, with 35.2% somewhat or strongly agreeing that Bozeman was an equitable place to work and live, as compared to 36.8% of the overall group of survey respondents. 40% of respondents strongly disagreed that the City of Bozeman is an equitable place to live and work, compared to 24% of non-LGBTQ+ respondents. Of the respondents who preferred not to disclose their sexual orientation, almost 50% believed that Bozeman was an equitable place to live and work.

Cisgender men agreed that Bozeman was an equitable place to live and work at higher rates than any other gender. 47.1% of cismen strongly or somewhat agreed that Bozeman was an equitable place and 40.4% strongly or somewhat disagreed with this. In contrast, 66.1% of ciswomen respondents, 83.3% of transwomen respondents, 100% of transmen respondents, 60.8% of non-binary respondents, and 100% of respondents whose gender was not listed either strongly or somewhat disagreed that Bozeman is an equitable place to live and work.

Perceptions of Equity by Sexual Orientation (N=1060)

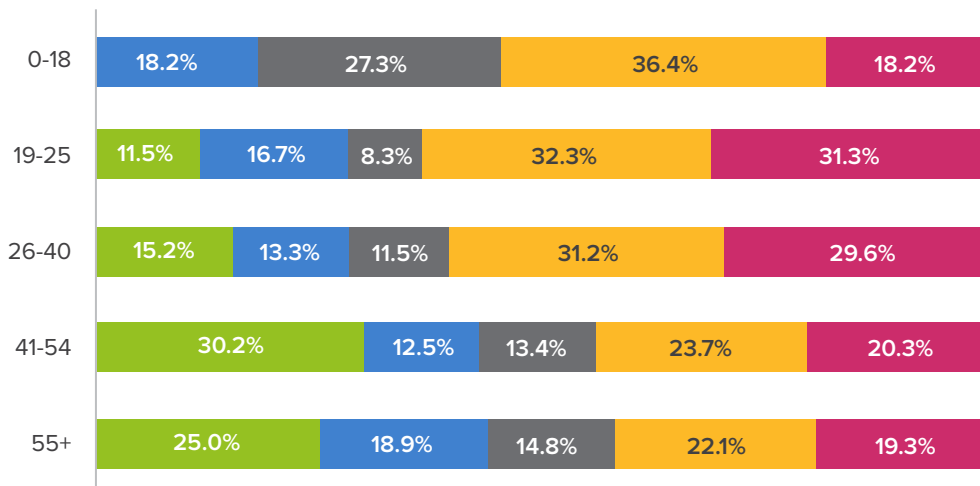


Younger survey respondents were more likely to disagree that the City of Bozeman is an equitable place to live and work. 63% of respondents between the ages of 19 and 25 either somewhat or strongly disagreed and over half (54%) of respondents under the age of 18 either somewhat or strongly disagreed. In contrast, 43% of respondents ages 41 to 54, and 44% of those older than 55 years either somewhat or strongly agreed that Bozeman is an equitable place to live and work.

Perceived Equitability by Age (N=1248)

■ Strongly agree
 ■ Somewhat agree
 ■ Neither agree or disagree
 ■ Somewhat disagree
 ■ Strongly disagree

The City of Bozeman is an equitable place to live and work





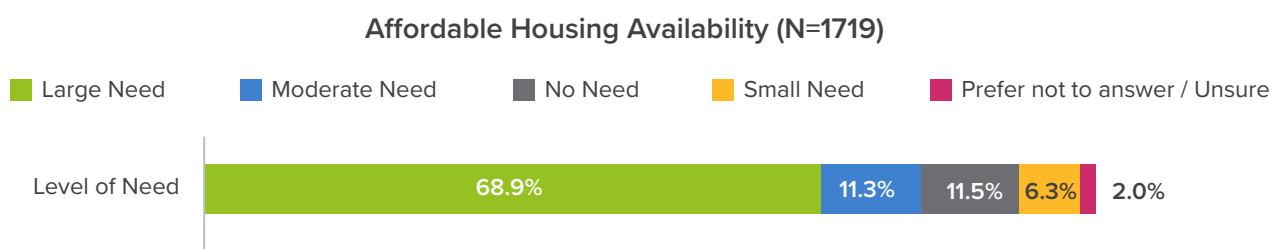
HOUSING

What We Heard: Housing

Needs related to housing were identified in almost every focus group, interview, and forum. For the write-in survey question “What services or opportunities for yourself or your family do you wish were available in your community?” over 30% of written responses mentioned housing. There were a multitude of issues within the realm of housing that arose during the data collection, including access to and availability of affordable housing, and resources for individuals facing homelessness.

Affordable Housing

Access to more affordable housing was the number one need identified in the survey, with 69% of survey respondents reporting that affordable housing availability was a large need. This remained consistent when disaggregating by all demographics (e.g. race, sexual orientation, gender, etc.) This sentiment was present in the focus groups and interviews with even focus groups centered on health or education indicating housing was a need. One participant in the healthcare field shared when asked about other needs that “housing is another major issue. Probably the biggest.”



When asked “What services or opportunities for yourself or your family do you wish were available in your community?” one survey respondent shared they wanted a “home I could afford for my wife and child, because even though I work 40-50 hours per week at a good wage, with no debt, I don’t have a chance to really take care of my family in that way.” Another reported, “Affordable housing is the biggest need. I’m a first year, highly-educated teacher who [can] barely afford to stay in the district. I will have to leave unless housing becomes more affordable.” Housing has been a high need in Bozeman for years, but after reviewing the [Bozeman, Montana Community Housing Needs Assessment from February 2019](#),^{xiv} it is clear that housing issues have been exacerbated by the COVID-19 pandemic. Participants shared that while housing has been an issue for the City of Bozeman for the last 5-10 years, they believed the pandemic has increased the number of people who can work remotely causing more people, especially those with higher incomes, to move to Bozeman. Recent trends from the 2019 report that were mirrored in focus groups, interviews, and community forums included that many residents “are stuck in their homes. With no rentals available, renters cannot move around as their housing situation changes. Owners looking to move as their families grow, or downsize as they age, cannot find affordable options on the market.” Several residents who participated in focus groups and community forums and who have lived in Bozeman for several years stated that they would never have been able to purchase their homes if the housing market was like it is currently. The need for affordable housing was identified as a significant need across all age groups

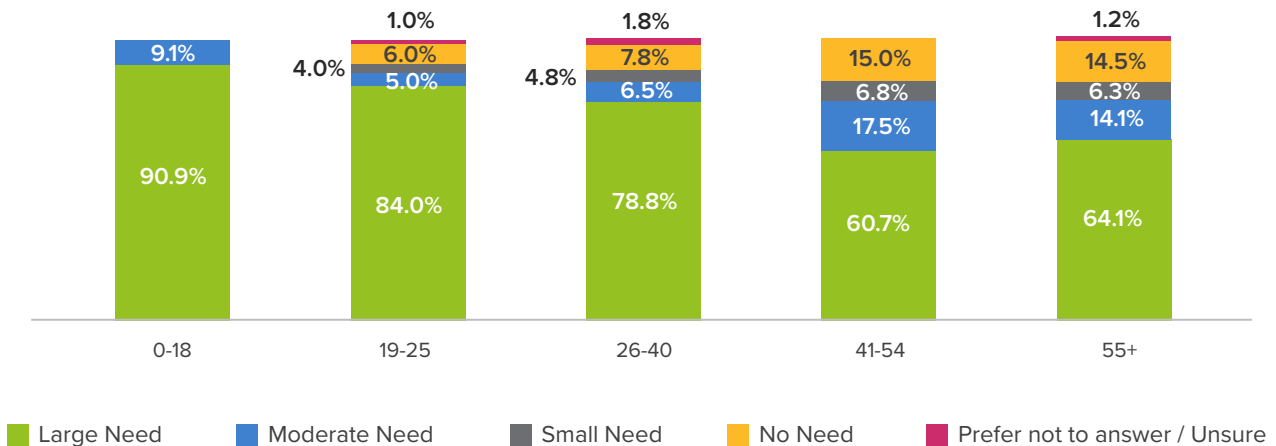
in the survey, at least three-quarters of all age groups reported affordable housing as a moderate or large need in Bozeman. All survey respondents under the age of 18 believed affordable housing was either a large or moderate need, and 89.0% of those between 19-25 years of age concurred.

The need for access to affordable housing was identified as a large need at similar rate across all race/ethnicity groups in the survey. All race/ethnicity groups reported at least a 60% large or moderate need for access to affordable housing in Bozeman – with the exception of Middle Eastern or North African respondents, in which 33.0% reported a large need and 0% reported moderate need for affordable housing. White respondents identified affordable housing as a large need at the highest rate (79.0%), followed by Hispanic or Lantinx respondents (72.0%) and Native Hawaiian or another Pacific Islander (71.0%).

Out of State Homeownership and Short Term/Vacation Rentals

Within the discussion around affordable housing, there was also concern about people moving into Bozeman who work remotely, individuals purchasing vacation homes, and homes being used for Airbnb's instead of as rentals or made available on the housing market. One survey respondent shared they wanted "affordable housing for people with Montana wages. It feels like we are all being pushed out and the City doesn't seem to care." Another stakeholder shared "My rent continually goes up by quite a bit every year, there were a few rental homes that have been purchased and are now Airbnb's. Across the street, there was a family and then someone bought the house and now the place is an Airbnb, and someone only stays there one week out of the month."

Need for Affordable Housing by Age (N=1262)



Access to affordable housing was reported as a priority need for several distinct populations including individuals and families that fall under the poverty line, senior citizens, individuals and families who have immigrated to Bozeman, and individuals and families who are above the poverty line but still make less than the median income. One stakeholder shared that through her volunteer work she helped three families who immigrated to Bozeman. “Finding housing was hard. Difficult to rent, many live in RV park.” Lack of services to support non-English speakers and people without documentation make these communities in Bozeman especially vulnerable to housing insecurity. Additionally, there was concern for senior citizens and concern voiced by senior citizens who lived on a fixed income, impacting their ability to stay in Bozeman. A stakeholder shared that “seniors who have grown up in Bozeman and lived their whole lives [in Bozeman]” have been priced out of housing. Participants reported that to pay for housing costs, some individuals had to choose between housing and paying for basic needs and health care. Another participant shared “We cannot afford to rent or buy a home on current [professional] salary.”

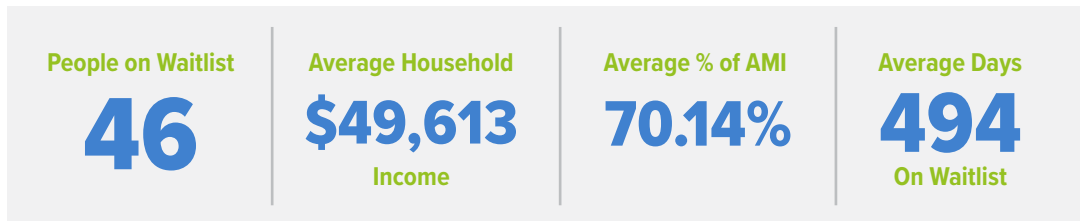
According to the Housing and Urban Development (2020) Assisted Housing: National and Local data in Bozeman, there are 570 subsidized housing units. 84% subsidized housing units are currently occupied.^{xv} There are 3,815 households living below the poverty line^{xvi} in Bozeman.

Subsidized housing units cover only 14.9% of households living in poverty. 99% of households in subsidized housing units are very low income, and 85% are extremely low income. Additionally, the average length of time on the waiting list for subsidized housing is nearly 3 years.

Characteristics of Households in Subsidized Housing Units in Bozeman

Total number of subsidized housing units	570 units
Total number of individuals in subsidized housing units	759 individuals
Average household income	\$12,855.00
% very low income	99%
% extremely low income	85%
% female headed household	64%
% with disability	36%
% minority	13%
Average number of months on waiting list	35 months
Average number of months since moving in	86 months

Currently, the City works in partnership with Human Resource Development Council IX (HRDC) to educate, certify, and prepare people to purchase an affordable home. The HRDC manages a waitlist for purchasing affordable homes that are built by HRDC and homes built in accordance with the City of Bozeman Affordable Housing Ordinance, prior to the outlawing of Inclusionary Zoning in the 2021 Montana State legislature. The Affordable Home Buyers dashboard on the Community Hub tracks progress on the waitlist. As of June 22, 2021, there are 46 people on the waitlist, and the wait time is well over one year, close to 16 months. The average household income for participants on the waitlist is \$49,613.



Prior to legislative changes in 2021, The City of Bozeman used Area Median Income to determine pricing of affordable homes and eligibility of buyers of those homes. Home buyers have an average Area Median Income (AMI) of 70.14%.^{xvii} Below is the breakout of 2021 Median Income for Gallatin County.^{xviii}

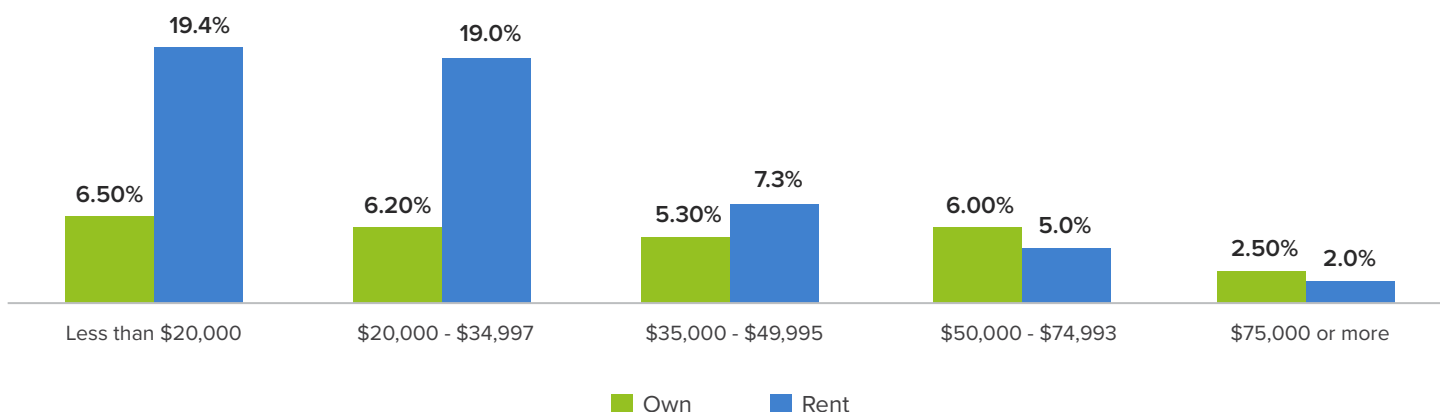
2021 Area Median Income (HUD)

Total number of subsidized housing units								
% Area Median Income	1	2	3	4	5	6	7	8
80%	\$49,784	\$56,896	\$64,008	\$71,120	\$76,810	\$82,499	\$88,189	\$93,878
90%	\$56,007	\$64,008	\$72,009	\$80,010	\$86,411	\$92,812	\$99,212	\$105,613
100%	\$62,230	\$71,120	\$80,010	\$88,900	\$96,012	\$103,236	\$110,236	\$117,348

Housing Cost Burden

Cost burdened indicates the extent to which housing costs exceed 30% of the income of residents. The Bozeman, Montana Community Housing Needs Assessment from February 2019 found that the “percentage of households paying over 30% of their income for rent plus utilities is very high (55%). These households are considered to be cost burdened, often having insufficient income left over for other life necessities including food, clothing, transportation, and health care.”^{xix} Housing cost burden is a continued struggle for people renting and owning homes in Bozeman. This data aligns with the 2019 census data, as the percentage of households paying more than 30% of their income for housing remains high.^{xx} However, more current census data, which would demonstrate the extent to which the COVID-19 pandemic affected housing burden, is not currently available. According to ACS data, renters whose income is below \$35,000 are three times as likely as homeowners to be housing cost burdened.^{xxi}

Percent of Households That Pay More Than 30% of Income on Housing by Income Level

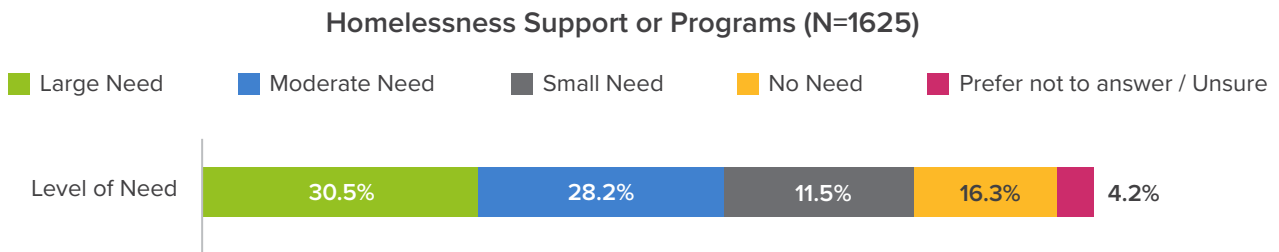


Equity Spotlight: According to the [National Equity Atlas](#), “People of color are over-represented in these [housing cost burdened] populations; this is due in part to a long history of racial segregation forged through practices such as racially restrictive housing covenants, redlining, and discriminatory lending. People of color are also more likely to rent than own a home because historical dispossession and discrimination have prevented accumulation of wealth and upward mobility.”^{xxii}

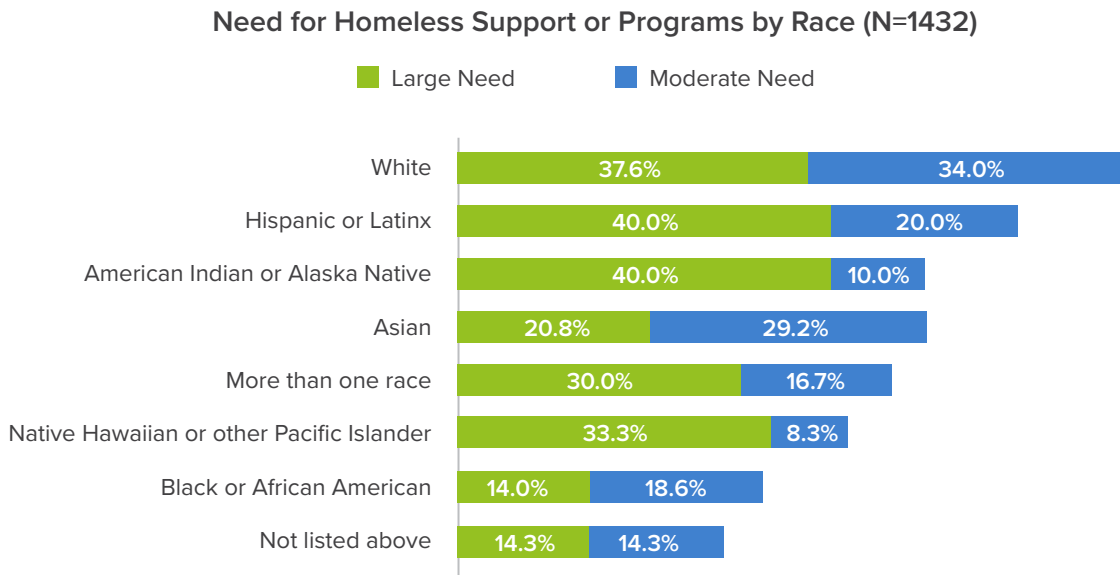
Resources for Individuals Facing Homelessness

Over half of survey respondents (58.7%) reported that there was a moderate or large need for more homelessness support or programs. One stakeholder shared that “many residents are struggling to find employment that pays a living wage, struggling to find affordable housing, and homeless high school students and other homeless people are especially concerning.” Other stakeholders shared they would like “more resources for our low income and homeless neighbors.”

One stakeholder shared “Instead of receiving direct aid from the community, our neighbors who are hurting the most are expected to jump through bureaucratic hoops to prove need; many are long, slow processes, like waitlists for housing or seeing a counselor. This barrier to access creates bad outcomes for everyone. In the case of the houseless population, they are encouraged to leave the community entirely and seek help in other Montana cities.”



Hispanic or Latinx and American Indian or Alaska Native respondents reported the highest levels of need for homeless support or programs (40.0%). 71.6% of White respondents and 60% of Hispanic and Latinx respondents believed there was a moderate or large need for homeless support or programs.



When discussing programs or organizations in the area that were already working on addressing this need, the Human Resource Development Council (HRDC) was reported as the main service provider and connector of services in Bozeman. The HRDC shared, “on average, there are an estimated 100 homeless people in Bozeman on any given day.” According to the HRDC’s [Community Profile for Bozeman](#) in 2020, 291 individuals were provided with a warm, safe place to sleep in the winter months at the Warming Center and 180 individuals utilized the day center to access computers, snacks, and housing resources.^{xxiii} Not all individuals experiencing homelessness utilize services like the Warming Center; it is important to also consider the needs of unhoused individuals that may reside in RVs, tents, or cars when developing homelessness supports or programs.

Some individuals who felt that there was no need or a small need for supports expressed concern that having supports in place would encourage more individuals who were experiencing homelessness to come to Bozeman.

Housing Recommendations

Support and Expand Existing Housing Initiatives and Navigation Services

Organizations like HRDC offer a suite of important housing services including the administration of housing choice vouchers, emergency rental assistance, homelessness prevention, and affordable housing properties. They also offer unique navigation services which help residents find, access, and maintain affordable housing. This is particularly critical for residents with low-incomes, for whom navigating the often complex and bureaucratic federal rental subsidy program can be burdensome. There is an additional need for these navigational services to be multilingual and accessible for the growing Spanish speaking population in Bozeman.

Incentivize Affordable Housing Development

One of the most significant trends in Bozeman is the widening gap between the highest earners and lowest earners. This manifests itself increasingly, in that the people who work in Bozeman, cannot afford to live in Bozeman; this includes residents who are being priced out of market rate housing options including single-family home ownership, multi-family home ownership, and rental units. As a result, many residents would like to see the addition of incentives in city policy that would make the development of affordable housing more attractive to developers. Examples of some of the incentive-based tools that should be considered include cost reduction programs, density bonuses, and down payment assistance and tax abatements:

Cost Reduction Programs: Policy that reduces the cost of developing affordable housing. This may include development line items such as permit fee reductions, impact fees waivers, utility improvement, and hook-up fee reductions.

Density Bonuses: Density bonuses can be used to provide additional flexibility to developers that incents the development of affordable housing. Using this policy, developers are able to build more housing on a site when they meet affordable housing guidelines as outlined by the City.

Down Payment Assistance and Tax Abatements: Incentives that effectively reduce the equity/debt needed either to build or buy a house will help lower the bar of entry for attainable housing production. Programs such as tax abatement and down payment assistance can be effective in encouraging housing production and home purchases.^{xxiv xxv}

Engage the Community to Purposefully Build Diverse Neighborhoods

“Though many neighborhoods have “Black Lives Matters” signs in homes’ windows, I see VERY FEW people of color in Bozeman.” This quote from a resident highlights that while many in Bozeman would like to see a more diverse community, there is significant work to be done in making this reality in many of the city’s neighborhoods. Efforts to diversify neighborhoods both from an affordability standpoint and from a racial diversity standpoint will have varying responses from residents. Strategies that both broaden and deepen community engagement in these efforts will be critical to sustaining long term successes that result in a truly diverse community. This deepened community engagement will be connected to the civic health of Bozeman and its ability to create and sustain a civic infrastructure that invites community engagement.



Equity Spotlight: Redevelopment of mobile home parks can cause challenges if resident displacement is not considered when they are closed. Strategies that should be deployed when considering the redevelopment of a mobile home park should include resident displacement mitigation strategies and mobile home park preservation strategies. Examples of these strategies include subsidizing relocation and increased rental costs, creating specific mobile home park zoning districts, and offering financial preservation incentives for park owners and developers.^{xxvi}

Housing Recommended Indicators

The City of Bozeman is already tracking the work being done to add additional housing through the [Community Hub](#). To put an emphasis on equity, it is recommended the City begins collecting more demographic data such as age, race, gender, and location in the City to better understand where and to whom City resources are going. It would also be helpful to track some more general indicators of housing in the City to share with community members, such as average listing price of houses, and to work with Community Partners to track the rate at which individuals receive emergency housing and subsidized housing. Initial recommended indicators include:

1. Average listing price for homes
2. Home ownership: percent owner-occupied households by race/ethnicity compared to rentals by race/ethnicity
3. Housing cost burden: the percentage of households that spend more than 30% of their income on housing
4. The rate at which individuals receive emergency housing, including how many people are unhoused/living in tents/cars/RVs
5. Have more data on the Affordable Home Buyers dashboard on the [Community Hub](#)
6. Proportion of subsidized units, as reported to the U.S. Department of Housing and Urban Development, in Bozeman compared to the number of households living in poverty

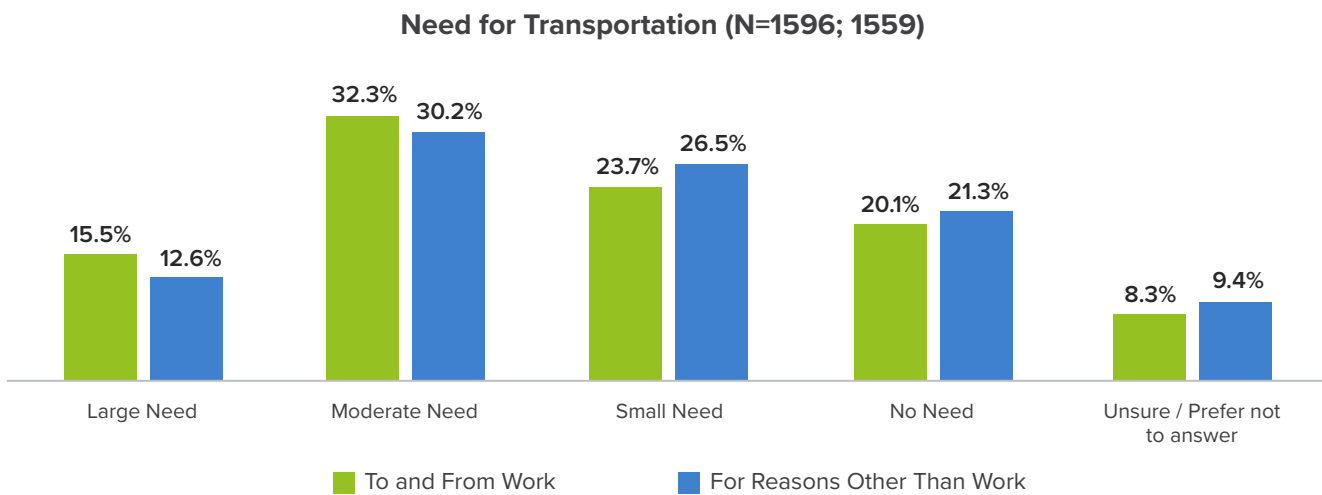
The image shows the interior of a modern bus. The seats are upholstered in a blue fabric with a pattern of yellow and orange dots. The bus has overhead luggage racks and handrails. The floor is a light blue color. The word "TRANSPORTATION" is written in large, white, bold, sans-serif capital letters across the center of the image. The background is a blurred view of a landscape through the bus windows.

TRANSPORTATION

What We Heard: Transportation

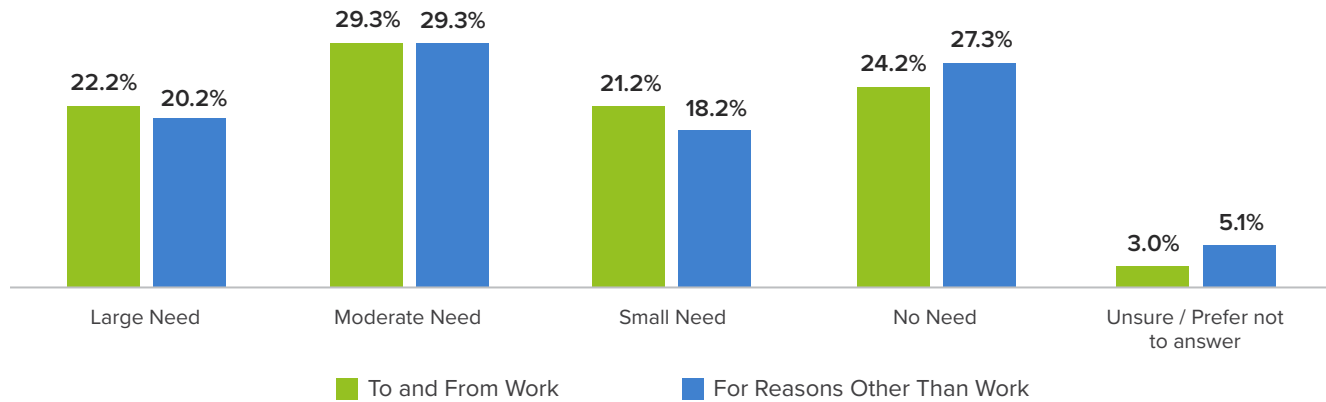
Transportation issues discussed in focus groups, interviews, and the community forums included not only discussion of the Streamline – the primary transit service for residents and visitors of Bozeman and surrounding communities – but also the use of trails and bike paths as a means of commuting, and not just for recreational purposes. Stakeholders shared there was a need for “better bicycle infrastructure for commuters” and “bike/walk paths separated from motor vehicle traffic.” Implementing such measures would help meet the need for “increased bicyclist and pedestrian safety.” In response to the question “what strategies or suggestions would you give to make Bozeman more equitable,” one survey respondent wrote they would like “better sidewalks and trails through town for safe, enjoyable bike/walk to work.”

Survey respondents noted that transportation needs for traveling to or from work were greater than needs for other reasons. 47.8% of respondents indicated that transportation to and from work was a moderate or high need, while 42.8% of respondents believed transportation was a high or moderate need for reasons other than work. One respondent to the survey shared “I wish there were more public transportation options for those who do not drive or own a car, and multimodal transportation facilities that made it more appealing and approachable for people to choose to bike or walk.” Many survey respondents and stakeholders shared these thoughts when discussing operation of transportation, they reported the need for increased and diversified services, including being able to use multiple modes of transportation.



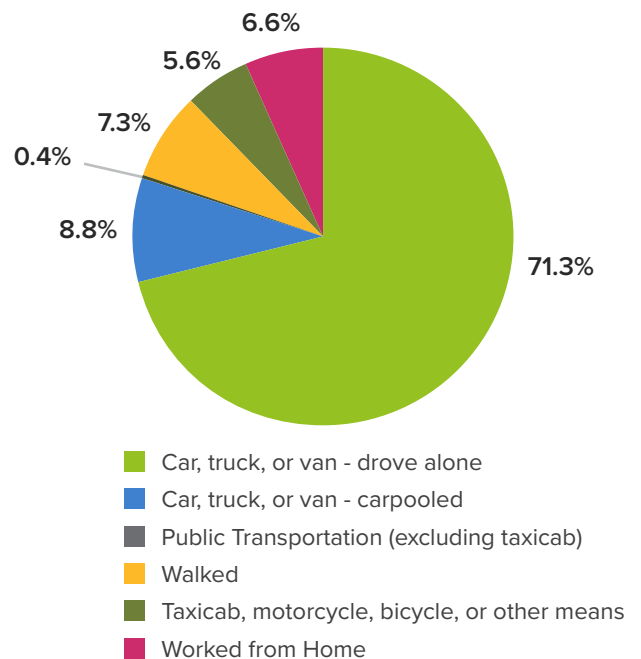
Of survey respondents that reported having a disability, about half believed there was either a large or moderate need for transportation to and from work (51.5%), and for reasons other than work (49.5%).

Need for Transportation for Those with Disabilities (N=99; 99)



Notably, according to the ACS 5-year estimates, almost three-quarters (71.3%) of Bozeman households drove to work alone in a car, truck or van, while 8.8% carpoolled. Almost 7% of households worked from home, though these data were pre-pandemic estimates, and that percentage is likely to have grown in 2020. Public transportation was the least utilized means of transport for work. However, as one stakeholder noted during a focus group, “Public transit is still new for the community. It has only been around 15 years, so the broader community still needs buy-in to support it.”

Means of Transportation to Work



While the overall majority of workers traveled to work by driving alone in a car, truck, or van, workers older than 16 who fell below 150% of the poverty level were more likely to use public transportation, according to the 2019 ACS 5-year estimates.

Participants also reported that there was a need for the public transit system, Streamline, to be more accessible and available. One participant shared, “There needs to be more public transportation, longer hours, more accessible.” Concerns over access included better resources on the Streamline’s routes and times of operation. It was noted that it would help to have these resources available in Spanish, as well as English. Another need reported when discussing transportation was making the paths to transportation accessible, especially for senior citizens and individuals who are disabled.



Equity Spotlight: Participants shared that transportation, including walking, can be unsafe for individuals with disabilities. One individual with disabilities shared that when trying to cross Main Street, “it is a nightmare to understand traffic flows.” Utilizing Complete Streets design could help create better accessibility.

“Complete Streets design provides an environment where all street users, particularly the most vulnerable, can get around safely and efficiently. This means that regardless of the mode of transportation, the age, the ability, or the confidence level, streets are accessible, safe, and appropriate for the needs of all users. Complete Streets policies precisely aim at enabling safe use and support mobility for all users using various street design elements such as:

- Pedestrian infrastructure: sidewalks, crosswalks, median crossing islands, curb extensions, pinch point, Accessible pedestrian Signals for visually impaired people, pedestrian wayfinding, greenery, and street furniture.
- Traffic calming measures to lower speeds of vehicles: speed humps, speed tables, speed cushions, signage, and traffic lights.
- Bicycle accommodations: protected or dedicated bicycle lanes, repair stations, and bicycle parking.
- Public transit equipment: Bus Rapid Transit, bus pullouts, transit signal priority, bus shelters, and dedicated bus lanes.”^{xxvii}

Connection to Redesign Streamline 2020: Existing Service and Market Evaluation

Findings from the Gaps Analysis are similar to those of the [Redesign Streamline 2020: Existing Service and Market Evaluation](#) which stated “in some cases, the lack of pedestrian infrastructure makes it unsafe or extremely unpleasant to walk to a bus stop on the main road.” Additionally, it was noted by stakeholders that the volume of stop announcements was affecting those who are disabled and senior citizens. A stakeholder mentioned that the announcements for the stops on the Streamline were turned “way down” so it was hard to hear when the stop was reached, this was particularly hard for individuals who may be blind or visually impaired, as well as for citizens who may have difficulty hearing low volume announcements.

According to the 2020 Existing Services report “The backbone of Streamline are the four local routes serving Bozeman providing service 12-13 hours per day on weekdays and 10-11 hours on Saturday with half hour service during the AM and PM weekday peak hours and 60 minutes during weekday middays and Saturdays.” Stakeholders discussed that the Streamline schedule assumed everyone worked a 9 to 5 job and that if someone worked different hours, it could be difficult to utilize transportation. Stakeholders indicated they wished there was “better and more frequent public

transportation,” “better public transportation that’s economical,” and that there should be “expanded public transportation.” One stakeholder suggested increasing public transportation by having “half hour service and increased evening service.”

The report also indicated the “majority of Streamline routes operate as a one way loop. This strategy maximizes coverage at minimal cost and is commonly used when resources are limited. However, one-way service results in a poor experience for customers. Riders must typically ride through the entire loop to end up at their origin, requiring significant out-of-direction travel and additional travel time.” Participants shared that individuals utilizing public transportation for reasons such as getting to work or getting children to daycare, are inconvenienced by one-way services making it hard to utilize the Streamline efficiently.

Based off of the 2020 Existing Services report the “Routes were just redesigned for the fixed system. The purpose is to better serve the city and provide more access to transportation routes. Part of the redesign means tradeoffs.” One of the tradeoffs mentioned was taking service away from Four Corners which would have an impact on the disabled community.

Transportation Recommendations

Increase the Hours of Operation

One survey participant shared the recommendation to increase “the number of pick-up times and spots for Streamline. The schedule assumes that people work 9 to 5 jobs, but that is not accurate. Service industry workers, cleaning industries, etc. work completely different hours and need access to this resource.” This sentiment was echoed in focus groups when discussing barriers to access to transportation.

Adopt Innovative First Mile/Last Mile Solutions

While the Streamline is often cited as an important asset for the community, there are gaps in service which include both frequency of service and geographic location of routes. This can mean that for riders there is a mismatch between their destination and the fixed schedule of public transit. To solve this issue, residents requested the expansion and enhancement of infrastructure to support alternative modes of transportation that complements existing transit services such as, “increased and safer bike lanes/paths for commuting (not just recreation)” and “bike/pedestrian pathways need to be greatly invested in and strengthened.”^{xxviii} In addition to bike and pedestrian infrastructure, the community can explore the expansion of unified transit solutions that include care and bike shares, facilities for making modal connections, and additional technology solutions such as the RouteShout mobile app.^{xxix}

Create Rider Centered Transit Design

Very often the individuals with the most knowledge and understanding of a public transit system are the riders themselves and yet, so often they are left out of decision-making processes. To build more equitable transit services, riders, residents, and community-based organizations should be centered in transit development conversations. Transit riders do not exist in a vacuum, their ability to use transit and be successful on the job, at school, and at home are all interconnected. Therefore, an equitable transit system must consider the holistic transit rider and connect to and enhance existing services such as housing, workforce development, and economic development opportunities.^{xxx}

An example of a successful transit strategy that recognizes these important intersections is the work of the HRDC to meet the needs of Spanish speaking riders with limited English skills. Through multi-lingual signage and personalized public transit tutorials, Streamline has recognized the need to create customized solutions to meet the needs of this community. With additional rider input, Streamline may find ways to increase the visibility of these opportunities and increase the usage of these services.

Transportation Recommended Indicators

The City is already tracking pedestrian and cyclist crashes as well as improvements being made to the streets, maintaining this as an indicator will help inform where improvements could be made to make the City safer. An indicator that summarizes the work being done and tracks how many accessible projects, such as audible crosswalks, would help the community know what actions the City is taking. Additionally, tracking who is using the Streamline and Galavan would be beneficial. Indicators informed by census data, such as the percent of households without a vehicle disaggregated by race and ethnicity, and the means of transportation to work by vehicles available, would help inform who is using what means of transportation and why.

Initial recommended indicators include:

- Percent of households without a vehicle by race and ethnicity: this information will not be available until the 2020 Decennial Census is available.
- Means of transportation to work by vehicles available
- Use local source for Streamline and Galavan ridership
- Number of public transportation documents and signage translated into Spanish
- Audible Crosswalks
- Pedestrian and cyclist crashes by location



HEALTH

What We Heard: Health

When discussing health needs in Bozeman, three main issues were discussed in the stakeholder engagement - accessing healthcare, mental health, and substance use. These align with the recent community health needs assessments^{xxxii} ([2017 Community Health Needs Assessment Report: Gallatin, Madison & Park Counties](#) and the [2020 Community Health Needs Assessment Gallatin, Madison & Park Counties, Montana](#)).^{xxxiii} In 2017, all three of the needs that were identified by stakeholders were among the top five in the prioritized list of community health needs for the three-county region and in the 2020 Community Health Needs Assessment, mental health, substance abuse, and access to health care services were in the top three prioritized community health needs. Stakeholders noted that accessing healthcare does not only include physical access to locations, ability to pay for services, and availability of medical professionals – though those are important components of access – but access also includes trusting providers to meet your needs and having access to the services you need.

Accessing Healthcare

Stakeholders reported that there is a need to increase trust in the healthcare system and local providers, in order to increase use of healthcare services. Stakeholders emphasized that for marginalized communities, almost everyone has had or knows someone who has had a terrible healthcare experience, which has limited use of healthcare services. Several participants shared experiences of being discriminated against or not receiving treatment they needed based on their gender identity or race. One participant shared, “people don’t access healthcare anymore because you can only have so many bad experiences with doctors in a place before you just don’t see them anymore.”

Bilingual healthcare services: Stakeholders also reported that there was a need for practitioners who better understood and could serve their patients. Stakeholders emphasized the need for having better training and more accountability for medical professionals, so they are equipped to serve diverse populations. One participant shared “Patients would love to have bilingual healthcare providers. It’s not just a language barrier, it’s a cultural barrier. I’ve got some patients that would prefer to see someone that already speaks Spanish. There is a shortage of bilingual counselors.”

Representation and diversity among providers: Participants noted that there is a need for enhanced recruitment efforts to attract and retain diverse medical professionals that are members of the communities that have been historically underserved by the healthcare system. One respondent believed a strategy to increase equity in Bozeman would be to “talk about race and the impacts it has had amongst BIPOC communities and what their lives actually look like in regard to trauma, resources, access, food, culture, erasure, microaggressions, chronic conditions, and mental and physical health of our bodies.”

LGBTQ+ affirming healthcare: Enhanced resources for LGBTQ+ patients, training, and an increased understanding from providers were identified healthcare needs for LGBTQ+ residents. Stakeholders shared that there was a lack of providers in Bozeman who understand LGBTQ+ health needs, particularly for transgender youth. A stakeholder discussed that providers are not trained to serve the LGBTQ+ community in their coursework and often have to find supplemental training and support, such as those provided by Bridgercare – a nonprofit reproductive healthcare facility – to better understand the needs of LGBTQ+ patients. One stakeholder reported they believed, “more medical providers should have more training on healthcare allies, and also transgender health. It’s a shame because it would be helpful and make more people feel welcome in the healthcare system.” This stakeholder went on to discuss that they “would love if that [training] was mandatory for all pharmacies” stating it would make “everyone feel more understood when getting their medication.” Stakeholders reported that without local providers who understand these needs, many residents either forego medical care or seek it out-of-state.

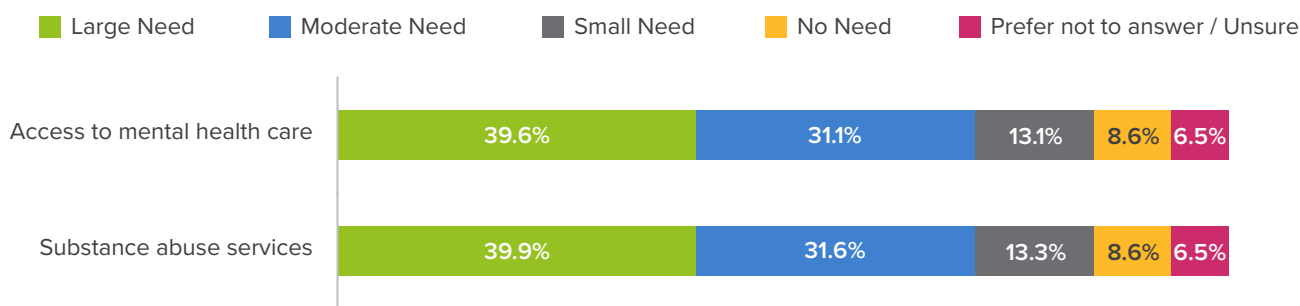
Access to healthcare and insurance coverage: The 2020 CHNA found that “LGBTQ residents receive routine checkups at a level that is statistically similar to others in the community, but are more likely to report difficulties accessing services, and are more likely to be without insurance coverage.” Additionally, the 2020 CHNA found, “communities of color are much less likely to get routine checkups than White residents. And, while they don’t report access difficulties to a significantly greater degree, they are significantly more likely to be without health insurance coverage.”^{xxxiii}

Mental Health and Substance Use

Bozeman stakeholders reported that there is a need for an increase in both mental health services and substance abuse support services, including more inpatient treatment options and more resources. Over 70% of survey respondents indicated there is a large or moderate need for both access to mental health care and substance abuse services. Regardless of age, sexual orientation, gender, and race, survey respondents agreed that there was either a large or moderate need for access to mental health services. One participant summarized the current situation in Bozeman by sharing “mental health and substance abuse are at the root of so many issues as is housing and food insecurity which are the result of wages that do not cover the cost of living.” Another stakeholder highlighted that the COVID-19 pandemic has resulted in inequitable access to mental health services. Stakeholders discussed how issues like housing security can be connected to mental health and substance use. One survey respondent shared they believed there should be better supports for homeless individuals where they “can receive the mental or drug care they need”. Others shared these sentiments stating, “I wish there were facilities that were able to expediently assist members of the community with their respective needs and be able to direct them to similarly expedient programs that address things such as homelessness, medical assistance, financial and legal help, as well as mental health.”

Several respondents in the survey and focus groups indicated that not only increasing mental health practitioners was a need but there was also a need for “mental health services, especially inpatient adult and adolescent facility in Bozeman.” This need was echoed when discussing substance abuse services, when it was reported that there were additional services needed for substance use, including inpatient treatment options. Additionally, stakeholders expressed that there needed to be changes within law enforcement to better respond to individuals having a mental health emergency or who have substance use disorders. One survey respondent reported they wished “there were more resources and collaboration between law enforcement, the healthcare system, and mental health orgs [organizations] to support people with mental health needs.”

Need for Access to Mental Health Care & Substance Abuse Services (N=1524; 1515)



Many stakeholders reported that increased demand for services, the cost of services, and perceived stigma around needing mental health care are all barriers that limit access to services for Bozeman residents. One participant shared, “There’s an access to care problem for mental health. We have a lot of people calling in for counseling referral and are able to connect with a counselor but can’t afford it. If you look at the types of insurance counselors take and the types of insurance people have there’s a mismatch.” Stakeholders consistently shared that there is often a wait to be seen by a mental health professional. In addition to the cost and the perceived stigma surrounding mental health, there are barriers to accessing mental health care. This was also found in the 2020 CHNA, where survey respondents reported, when asked about what most often prevents people who need mental health services from getting care, “most survey respondents mentioned stigma, cost, and availability of services.”^{xxxiv}

Reasons For Not Accessing Mental Health Care



Availability



Stigma

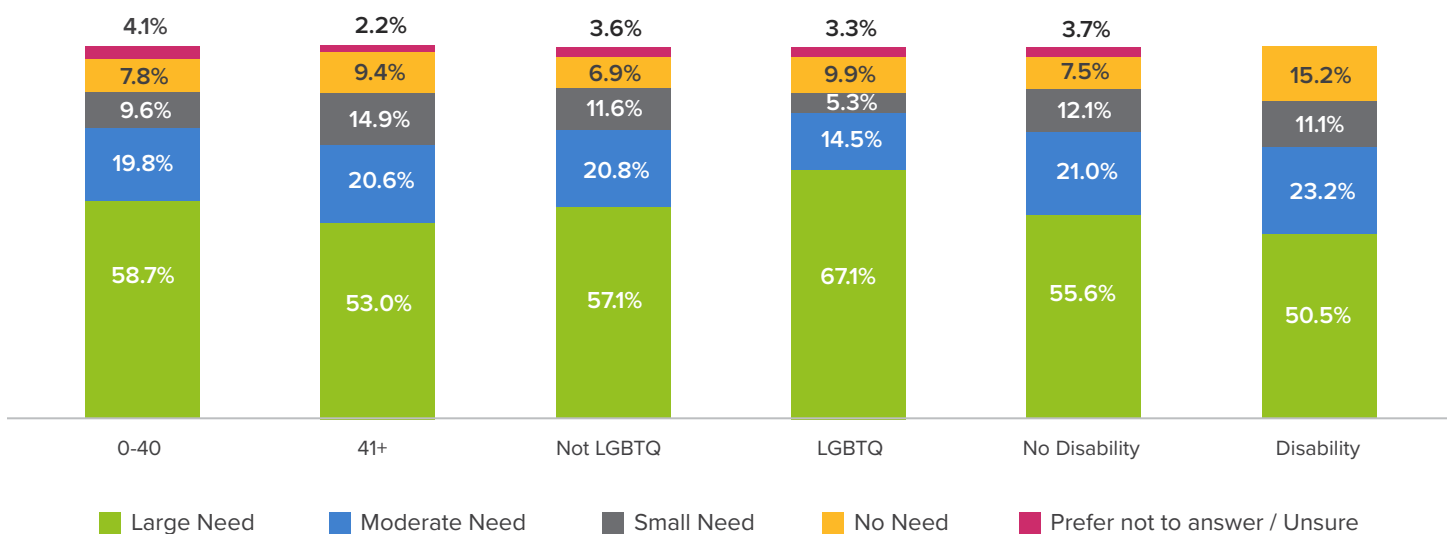


Cost

When assessing the Difficulty Accessing Mental Health Services, the 2020 CHNA found that “the prevalence of difficulties is much higher in Gallatin County (especially Bozeman)”^{xxxv} compared to the total area, and that “among the small sample of those reporting difficulties, cost and barriers due to coronavirus were predominant reasons given.”^{xxxvi}

When discussing mental health, stakeholders also expressed that State of Montana policies impact the wellbeing of LGBTQ+ community members. One stakeholder shared, “the legislation has been really rough – the anti-trans bill. For those that identify as a sexual minority it’s been hard. A lot of people are struggling with what’s happening at the state level.”

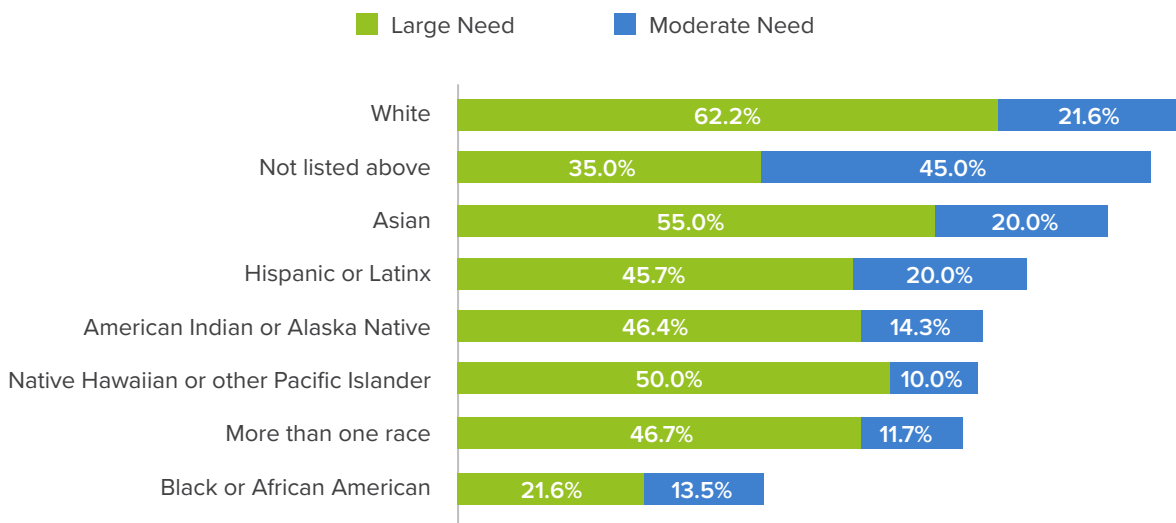
Access to Mental Health Services by Subgroups (N=1066; 867; 1058)



Ciswomen reported a large need for access to mental health services at a higher rate compared to other genders. Nearly three-quarters of ciswomen (72.5%) believed that access to mental health services in Bozeman was a large need. Similarly, all respondents whose gender was not listed reported a large need. Cismen (40.9%), transwomen (42.9%), and non-binary respondents (46.2%) reported a large need for access to mental health services at similar rates.

White respondents reported the highest levels of need for access to mental health services. Over three-quarters of white respondents (83.8%) believed there was a moderate or large need for access to mental health services. 80% of respondents whose race/ethnicity were not listed (N = 20), and 75% of Asian respondents also identified a moderate or large need for access to mental health services.

Need for Access to Mental Health Services by Race (N=1524)

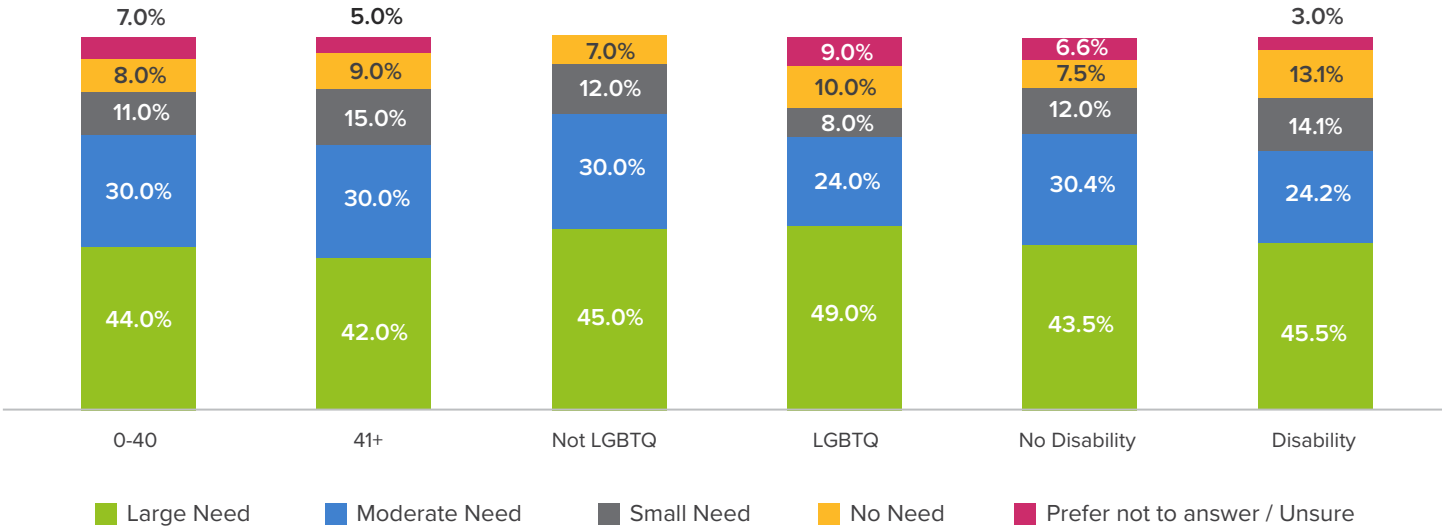


Equity Spotlight: Montana has ranked in the top five for suicide rates in the nation for the past thirty years for all age groups. In a report for 2019 in the National Vital Statistics Report, Montana has the 3rd highest rate of suicide in the nation.^{xxxvii} The Montana DPHHS report [Suicide in Montana: Facts, Figures and Formulas for Prevention](#) shared that according “to the 2019 Youth Risk Behavior Survey, during the 12 months before the survey, 10% of all Montanan students in grades 9 through 12 had made a suicide attempt and 15.6% of 7th and 8th graders. For American Indian students, 15.4% had attempted suicide one or more times in the twelve months before the survey. There is a 380% increase in suicidal ideations for students getting “D”’s compared to “A”’s.” The report also highlights other populations, such as LGBTQ+ individuals, elderly, men, college students, and veterans, who have higher than average suicide rates.”^{xxxviii}

When expressing the need for more mental health services, stakeholders also indicated that resources for individuals experiencing a substance use disorder was also a need. All survey respondents agreed that there was a large or moderate need for substance abuse services in Bozeman, with almost half of all respondents identifying this as a large need. When looking at subgroups, nearly three-quarters of respondents for all subgroups reported access to substance abuse services as a moderate or large need. Stakeholders responded to the survey question “What services or opportunities for yourself or your family do you wish were available in your community?” by listing several types of supports they saw as a need including “substance support groups for Alcohol that isn’t religious-based (AA) and support groups for cannabis abuse,” “teen substance abuse help,” and a “substance abuse treatment center.”

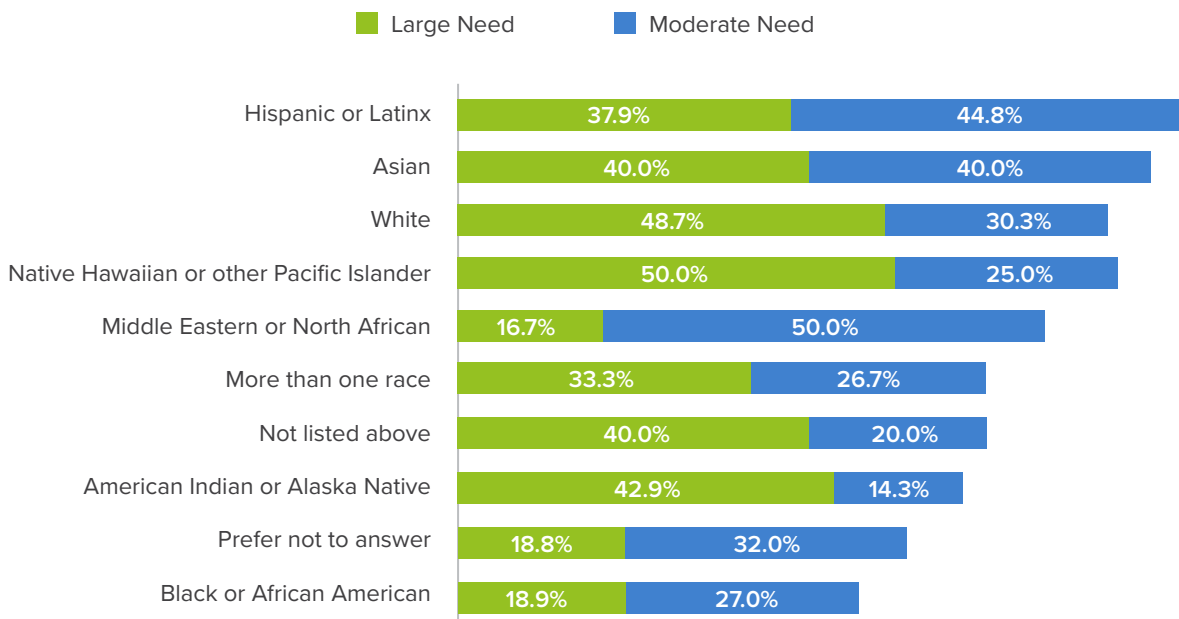
Substance abuse services were identified as a large or moderate need at similar rates across subgroups. All groups – of all ages, sexualities, and disabilities – reported at least a 69% large or moderate need for substance abuse services in Bozeman.

Access to Substance Abuse Services by Subgroups (N=1248; 976; 1515)



Hispanic or Lantinx respondents reported the highest levels of need for access to substance abuse services. 82.7% of Hispanic or Lantinx respondents identified a moderate or large need for access to substance abuse services. 80% of Asian respondents, and 79% of White respondents also identified a moderate or large need for access to substance abuse services.

Need for Substance Abuse Services by Race (N=1500)



Health Recommendations

Data Driven Solutions to Address Health Inequities

Health inequities exist across the United States and the case is no different in Bozeman. To be successful in confronting these inequities, the community must understand the health outcomes being experienced by residents. To do this, healthcare systems and leaders must insist on disaggregating health outcomes by factors such as socio-economic status, race, gender, ability, and sexual orientation and making those outcomes publicly available. The integration of disaggregation into health dashboards will quickly highlight areas in which the healthcare system is serving populations differently. These differences should provide opportunities to design custom intervention to address disparities within the community.^{xxxix}

Confront Institutional Racism and Discrimination

It is well documented that people of color and other marginalized communities experience disproportionately negative health outcomes when compared with their peers.^{xl} Research tells us that in addition to the systemic factors outside of the healthcare system that influence health, the healthcare system itself was designed to center its services from the majority group’s perspective, which in the case of Bozeman is the white, heterosexual, able-bodied perspective.^{xli} This institutionalized centering, while in many cases implicit, leaves other groups marginalized and on the fringe of an otherwise functioning healthcare system.

Prioritize Health System and Community Collaboration

Health disparities and many of the factors associated with the social determinants of health happen outside of the physical walls of a healthcare system. The community plays an integral part in the health of residents and healthcare providers' ability to connect, leverage, and center resources on improving health outcomes for marginalized communities. Many of the factors that keep people from regularly accessing and utilizing available healthcare services fall outside of the traditional purview of a healthcare provider, but without accounting for and mitigating against these factors, providers will continue to see poor health outcomes for marginalized communities. Examples of these types of integral community connections include understanding if a patient has paid time off to attend an appointment, understanding if a patient has access to transportation to appointments, and cultural competencies when dealing with particular communities.^{xlii}

Health Recommended Indicators

For Health Indicators, it will be important to create data sharing agreements with local hospitals and health providers to get local data more frequently than it is shared at the state level and at a level that can be disaggregated by race, ethnicity, gender identity, sexual orientation, and ability when possible. In addition to those health indicators, tracking the rate of translation services and LGBTQ+ trainings would also help measure need and services. It was reported that there are already efforts underway between health organizations to create dashboards, so it would be beneficial for the City to connect to see if partnering is a possibility. Initial recommended indicators include:

1. Health indicators
 - a. Drug Use Hospitalizations
 - b. Mental Disorders Hospitalization Rate
 - c. Drug Overdose Mortality
 - d. Suicide Mortality
 - e. Access to Healthcare
2. Rate of translation services used
3. LGBTQ+ health provider trainings conducted
4. Number of suicide prevention calls to the Help Center

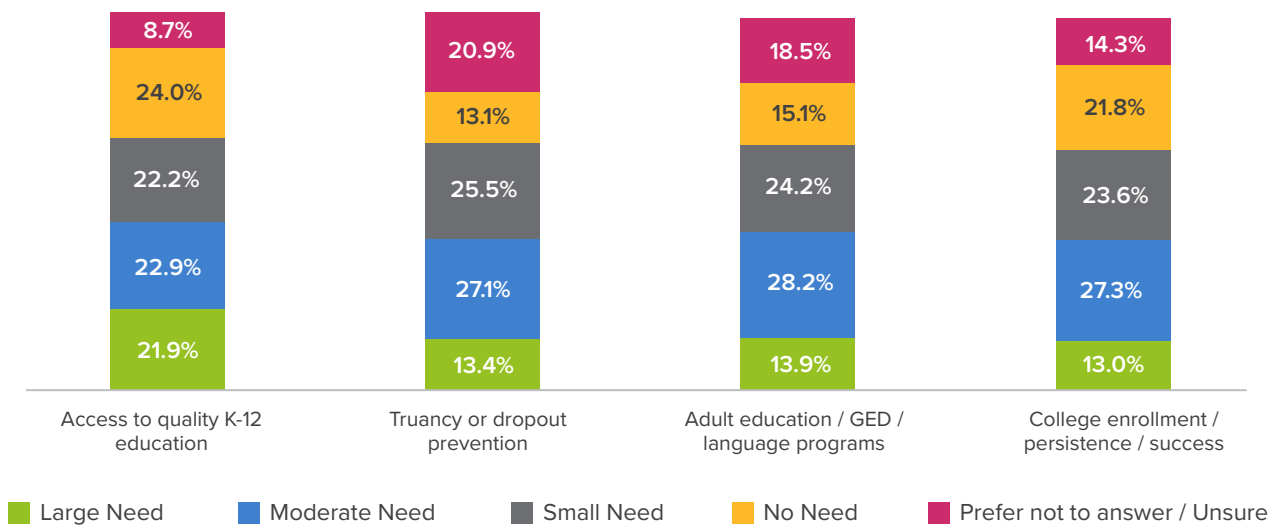
A photograph of a classroom scene. In the foreground, a student with long brown hair, wearing a light-colored plaid shirt, is seen from behind with their right hand raised. In the background, a teacher in a red shirt stands at the front of the class, and other students are visible at their desks, some with their hands raised. The word "EDUCATION" is overlaid in large, white, bold, sans-serif capital letters across the center of the image. The background is slightly blurred, and there is a green bar at the bottom of the frame.

EDUCATION

What We Heard: Education

Stakeholders considered K-12 education, post-secondary education, and adult education when discussions around educational topics arose. Survey respondents were split on whether these issues were of large/moderate need or small/no need. From the survey, 45% of respondents believed access to quality K-12 education was of large or moderate need, while 46% believed there was small need or no need. 42% believed adult education/GED/language programs were of large or moderate need but 39% believed in small or no need. 40% agreed college enrollment/persistence/success was of large or moderate need however, 46% believed there was small need or no need. Finally, 40% believed truancy or dropout prevention was a large or moderate need but 39% believed in small or no need. These split findings were relatively consistent when disaggregated by race, age, sexual orientation, gender, and location in Bozeman (NW, NE, SW, SE quadrants).

Education Needs (N=1519; 1492; 1563; 1480)

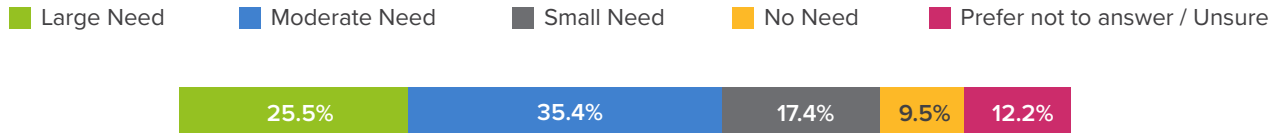


Increased Opportunities for Adult Education

Stakeholders shared in focus groups and interviews that they wished “more adult education opportunities” were available in the community, this included classes for seniors, job training, as well as career and technical experience opportunities. One survey respondent wrote, “[Bozeman] used to have a lot of adult education classes, but I think it’s at a minimum right now. What happened to them all? Computer classes, cooking, sewing, accounting, exercise, etc.”

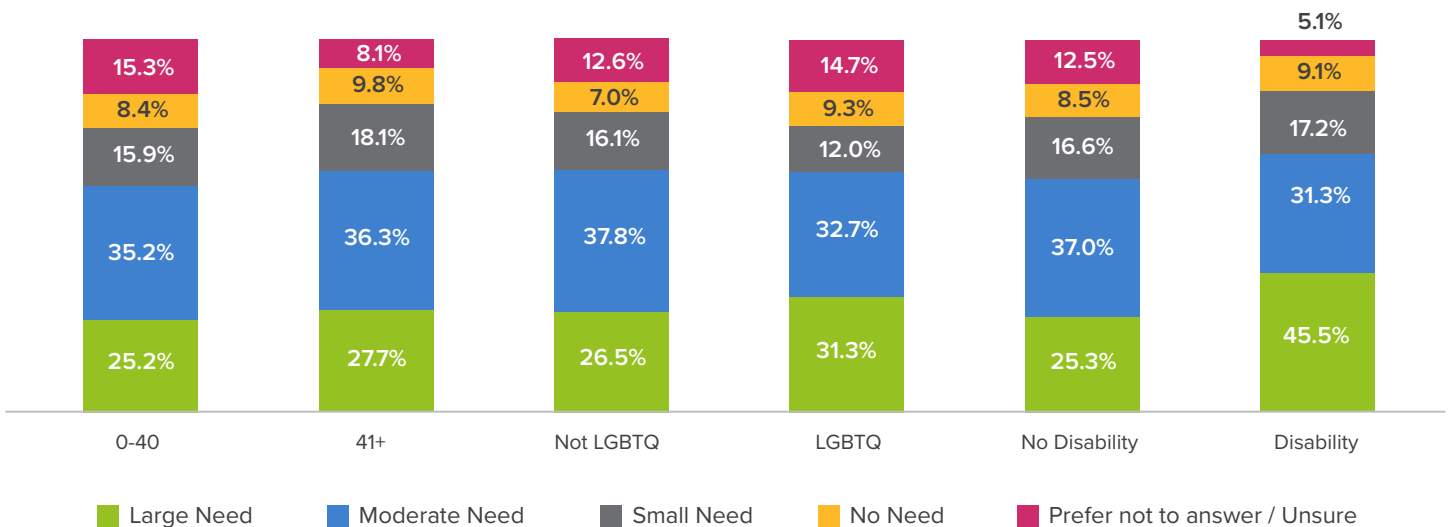
More than half of the survey respondents (60.9%) agreed there was at least a moderate need for increased job training in Bozeman, and a quarter of the respondents (25.5%) believed there to be a large need. Very few respondents (9.5%) believed that there was no need for increased job training in Bozeman. One stakeholder shared, “because of the service/construction industry, there are a lot of apprenticeship options because of the trades. Colleagues that have children who have gone through that, electrician, carpentry, but beyond those trades and the Gallatin College I’m not aware of what additional options there are.”

Need for Job Training (N=1483)



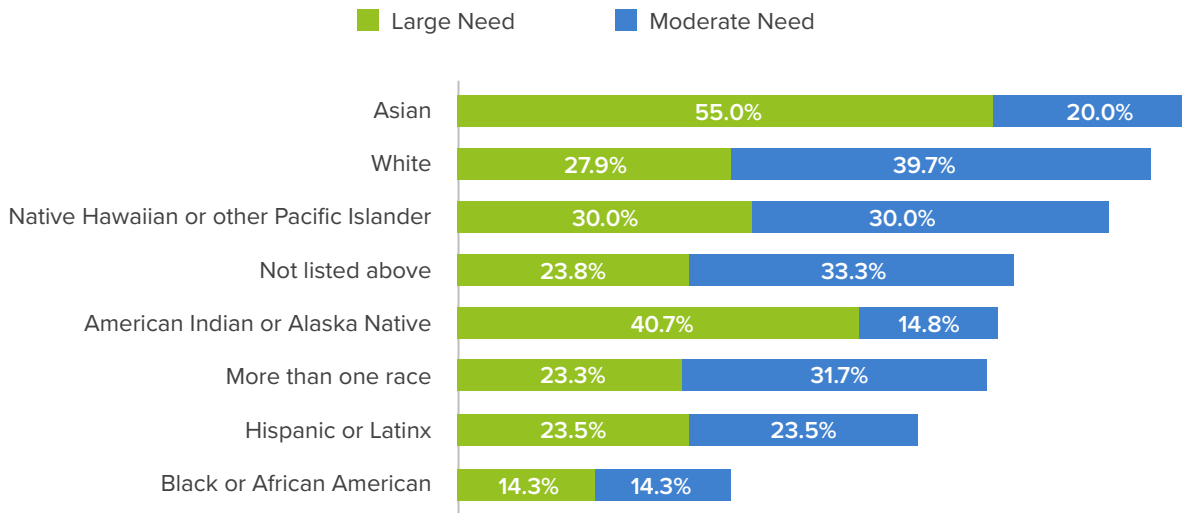
Job training was identified as a large or moderate need at similar rates across subgroups. All groups – of all ages, sexualities, and disabilities – reported at least a 60% large or moderate need for job training in Bozeman.

Need for Job Training by Subgroups (N=1483; 864; 1515)



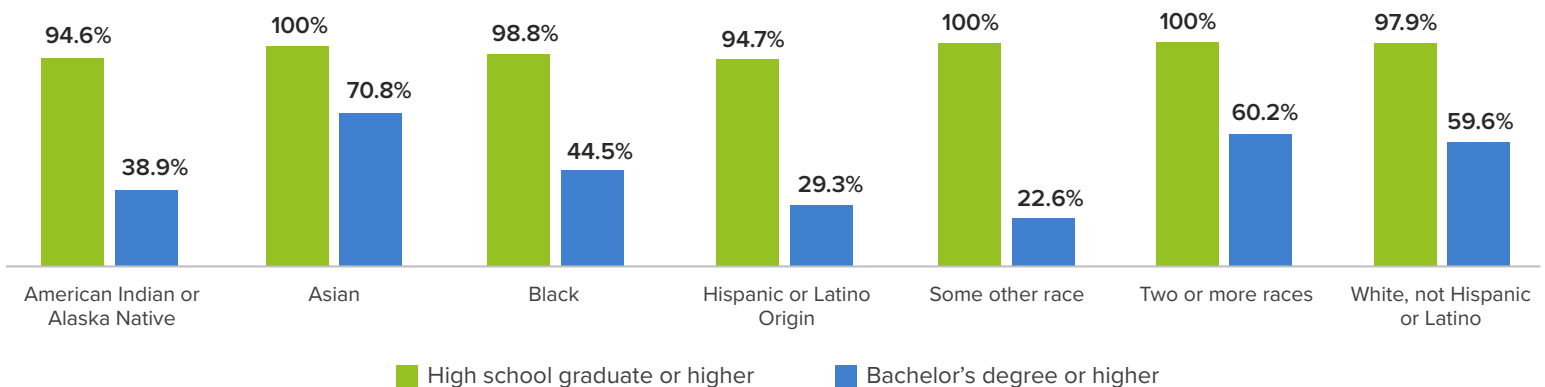
Asian respondents reported the highest levels of need for job training in Bozeman. Three-quarters of Asian respondents identified a moderate or large need for job trainings. 47.9% of White respondents, and 60% of Native Hawaiian or another Pacific Islander respondents also identified a moderate or large need for job trainings.

Need for Job Training by Race (N=1483)



Within the City of Bozeman, 97.9% of the population over the age of 25 is a high school graduate or higher,^{xliii} whereas 58.7% percent of the population over the age of 25 has a Bachelor’s degree or higher. When disaggregated by race, American Indian or Alaska Native individuals and individuals of Hispanic or Latin origin have a lower percent of high school or high school equivalent attainment than the community average. The disparity between education attainment and race is more prevalent in the percent of individuals who have a Bachelors’ degree or higher. As the graph below shows, individuals who are Black, American Indian or Alaska Native, Hispanic or Latino, or identified as some other races are less likely to have attained a Bachelor’s degree or higher.

Educational Attainment by Race Age 25+

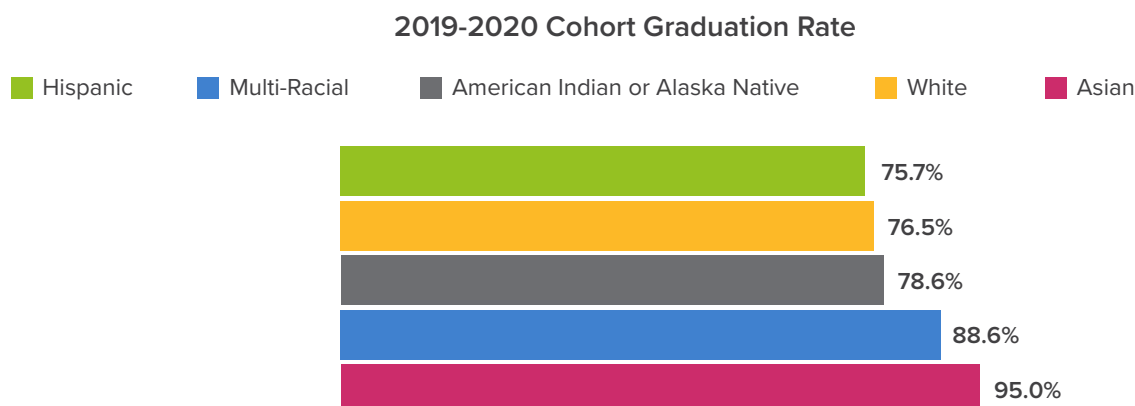


The disparity in educational attainment impacts income, as individuals who have a high school diploma earn only 57% of the median earnings of an individual who has attained a Bachelor’s degree.^{xiv} The table compares the median earnings by educational attainment, showing the correlation between increased educational attainment and increased median earnings.

Educational Attainment 25+	Median Earnings in Last 12 Months
Less than high school graduate	\$15,842
High school graduate (includes equivalency)	\$24,026
Some college or associate’s degree	\$29,801
Bachelor’s degree	\$41,762
Graduate or professional degree	\$56,317

Disparity in K-12 Education

Stakeholders expressed that Bozeman could be more equitable by focusing equity efforts on K-12 education, one strategy mentioned was to “close the achievement gap in schools.” One participant shared “we all want our students and children to be successful. [We want] our children to have it better than we did.” According to Bozeman Public School District’s graduation rates for the 2019-2020 cohort, similar disparities are present with American Indian/Alaskan Native students and Hispanic students having a lower graduation rate than their White and Asian peers.^{xiv} It is important to note that the cohort graduation does not include students who did not complete their high school education in four years and the 2019-2020 rate did not have data available for Black or African American students.



In addition to a disparity between graduation rates between different races, students who qualified for free or reduced lunch or were homeless were less likely to graduate than their peers. Students who experienced homelessness in the 2019-2020 Cohort had a graduation rate of 55.0%, whereas 88.6% of students who were not homeless graduated.^{xlvi} Students who participated in free or reduced lunch had a 69.5% graduation rate while students not eligible or not participating in free and reduced lunch had a 91.1% graduation rate for the 2019-2020 cohort.^{xlvii}



69.5% of free and reduced lunch participants graduated whereas 91.1% of students who were not eligible or did not participate in free and reduced lunch.



55.0% of students who experienced homelessness graduated whereas 88.6% of students did not experience homelessness graduated.



English learners has a graduation rate of 65.5% whereas students who were not English learners have a graduation rate of 86.7%



75.7% of students with disabilities who were receiving services under IDEA graduated compared to 87.4% who were not.

In the 2019-2020 cohort, students who were English Learners has a graduation rate of 65.5% whereas students who were not English Learners has a graduation rate of 86.7%.^{xlviii} Students with disabilities who were receiving services under Individuals With Disabilities Education Act (IDEA) had a lower graduation rate (75.5%) than students not receiving services under IDEA (87.4%).^{xlix} When comparing all the graduation rate demographics, housing security and whether a student experienced homelessness had the largest impact on graduation rates.

Understanding Lived Experiences and Representation in Curriculum

Stakeholders identified the need for educational staff, counselors, and teachers, to also serve students better through enhanced understanding. Some stakeholders identified training specially around cultural competency and diversity; other stakeholders thought having stronger recruitment and retention efforts for a more diverse teaching staff, including members of the BIPOC, Spanish speaking Hispanic and Latinx, and LGBTQ+ communities would help meet students' needs.

It was also suggested that teachers and staff who understand lived experience help create safe spaces for students and can better empathize and respond should instances of bullying occur. Stakeholders also shared there have been instances of bullying with regards

to race, including a racial slur being written on school property. Understanding lived experience also includes understanding the different needs of students with disabilities.

In discussions around education, particularly K-12 education, there was an emphasis on curriculum that was inclusive and representative of diverse populations. A participant referenced that diverse curriculum should not just be a part of electives, but “part of the core curriculum.” The participant noted that in looking at curriculum, “teachers are using derogatory statements [when] reading passages out loud in class.” Another shared that Bozeman could be equitable by “addressing it [equitability] at the school level by adding more inclusivity in learning and different cultures and people.” This included having books that were written by diverse authors and ensuring history classes did not only focus on the achievement and history of white men and women, but also shared the history of BIPOC and LGBTQ+ experiences and contributions to society.

Resources for Students with Disabilities

In addition to understanding the lived experience and having representation in curriculum, participants shared that education services to support students with disabilities, particularly developmental disabilities, was a need. One participant discussing K-12 education shared, “students with disabilities is big gap and funding for us is an issue for all these programs. Schools are asked to do more and more for students with greater and greater needs.” Another shared more broadly that for most resources, including educational resources, a “large funding gap exists for resources that support developmentally disabled.”

Education Recommendations

Create Cradle-to-Career Educational Systems

To build a more equitable school system in which all students achieve better educational outcomes, Bozeman must make a commitment to ensure that all students have the supports needed to be successful. Often the supports necessary for a student to be successful in the classroom are found in the community and must be leveraged within the school setting. [Cradle-to-Career](#) Education Systems utilize community resources to provide students with wrap around supports from birth through college. These supports can include health, social, and educational wrap around supports that are deployed appropriately throughout a student’s development. These supports should also reflect the students that they are serving and be culturally informed.¹ An example of this type of support would be increased English as a Second Language services for the City’s growing population of Spanish speaking students.

Partner with the Community and Leaders to Advance Educational Equity

Issues like income inequality and racism are too great for school districts to tackle alone. Each of these challenges require community champions who are both interested in systemic change and are supported and empowered to make that change. These champions can hold informal positions of power such as community members and PTO parents or formal positions of power such as school board members and teaching staff. These champions should also reflect the diversity of the community and be supported to amplify marginalized voices in the education system.² These champions, such as the school district’s diversity, equity, and inclusion committee, should be empowered to design and implement equity strategies like updating curriculum to be racially informed and the recruitment of diverse faculty and staff as recommended in stakeholder feedback.

Sector Based Strategies and Career Pathways

Invest in sector-based strategies and career pathways that can move individuals into jobs with family sustaining wages, in particular the construction industry where “if we can train people on how to build, we can overcome the labor shortage and associated costs, while possibly building the affordable housing that Bozeman so desperately needs.” Sector-based strategies are an employer-driven model for aligning resources and promoting collaboration among educational institutions, workforce service providers, and community-based organizations to meet the needs of business. They offer a way to simultaneously meet business’ needs for a robust and qualified workforce, while also expanding access to the skills that lead to jobs with family sustaining wages for workers.³

Recommended Indicators: Education

Graduation rates and other public-school data is publicly available however there may be indicators that are not captured in that data that through a data agreement with the local school district could provide additional insights to equity, advanced placement enrollment is one such indicator that may not be reported at the state level. It would also be beneficial for the City to track adult education programs and opportunities available to community members. Initial recommended indicators include:

- Educational Attainment: Educational attainment for the population age 25-64, by race/ethnicity
- Number of job training programs and average cost
- Demographics for workforce programs
- Median Earnings by Educational Attainment
- Graduation Rate: race/ethnicity, receiving free and reduce lunch, English learner status, experiencing homelessness, and students receiving IDEA services
- Percent of students receiving free and reduce lunch by school location
- 3rd grade reading scores: race/ethnicity, receiving free and reduce lunch, English learner status, experiencing homelessness, and students receiving IDEA services
- Advanced Placement Enrollment
- School Suspension and Instances of bullying: though with the number of instances and small number of minority students these may not be able to be disaggregated without potentially identifying students.

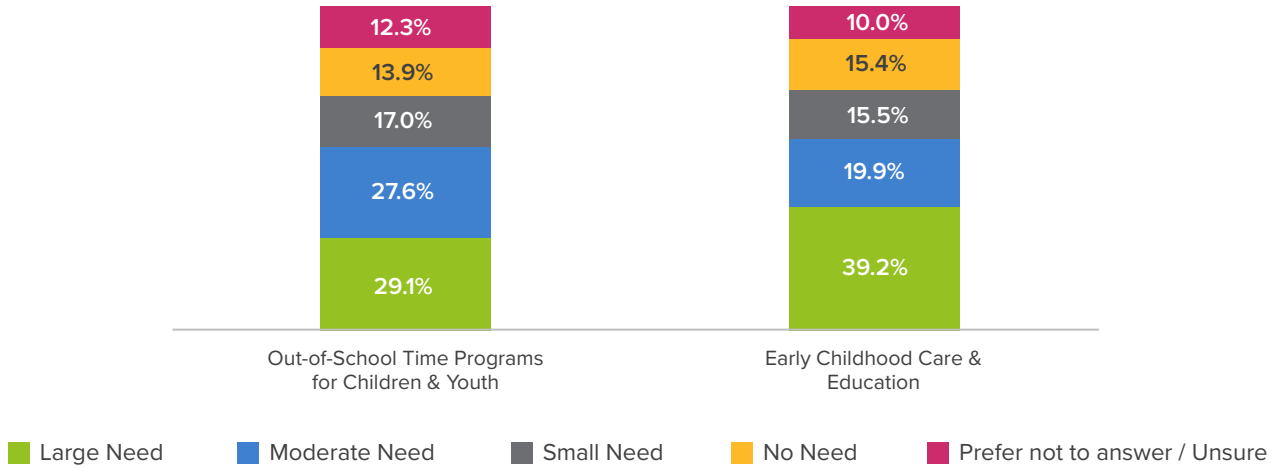


CHILDCARE & YOUTH PROGRAMMING

What We Heard: Childcare & Youth Programming

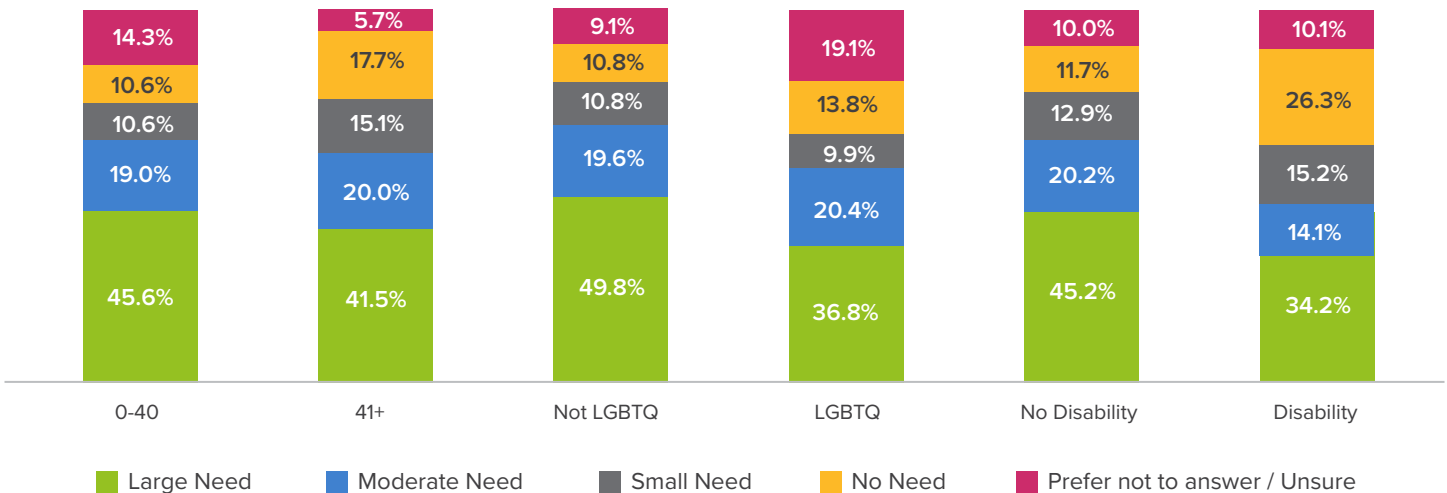
Almost half (45%) of survey respondents believe access to quality K-12 education is a large or moderate need, 59% of survey respondents believe early childhood care and education is a large or moderate need and 57% of survey respondents believe out-of-school time programs for children and youth are a large or moderate need.

Out-of-School Time Programs for Children & Youth and Early Childhood Care and Education (N=1502; 1575)



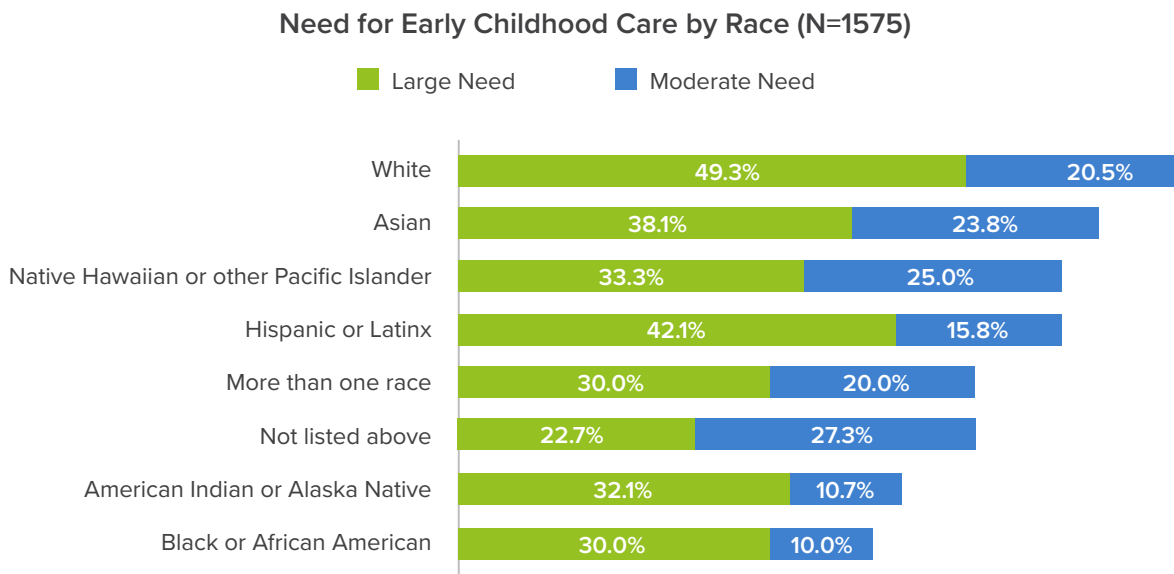
The need for early childhood care and education was identified as a large or moderate need at similar rates across subgroups. All groups – of all ages, sexualities, and disabilities – reported at least a 48% large or moderate need for early childhood care and education in Bozeman. The largest need was reported by heterosexual respondents, of which 69.4% identified early childhood care and education as a large or moderate need.

Early Childhood Care & Education by Subgroups (N=1575; 867; 1515)

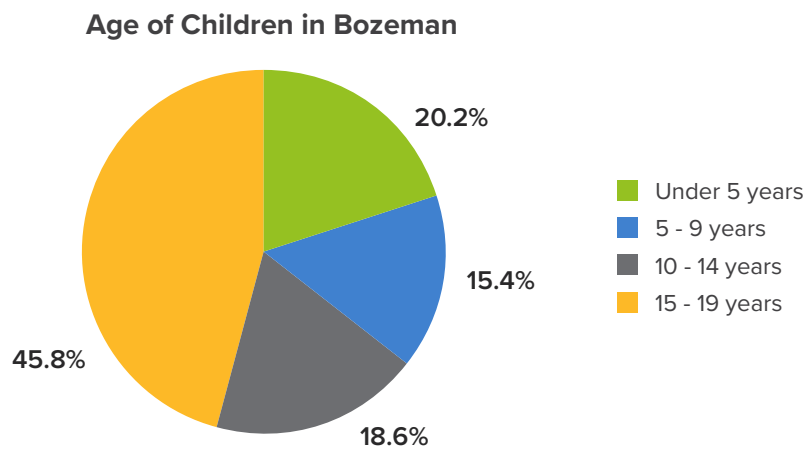


Three-quarters (75.6%) of ciswomen respondents reported a large need for early childhood care and education. Ciswomen respondents reported a 59.8% large or moderate need for early childhood care and education. Transwomen (42.9%) and non-binary (42.3%) respondents reported a large or moderate need at similar rates, and all respondents whose gender was not listed reported a large or moderate need for early childhood care and education.

White respondents reported the highest levels of need for early childhood care and education in Bozeman. 69.8% of White respondents identified a moderate or large need for early childhood care and education. 61.9% of Asian respondents, and approximately 58% of Native Hawaiian or another Pacific Islander (58.3%) and Hispanic or Lantinx (57.9%) respondents also identified a moderate or large need for early childhood care and education.



According to the 2019 American Community Survey 5-year estimates there are 10,348 individuals between the ages of 0-19 in Bozeman, which is approximately 22% of the total population of Bozeman.^{liii} While most of this population falls between the ages of 15-19, there are still around 20% that are children (approximately 2,000) under the age of 5.



Poverty guidelines, issued by the United States Department of Health and Human Services, simplify the equation for the official poverty thresholds used to determine the poverty rate. According to the guidelines, a one-parent household with one child is considered “in poverty” if their income is less than **\$17,420** each year. A two-parent household with two children is considered “in poverty” if their income is less than **\$26,500**.^{iv}

Federal Poverty Level

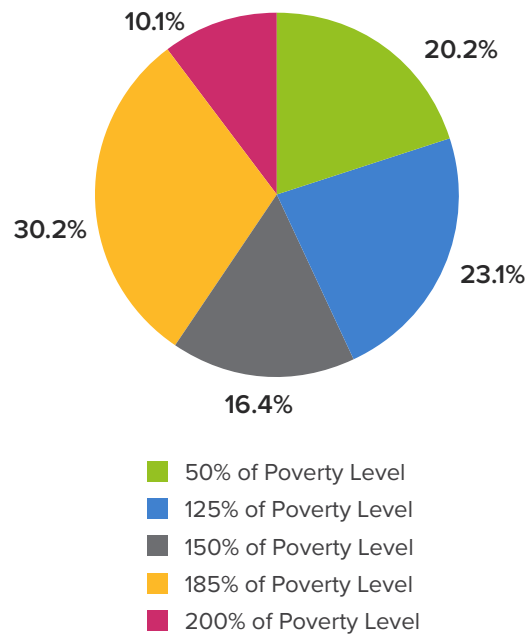
The federal poverty level provides a baseline for determining a community’s economic health, but the full extent to which poverty’s effects negatively impact communities and individuals requires a thorough understanding of local context. Also, once above the poverty level, individuals may still struggle to make ends meet depending on the local cost of housing, food, childcare, transportation, and medical care.

# of Persons in Household	2021 Federal Poverty Level for the 48 Contiguous States (Annual Income)				
	50%	100%	130%	150%	200%
1	\$6,440	\$12,880	\$16,744	\$19,320	\$25,760
2	\$8,710	\$17,420	\$22,646	\$26,130	\$34,840
3	\$10,980	\$21,960	\$28,548	\$32,940	\$43,920
4	\$13,250	\$26,500	\$34,450	\$39,750	\$53,000
5	\$15,520	\$31,040	\$40,352	\$46,560	\$62,080
6	\$17,790	\$35,580	\$46,254	\$53,370	\$71,160
7	\$20,060	\$40,120	\$52,156	\$60,180	\$80,240
8	\$22,330	\$44,660	\$58,058	\$66,990	\$89,320
Add \$4,540 for each person in household over 8 persons					

Affordable Childcare & Youth Programming

While there are some affordable childcare options in Bozeman, not all families qualify for the support they need to make childcare affordable. There are some affordable childcare options, such as HRDC’s Early Childhood Education, but to qualify for childcare, families in the program must be “experiencing homelessness, receiving TANF/SSI, have a foster child, or are below 130% of the federal poverty guidelines.”^{lv} This often leaves families, who earn above 130% of the federal poverty guidelines unable to afford childcare. For example, a single parent with 2 children would not qualify for childcare if they made over \$28,548.^{lvi} The [Living Wage Calculation for Gallatin County, Montana](#) estimated the typical expense for childcare for one adult and two children is \$17,507 and to support the typical expenses of a family of that size in Gallatin County would require an annual income of \$81,794 before taxes.^{lvii} According to the 2019 5-year American Community Survey estimates, of the families that fall below 200 percent of the federal poverty level, over half (56.8%) are above 125% of the federal poverty level but still below 200%. Being below 200% of the federal poverty level for the family mentioned in the example above would have an income under \$43,920.^{lviii}

Families in Bozeman with Income Below 200% of the Federal Poverty Level

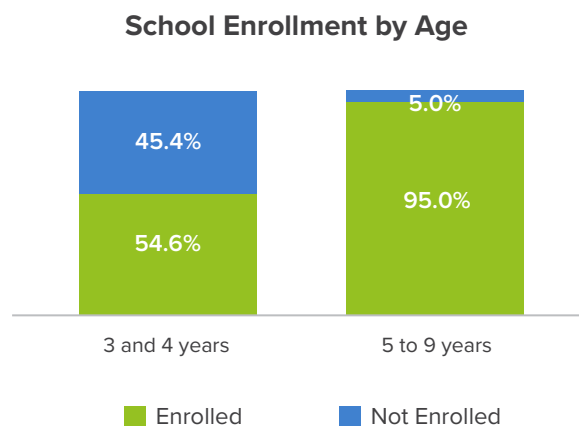


Focus group participants discussed that not having affordable childcare could impact employment, for example one adult in a two adult household would not be able to work as they would be the primary caretaker for young children, participants noted that this impacts women more frequently than men. Additionally, one participant shared, “[There is] now a childcare desert and [that is] making it harder on working families and people that want to own businesses.” Another participant reported, “childcare in Bozeman has been a problem for many, many years.” The chart below details the number of children younger than 6 years old who have parents in the labor force. Women were more likely to not be in the labor force, only 7.3% of mothers in two-parent families were the only worker in the labor force.^{lix}

Children Younger Than 6 by Parental Labor Force Status			
	With All Parents in Labor Force		At Least One Parent Not in Labor Force
	Two-Parent Family	Single-Parent Family	
	1,062	422	907

Source: U.S. Census American Community Survey, 2015-2019 5-Year Estimates: Table B23008

Evidence suggests that children who struggle to adapt to abrupt transitions from childcare to kindergarten may benefit from dedicated efforts to make this transition smoother.^{lx} To put this struggle in the context of Bozeman, there is a large difference between the percentage of children enrolled in school (defined as nursery, preschool, kindergarten, or elementary school) at ages 3-4 and the percentage enrolled at ages 5-9. In Bozeman, as many as 40.4% more 5-9-year-old children are in school as 3-4-year-old children.^{lxi} Childcare options that included early education programming helps set the tone for a smooth transition by helping prepare children for the rules and structure of school, but research emphasizes that this must be paired with ongoing support even after children enter kindergarten.^{lxii}



Currently Bozeman has 11 programs that are part of the Best Beginnings STARS to Quality Program, a voluntary quality rating and improvement system that aligns quality indicators with support and incentives for early childhood programs and early childhood professionals.^{lxiii}

STARS to Quality Programs		
Stars	Program Type	Program Name
5	Family	Mosaic Early Learning, LLC
4	Group	Quail Hollow Dippers
3	Center	AWARE Early Head Start at Hope Lutheran
3	Center	Bozeman Montessori
3	Center	Quail Hollow Cooperative Day School
2	Center	Gallatin Valley YMCA Hawk's Nest Early Learning Center
2	Center	Montana Kids Too
1	Center	ASMSU Daycare Preschool
1	Center	Montana Kids
1	Center	The Gathering Place
Pre-STAR	Group	Little Blessings Family Daycare

Lack of out-of-school time programs for children and youth also impacts families, especially in summer months. When asked what opportunities or services survey participants would like to see in their community, several written suggestions were offered for “more free programs for children and teens and young adults.” Another stakeholder shared that they would like “affordable youth programming and sports that don’t need signed up for 4-6 months in advance, easily available pool access and lessons, academic enrichment opportunities/clubs that aren’t dependent on being in the ‘right’ school district.” Participants also reported that not having affordable childcare and programs for youth in the summer meant that some parents were leaving their children in the care of the oldest child in the family while parents worked. Focus group and interview participants mentioned that low-income families and families who had parents who worked outside of the City were more likely to be impacted by lack of programming during the summer, specifically more options for families in the Hispanic or Latinx community were requested. Additionally, it was noted that even though schools may offer programs before and after school, if certain populations of children and youth cannot access them for reasons such as lack of transportation or language barriers, then the program still was not meeting the need.

Childcare and Youth Programming Recommendations

Support Specialized Childcare and Youth Programming for Vulnerable Communities

“When discussing childcare and the out-of-school time programs for children and youth, participants discussed that while childcare and out-of-school time programming were needed for most, the needs were different between different communities. Additionally, the need for resources translated in Spanish was a need in multiple sectors and was prevalent in the discussions around childcare and out-of-school time programs for children and youth.

For both the LGBTQ+ community and the Hispanic and Latinx community, participants discussed that there were not central locations where children and young adults could gather and where parents would feel their children were safe.

- For the Hispanic and Latinx community, the participants suggested the need for a space that could serve as childcare center, especially during the summer months when schools were closed. It was noted there is fear of the U.S. Immigration and Customs Enforcement in undocumented communities, and that any organization or space would have to be trusted if they were to serve this community.
- In the LGBTQ+ community, the focus was more on the need for an inclusive location where children and young adults could have programming and access to resources, including inclusive programming that respected gender identity and parent support resources. “I’d really love to see an LGBTQ Center established to provide support and space for youth and adults,” shared a survey respondent.

Address the Childcare Benefits Cliff

For families in Gallatin County, childcare is a significant expense. For many low-income families, their ability to access high quality, affordable childcare is dependent on their ability to access public childcare benefits. A person’s ability to access these benefits is often financially based which means that increases in wages can have unintended consequences where families can unexpectedly lose significant benefits due a small increase in earnings. To mitigate against the benefits cliff, policies should allow for benefits to be phased out more gradually, access to benefits programs should be expanded by increasing eligibility limits, and strong program coordination so that families do not lose multiple benefits due to modest wage increases.^{lxiv}

Expand Access to High Quality, Affordable Childcare and Early Learning Opportunities


The need for expanded access to high quality childcare and early learning opportunities was noted by residents throughout stakeholder engagement efforts. A family's ability to access these services is a determining factor in success on the job and future educational achievement. As one resident noted, these services go even further to supporting overall family well-being; "More support for young families. We are past this in our family, but we need more QUALITY pre-K childcare (especially [for] infants). Also, general support for families, including housing and emotional wellbeing."

To expand access, Bozeman should be thinking about not only the quantity of childcare options available, but also the quality and how that quality is defined. Many assessments for childcare quality do not consider characteristics related to equity. These characteristics can include curriculum and pedagogy that are culturally responsive, expanded family and community engagement efforts, dual language accessibility, and supports for culturally informed childcare options such as family childcare.^{lxv}

Childcare and Youth Programming Recommended Indicators

For Childcare and Youth Programming the most useful indicators will be a mix of local data paired with census data that helps contextualize the needs of families in Bozeman. Initial recommended indicators include:

- Percent of children enrolled in school age 3 to 4
- Children younger than 6 by parental labor force status
- Free programs offered for youth
- STARS to Quality Programs by level, and location in the community
- Families in Bozeman with Income Below 200% of the Federal Poverty Level
- Best Beginnings Child Care Scholarships for Bozeman

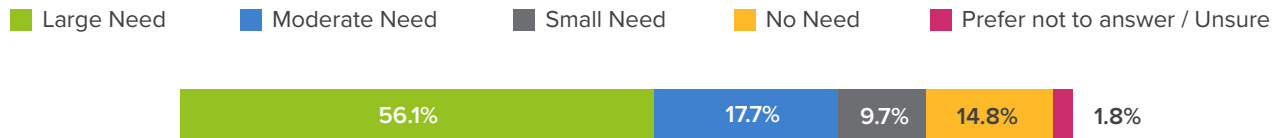


ECONOMIC OPPORTUNITY

What We Heard: Economic Opportunity

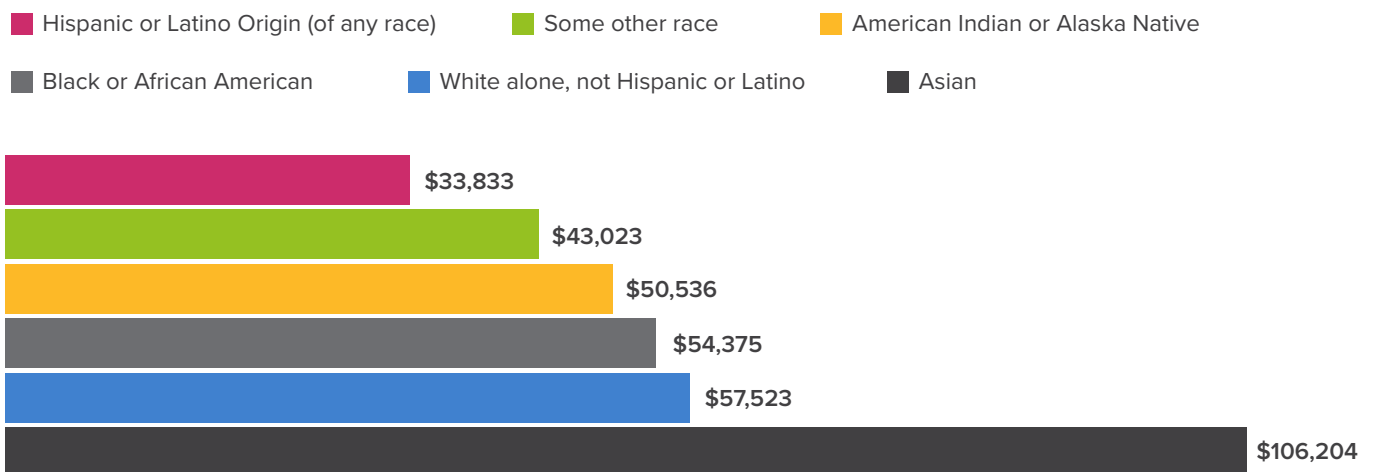
Nearly three-quarters of survey respondents (73.8%) reported that increased availability of living-wage jobs was a high or moderate need in Bozeman. The increased need for higher wage jobs corresponds to the expressed high need of affordable housing. One stakeholder emphasized that “up until recently wages weren’t keeping pace with wages nationally. People can’t afford to live in Bozeman making \$18/hr.”

Need for Increased Availability of Living-wage Jobs (N=1605)



According to the American Community Survey 5-year estimates (2015-2019), the City of Bozeman has an average household median income was \$55,569.00.^{lxvi} Only two groups of households were above the median income – Asian and White. While Asian households had almost twice the average median income, \$106,204.00, White households were slightly above the average at \$57,523.00 and all other households were below the average. Black or African American households made slightly less at \$54,375.00 and American Indian and Alaska Native households made \$50,536.00. Households that selected some other race or Hispanic or Latino origin had the lowest median income, \$43,023.00 for some other race and \$33,833.00 for Hispanic or Latino households.

Household Income by Race



Living Wage Jobs

The need for good-paying jobs is vital for Bozeman, according to stakeholders. Many participants shared that service industry workers could not afford to live in Bozeman, and that while unemployment rates were low, employers were going to struggle to find and retain employees since workers were not able to find affordable housing in Bozeman. “Affordability and livability are a major problem. Many businesses can’t find employees who are willing to work low-paying jobs, and many people can’t afford to live in Bozeman. I moved to Bozeman 6 months ago, have a good paying job with my partner who works in the area, but I don’t know if Bozeman will be a long-term place for us because we can’t afford to live here,” shared a survey respondent. Another participant added “I wish my salary kept up with cost of living expenses.” “Fair wages consistent with cost of living here,” shared another participant in response to what opportunity or services they wanted for themselves or their families.

Several survey respondents believed the City of Bozeman has a role in creating living wage jobs. One survey respondent shared, “City government must be proactive implementing with their own staff first for equal pay, diversify, and require all contractors to comply. Then come up with ways to get private business, Gallatin County, to do the same with incentives offered.” Another respondent suggested the City should give “rewards or tax breaks to businesses that pay their employees living wages on par with the cost of living with the area.” Other participants thought the City should “support small and local businesses.” When discussing strategies to make Bozeman more equitable, one participant shared that the City should be supporting minority-owned businesses and businesses that serve minority populations and highlighting those businesses within the community.

The most recent Survey of Business Owners and Self-Employed Persons (SBO) from the United States Census Bureau was conducted in 2012, at the time Bozeman was estimated to have 7,473 total firms, 26.6% of that were owned by women and .03% that were minority owned.^{lxvii}



Equity Spotlight: In addition to supporting minority owned businesses, a stakeholder shared it was important to enact policies that supported and protected minority workers. One of the recommended laws the City could adopt was the [CROWN Act](#). “The CROWN Act, which stands for ‘Creating a Respectful and Open World for Natural Hair’, is a law that prohibits race-based hair discrimination, which is the denial of employment and educational opportunities because of hair texture or protective hairstyles including braids, locs, twists or bantu knots.”^{lxviii}

Economic Opportunity Recommendations

Institute a Living Wage

The residents of Bozeman are ready for a raise with countless survey respondents, focus group participants, interviewees, and community forum participants citing the unaffordability of living and working in Bozeman. A minimum wage increase would benefit many workers in Bozeman; it would drastically improve conditions for people of color and women and begin to narrow pay gaps between these groups and their White counterparts.^{lxix}

The living wage shown below is the hourly rate that an **individual** in a household must earn to support his or herself and their family in Gallatin County. The assumption is the individual is working full-time (2080 hours per year).^{lxx}

1 Adult				
	0 Children	1 Child	2 Children	3 Children
Living Wage	\$14.98	\$31.11	\$39.32	\$51.87
Poverty Wage	\$6.13	\$8.29	\$10.44	\$12.60
Minimum Wage	\$8.65	\$8.65	\$8.65	\$8.65

2 Adults (1 Working)				
	0 Children	1 Child	2 Children	3 Children
Living Wage	\$23.96	\$28.87	\$32.73	\$36.37
Poverty Wage	\$8.29	\$10.44	\$12.60	\$14.75
Minimum Wage	\$8.65	\$8.65	\$8.65	\$8.65

2 Adults (Both Working)				
	0 Children	1 Child	2 Children	3 Children
Living Wage	\$11.98	\$17.09	\$21.68	\$26.16
Poverty Wage	\$4.14	\$5.22	\$6.30	\$7.38
Minimum Wage	\$8.65	\$8.65	\$8.65	\$8.65

Enhance Business Retention and Expansion Services to Include Emphasis on Job Quality and Diversity, Equity, and Inclusion

Local government, chambers of commerce, economic development organizations, and other community leadership groups are regularly interacting with businesses. As a part of those existing conversations, these groups are well positioned as trusted partners to begin shaping employer practice change towards greater jobs quality and improved diversity, equity, and inclusion. These strategies can include targeted communication and outreach around specific workplace policies, implementation of programs to improve employer practice, and recognition of employers of choice who demonstrate and excel in creating workplaces that center job quality and diversity, equity, and inclusion.

Use Fiscal, Purchasing, and Incentive Strategies to Improve Availability of Quality Jobs

Local government is uniquely positioned to positively influence area business behavior by leveraging its public purchasing power to reward and incentivize businesses who are creating high quality and equitable work environments. To do this, local governments can employ a number of strategies including community benefits agreements, procurements processes – which favor high quality employers, and subsidized services and technical assistance to businesses interested in improving the quality of their jobs.^{lxxi} While the City does have applications for business licenses, it does not include demographic information. As the City looks to better understand and serve the community, knowing the demographics of business owners will help inform what supports can be offered.

Economic Opportunity Recommended Indicators

Economic Opportunity indicators would benefit from being a mix of census level indicators and local indicators. Once measures are established and the City is able to track the changes over time, it would be beneficial for the City to change Economic Opportunity to Economic Mobility. Economic mobility is a measure of how much a person's income changes over time.^{lxxii} The City should focus on indicators of economic opportunity and then, as the City has data that is disaggregated, adapt the measure to be longer term, looking at mobility. Initial recommended indicators include:

- Disability & unemployment ratio: between the unemployment rates for people with and without disabilities
- Household income by race
- Poverty: Percent people below poverty by race/ethnicity and age
- Unemployment: Unemployment rate by race/ethnicity
- Business Ownership: Firms by race/ethnicity, age, and gender

A group of diverse people, including women of various ethnicities, are smiling and working together in a community center. They are packing supplies into cardboard boxes. One woman in the foreground is holding a green and blue striped tote bag. The background shows a brick wall, a whiteboard, and a window. The overall atmosphere is positive and collaborative.

QUALITY OF PLACE

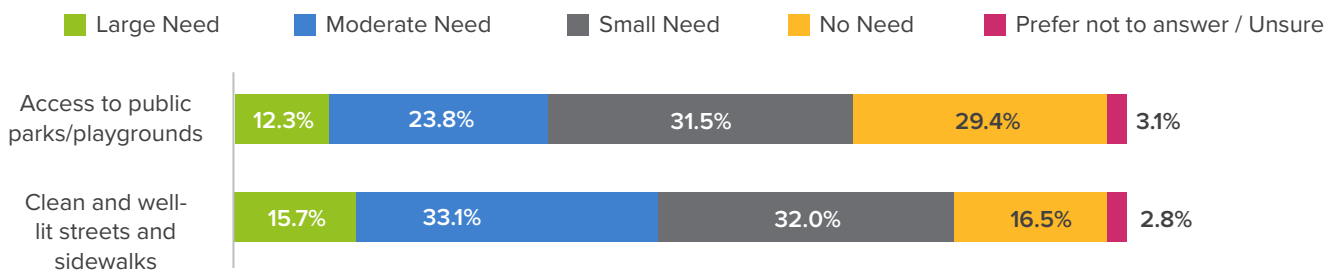
What We Heard: Quality of Place

Improving Quality of Place - which has been defined as “the physical characteristics of a community, the way it is planned, designed, developed and maintained that affect the quality of life of people living and working in it and those visiting it both now and in the future,” - was an identified need in the survey.^{lxiii}

Survey respondents, when asked “What services or opportunities for yourself or your family do you wish were available in your community?,” had several suggestions, including:

- Better trails and paths
- Safer built environment
- More recreational spaces, such as a swimming pool or splash park

Quality of Place Needs (N=1541; 1531)



While quality of place needs were not identified as the largest needs in Bozeman to advance equity, there was still a desire among respondents for additional amenities.

Even though recreational water facilities, swimming pools, and splash parks were mentioned as a service or opportunity survey respondents wanted, 60.9% of survey respondents indicated that access to parks and playgrounds was a small need or no need. However, there was a large number of respondents who wanted recreational options and amenities. One survey respondent shared they wished “we had a real rec center with family centered amenities and hours. The swim center is entirely insufficient both in what is offered and when. A splash park, slides, play features, etc. would be a great service to our community.” When considering building or expanding services, the City should examine who would utilize the services and ensure any new additions meet the needs of the community, such as being ADA accessible and having inclusive signage.

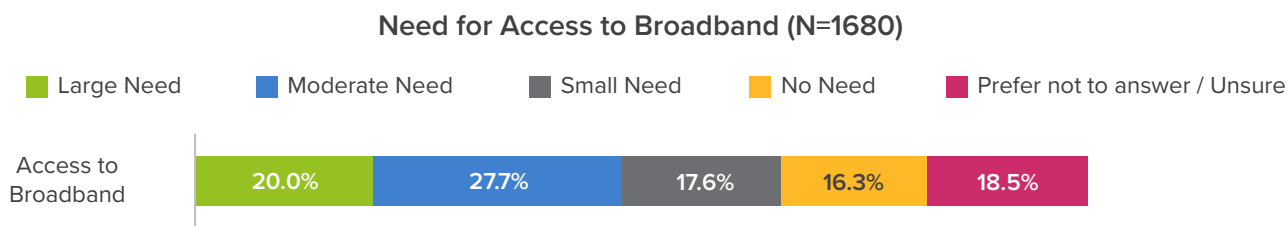
The majority of survey respondents thought there was a moderate or small need for clean and well-lit streets. As mentioned in the [Transportation](#) section of this report, stakeholders shared safety of sidewalks and bike paths were a concern, especially for senior citizens and individuals with disabilities. The transportation insights regarding Complete Streets have elements that can also be applied to designing public spaces as stakeholders mentioned a need for “more wheelchair accessibility for public events such as Sweet Pea and farmers markets” as well as “more wheelchair accessibility in Bozeman such as parks and trails.” In addition to making public spaces accessible for individuals with

disabilities, it was also discussed that not everyone in Bozeman is fit and the City could help in “ending weight stigma and making more inclusive spaces for people of various sizes.”

Additionally, stakeholders thought public spaces, such as parks, could provide venues to help celebrate diversity and promote a better sense of understanding and empathy in the community. Stakeholders thought community events, both educational and recreational, would be a good way to promote equity and understanding in the community, sharing the strategy that the City could “create *free and affordable* community activities and spaces.” Additionally, stakeholders shared the City should “provide educational spaces to provide awareness on equity and what that looks like.”

Broadband

In addition to physical spaces and safety, access to broadband and digital connectivity add to quality of place. 47.7% of survey respondents reports a large or moderate need for access to broadband.

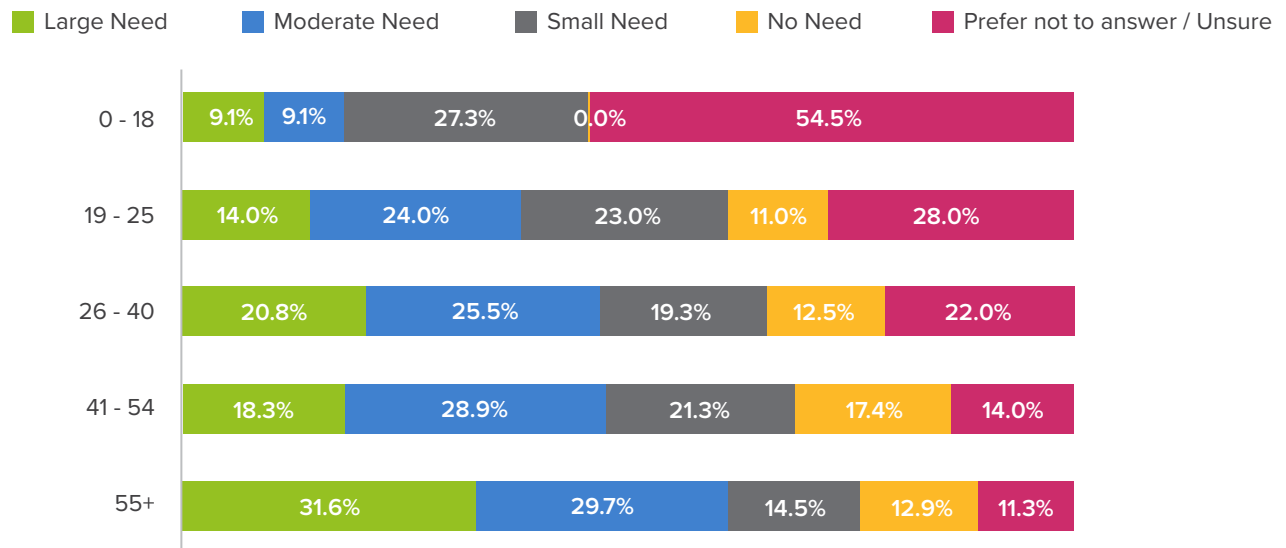


Over one-quarter (27.7%) of respondents believed there was a moderate need for access to broadband in Bozeman. 65.3% agreed in some level of need for access and 20% identified this as a large need.

When disaggregated by age, the survey results showed that individuals age 55+ selected access to broadband as a large need more frequently (31.6%) than any other age demographic.

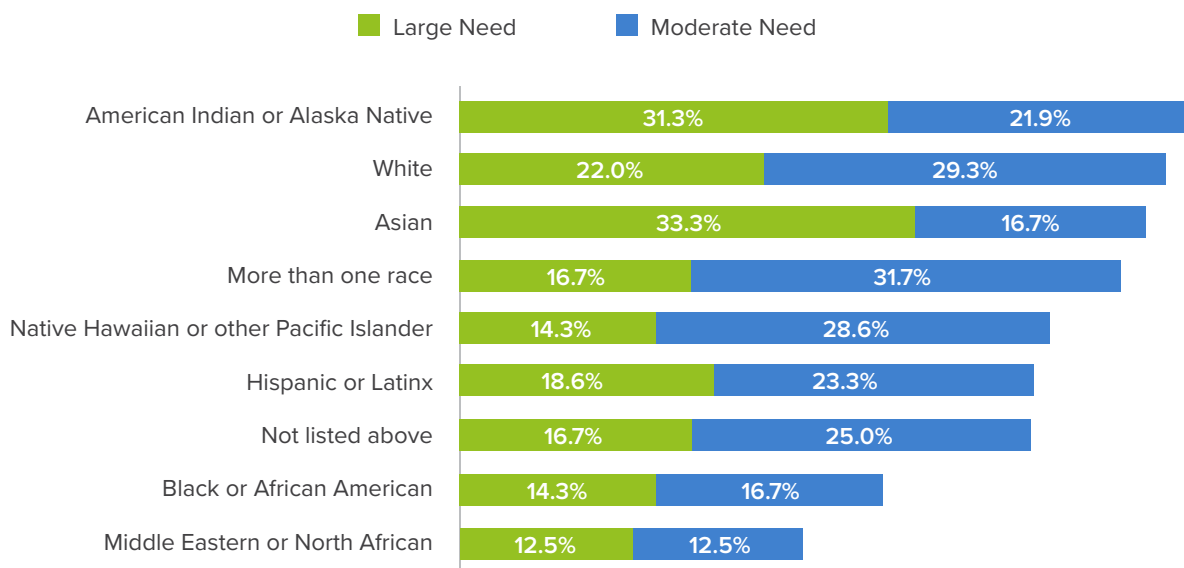
The older population in Bozeman (55+) identified access to broadband as a large need at higher rates than younger respondents. 61.3% of respondents ages 55+ agreed that access to broadband was a large or moderate need. As the age of respondents increased, the level of agreement that broadband was a large or moderate need also increased.

Need for Access to Broadband by Age (N=1680)



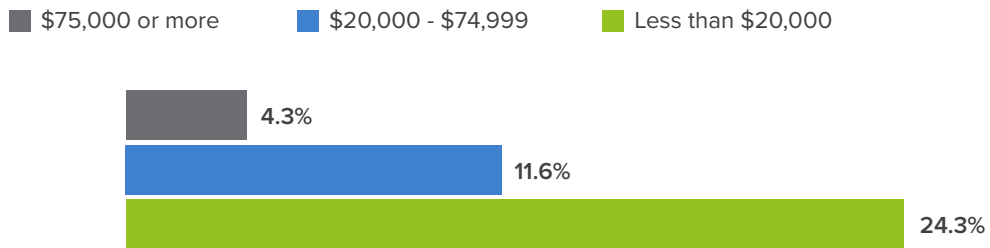
At least half of American Indian or Alaska Native respondents (53.2%), White respondents (51.3%), and Asian respondents (50%) identified a moderate or large need for broadband. 48.4% of respondents who were more than one race reported a moderate or large need for broadband.

Need for Access to Broadband by Race (N=1680)



Income is another factor that impacts the need for broadband. According to the American Community Survey 5-year estimates, 10.9% of households are without an internet subscription of any sort, including broadband. When disaggregated by household income, 24.3% of households that earn less than \$20,000 are without internet subscription, whereas 4.3% of households that earn \$75,000 or more are without internet.^{lxxiv}

Percent of Households Without Internet Subscription by Household Income



Equity Spotlight: According to the [National Digital Inclusion Alliance](#), “Digital Equity is a condition in which all individuals and communities have the information technology capacity needed for full participation in our society, democracy and economy. Digital Equity is necessary for civic and cultural participation, employment, lifelong learning, and access to essential services.”^{lxxv}

Quality of Place Recommendations

Incorporate Inclusive Placemaking Design Strategies

Bozeman and its residents pride themselves on their love of the outdoors and all of the activities that come along with it – skiing, hiking, camping, etc. It is one of the many reasons that residents reported choosing to live in Bozeman and many public spaces have been designed with this stereotypical Bozeman resident in mind. Despite residents citing recent park designs as being particularly welcoming, there are still opportunities for placemaking processes to become more inclusive. Largely, this means centering planning activities on individuals who may not already have a seat at the planning table but for whom access to public spaces and places is equally as important, such as those with disabilities, young people, people of color, or the LGBTQ+ community. These types of inclusive processes allow diverse sets of users to define spaces, program goals, and efforts and generate deeper connections in the community.^{lxxvi}

Focus on Digital Equity Efforts

The challenges of the Covid-19 pandemic emphasized the need for digital connectivity in the way people work, learn, and socialize. Access to broadband and computing devices, such as computers or smartphones, is essential in helping people thrive and access the digital economy. Brookings released an essay as part of their the [Actionable Ideas for Economic Recovery in American Cities](#), about [digital equity offices](#) sharing, “American households cannot access the digital economy due to physical gaps in local broadband networks, unaffordable subscription plans and personal devices, and a lack of digital skills.” Digital equity offices would aim to address these structural barriers and ensure the digital economy reaches all local households.^{lxxvii} The City could benefit from establishing a digital equity office or similar initiative, as the office “will create a permanent administrative unit to prioritize historically disadvantaged groups and neighborhoods, build trust, and create interventions to directly benefit those who have struggled the most to digitally compete.”

Quality of Place Recommended Indicators

Quality of Place equity indicators recommendations are centered around data the City currently collects and local data the City could begin to collect. Initial recommended indicators include:

- ADA Compliant Pedestrian Ramps
- Broadband and Internet access
- Tracking accessible and inclusive signage and amenities in public spaces. Examples include gender neutral bathrooms and signs in braille. Other inclusive art or signs like the rainbow crosswalks or Black Lives Matter signs that indicate to the community the City supports all members of the community.
- Percent of Households without Internet Subscription by Household Income
- Participation in Recreation and Culture Activities and Events
- Number of City events that promote diversity, equity, and inclusion or celebrate diverse cultures. Examples are Pride, Juneteenth, Indigenous Peoples Day



JUSTICE & CIVIC HEALTH

What We Heard: Justice & Civic Health

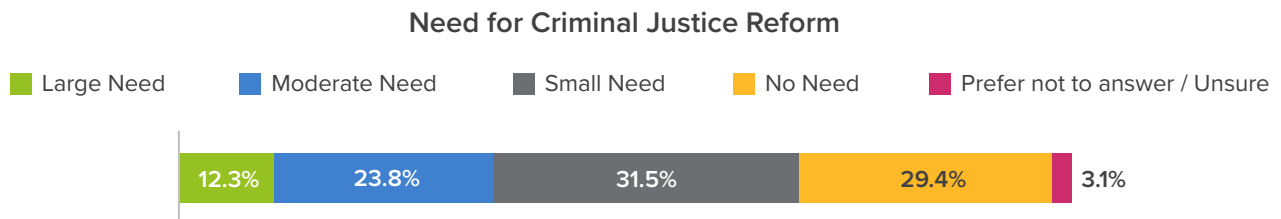
The concerns from stakeholders with regards to Justice and Civic Health centered around key themes including:

- Safety and Justice Reform
- Civic Engagement & Representation in Government

The National Conference on Citizenship (NCoC), a nonprofit dedicated to advancing civic life in America, defines civic health as “the manner in which communities organize to define and address public problems” and has found that communities with strong indicators of civic health “have higher employment rates, stronger schools, better physical health, and more responsive governments.”^{lxviii} NCoC’s [Civic Health Index](#) uses measures such as voter registration and turnout, as well as community engagement such as volunteering to measure civic health.

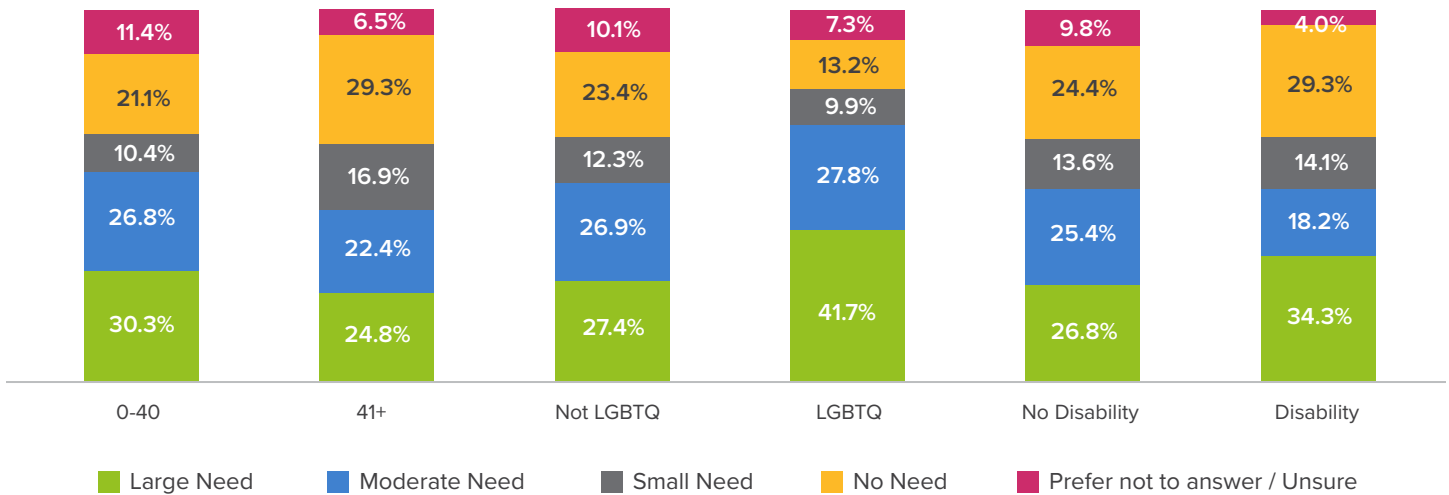
Safety and Justice Reform

Approximately half of survey respondents agreed that there was a moderate or large need for criminal justice reform (48.1%) and violent crime prevention (48%) in the City of Bozeman. Several survey respondents discussed defunding the police to support other services. “Defund the police and give the budget to affordable housing, homeless and domestic violence shelter, food access assistance, and mental health care providers,” said one respondent. Another stakeholder shared, “There is much pushback against the proposed strategy of defunding the police, and often the pushback is uninformed.” Not all respondents thought reform and crime prevention should be accomplished through defunding police, one survey respondent called for “more aggressive policing of homeless and drug addicts.”



While nearly half (47%) of all respondents from any age, sexuality, or disability group identified criminal justice reform as a large or moderate need, respondents belonging to the LGBTQ community reported the largest need for criminal justice reform. 69.5% of LGBTQ respondents identified criminal justice reform as a large or moderate need in Bozeman. Further, 41.7% of this group identified criminal justice reform as a large need.

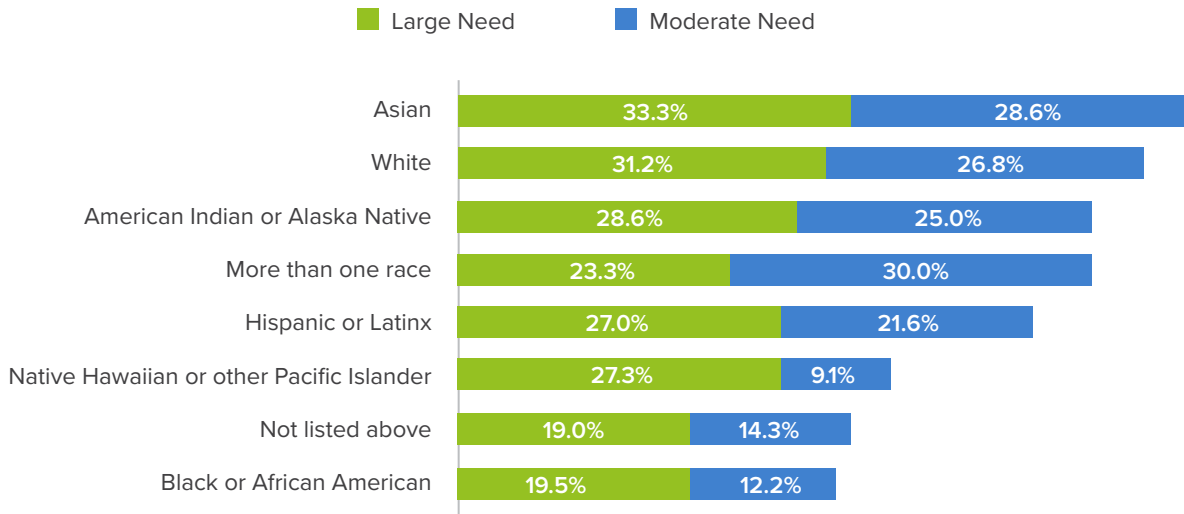
Need for Criminal Justice Reform by Subgroups (N=1576; 866; 1576)



Female (cis- and trans-) and non-binary respondents reported that criminal justice reform was either a large or moderate need at higher rates than other genders. 66.3% of ciswomen, 71% of transwomen, 57.7% of non-binary respondents, and all respondents whose gender was not listed believe there is a large or moderate need for criminal justice reform. In contrast, 44.5% of cismen, and no transmen reported criminal just reform as a large or moderate need.

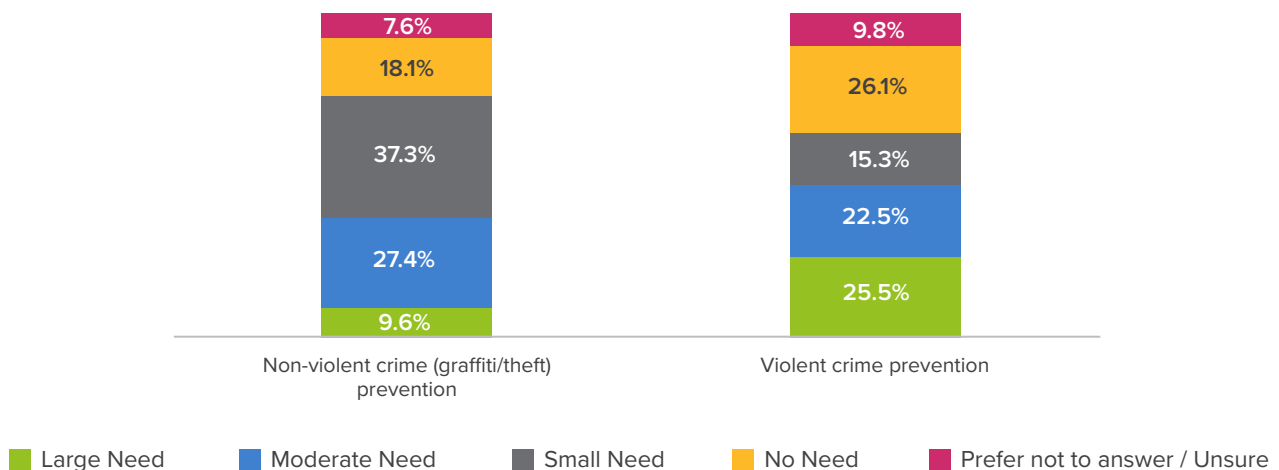
Asian respondents identified a moderate or large need for criminal justice reform at the highest rates. 61.9% of Asian respondents believed in a large or moderate need for criminal justice reform in Bozeman. Over half of White respondents (58%), American Indian or Alaska Native respondents (53.6%), and respondents of more than one race (53.3%) reported a moderate or large need for criminal justice reform.

Need for Criminal Justice Reform by Race (N=1576)

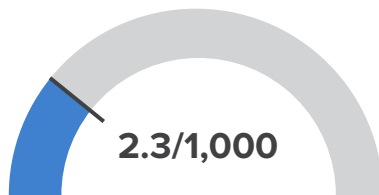


A survey participant responded to the question of “What strategies or suggestions would you give to make Bozeman more equitable?” by suggesting the City “reimagine what public safety is to ensure BIPOC community members feel safe.” Another respondent shared that the City should be “adequately dealing with hate crimes and the overall intolerance of White community members.”

Need for Crime Prevention (N=1534; 1549)

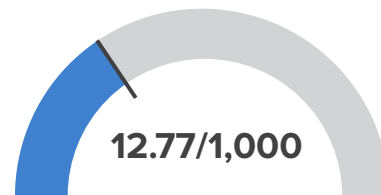


According to Emsi's^{lxxix} Regional Comparison Table, Bozeman has a lower property crime rate and violent crime rate than both the United States and Montana. Bozeman's violent crime rate was 2.3 violent crimes per 1000 people compared to the State rate of 3.97 and the national rate of 3.53.^{lxxx} Property crime rates per 1000 people were 12.77 for Bozeman, Montana was 21.65, and the national rate is 19.79. Even though the crime rates were less than state and national rate, some stakeholders shared they felt unsafe, especially while they advocated for equity.



Violent Crime

Bozeman, MT has 2.3 violent crimes per 1,000 people. The national rate is 3.53 per 1,000 people



Property Crime

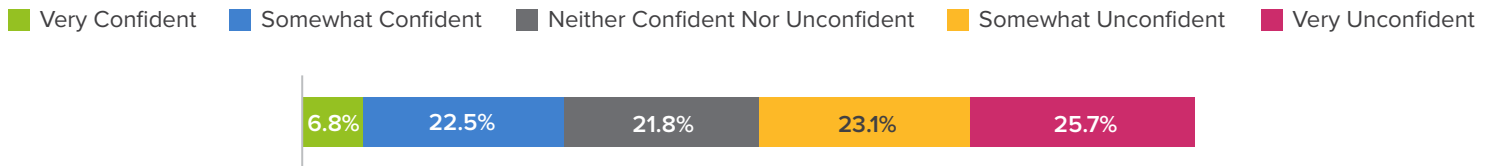
Bozeman, MT has 12.77 property crimes per 1,000 people. The national rate is 19.79 per 1,000 people

Many of the insights and strategies stakeholders shared are actions the City is working on after the Inclusive City Report. The [Inclusive City Report May 2021](#)^{lxxxii} shows an update on the actions the City has taken given the suggestions from stakeholders such as “make sure the City is equitable within itself, City of Bozeman agency, before making change within it constituents.” However, since much of the feedback from stakeholders is the same as these very actions that the City is taking for Inclusive City, Bozeman may need to explore ways to better share these efforts with community members.

Civic Engagement & Representation In Government

Survey respondents reported having a low level of confidence in the City of Bozeman in its ability to make Bozeman more equitable. Almost half of respondents (48.8%) felt somewhat unconfident or very unconfident in this ability. A survey respondent shared, “It’s hard not to be discouraged by who’s running our state. It’s hard to think you can make a difference when our state is doing what it’s doing to limit what we can do. I don’t really know what the City of Bozeman is doing.” Stakeholders expressed a desire for more ways to engage in policy decisions with the City; however, as one stakeholder shared “the city’s rules and bylaws are not accessible to the average person.”

Confidence in Bozeman (N=1050)



The City of Bozeman must look at its own practices and equity as it works to make a more equitable City. Stakeholders in the focus groups, interviews, and survey shared that the City, as an organization, and organizations in Bozeman needed to recruit and retain BIPOC staff members. Stakeholders noted the importance of representation in key leadership roles. One survey respondent shared, “City employees are largely white. The City should recruit more people of color and create employment practices that help to retain these employees.” Respondents pointed out that the City needed to be sure they had equitable practices and work on needs within in the organization before the City would be able to be a leader in equity efforts.

Justice and Civic Health Recommendations

Recruit and Empower Diverse Leaders

Residents recommended that Bozeman institutions should “actively seek, recruit and hire BIPOC individuals into leadership positions. More BIPOC teachers, counselors and community leaders. Actively and purposefully seek out diversity in the workplace while advertising across platforms that attract BIPOC professionals.” Having leaders from diverse populations, especially those most adversely affected by inequity, ensures that individuals with lived experiences have a meaningful voice in community decision making. They can also lift up issues such as “race and the impacts it has had amongst BIPOC communities and what their lives actually look like in regard to trauma, resources, access, food, culture, erasure, micro aggressions, chronic conditions and mental and physical health of our bodies” in a way in which a leader from the majority identity may not be able.

Apply a Racial Equity Impact Analysis to Policy Decisions

Racial equity impact analysis (REIA) tools are a “systemic examination of how different racial and ethnic groups will likely be affected by a proposed action or policy change.”^{lxxxii} The purpose of these types of tools is to ensure that unanticipated adverse consequence are minimized for diverse communities when new policies are implemented. Due to the systemic nature of racial inequity, it is often perpetuated through regular decision making about policies, institutional practices, programs, planning processes, and budgetary decisions. An REIA tool, mitigates against the unintentional perpetuation of inequity and lifts up alternative solutions. This shift to applying an equity lens to all decisions was emphasized in stakeholder engagement, “Equity has to be a cornerstone of all discussions. When the City examines planning proposals, it must consider how the proposal contributes to its equity commitment.”

Deepen Connection Between Safety and Justice

When comparing violent crime and property crime per capita data between Bozeman and other similarly situated cities, Bozeman typically ranks below the average. However, when reviewing stakeholder engagement data, residents reported a disconnect between this relatively low crime rate and the feeling of safety among residents, particularly with regard to policing. During stakeholder engagement, several priorities outlined in the Inclusive City Report were supported by stakeholder recommendations:

- Continue to deliver and enhance officer training on implicit bias and de-escalation techniques; “The police and sheriff’s office to self-report to the community about how they tackle issues of fairness. Do they use de-escalation techniques? Do they train their officers to recognize gender, race, sexual orientation biases?”
- “Creating a paid position for civilians to ride with every officer on duty. Give them weapons, de-escalation and mental health training. The individual WILL NOT carry a firearm but is there as a mediator as well as a witness. An easier and cheaper fix would be to mandate body cams on on-duty officers.”

- Increased investments in “affordable housing, homeless and domestic violence shelter, food access assistance, and mental health care providers,” rather than additional policing.

Invest in Community Equity and Awareness Training

Through stakeholder engagement, it is evident that residents, leaders, businesses, and community-based organizations are all at different points in their journeys to better understand and implement strategies that can support the diversity of their community. One way in which Bozeman can begin to lay a strong foundation for this work is to create a shared language for equity across the community. In particular, this type of training can be used to raise awareness about the issues facing diverse communities, particularly communities of color in Bozeman. This desire to amplify diverse experiences with the community was recommended through the stakeholder engagement process and included the suggestions to “increase awareness of BIPOC people living in our community, promote acceptance, ensure equal access through assistance and advocacy.”

Implement an Open and Transparent Processes for Decision Making and Gathering Feedback

Issues of diversity, equity, and inclusion are complex and historically speaking, efforts to create a more equitable country are relatively new. As a result, government transparency in decision making and clear processes for resident feedback are essential. There is no single roadmap for creating a more equitable community. There will be a diversity of opinion, there will be pushback, and there will be missteps. Only by building trust with residents and working in true partnership with community members can the City move forward on creating a more just and equitable Bozeman.

Justice and Civic Health Recommended Indicators

All indicators in Justice and Civic Health would use local data. The Inclusive City Quarterly Reports have data that if made into a dashboard could serve as an equity indicator and also allow the community to better access and understand the actions that are occurring as the City looks to become more inclusive. Initial recommended indicators include:

- Demographic breakdown of city Employees
- City employee cumulative turnover rate
- Demographics of Candidates Applied Interviewed and Hired
- Representation in Government of City Commissioners
- Bozeman Police Department Call Logs
- Police Department Representation
- Traffic stops and arrests
- Incorporate the Inclusive City Quarterly Reports as indicators

ball
plex

Welcome to
BOZEMAN

CONCLUSION & NEXT STEPS

Bicycle
Friendly
Community

CONCLUSION & NEXT STEPS

Equity is not accomplished overnight. Establishing Equity Indicators will not serve the City well, unless these indicators are consistently reviewed, updated, and are used to inform actions. This report serves as a starting point to develop meaningful indicators that can help inform the gaps in services and help the City better understand the lived experiences of community members.

While other cities may have adopted a larger number of indicators, it is recommended that Bozeman start with the suggested indicators identified in this document to establish baseline data, and then build in additional indicators once the City understands the capacity and ability to maintain and update the indicator data. As indicators are adapted or added, it provides a chance for the City to further engage with the community and develop stronger partnerships with community organizations.

After the baselines are firmly established, and as trends are discovered within the data, it will be important to set targets and plan for meaningful actions to move towards the targets. The City is encouraged to continue to engage the community in developing an equity action plan, hold those responsible for implementing changes accountable, and share progress and barriers to progress along the way. Increased transparency about both successes and areas for growth will build further buy-in towards improving equity in Bozeman.

TPMA and the City of Bozeman thank all the individuals who contributed to this effort through focus groups, interviews, community conversations and surveys. Your insight on these issues will continue to guide this work in the City of Bozeman and throughout the Gallatin Valley in partnership with the many organizations working to make Bozeman a place where everyone belongs and all can thrive.

APPENDIX A | DATA COLLECTION TOOLS

Focus Group Protocols

Intros

TPMA Explains the Purpose of the Focus Group:

Welcome! Thank you for joining us today. My name is XXXX and I will be facilitating this conversation today with me is XXXX who will be assisting by taking notes. As many of you know The City of Bozeman is identifying ways to measure equity and access to resources in the community. The purpose of this project is to establish a baseline from which to measure ongoing work in equity and inclusion. Today we would like to talk with you about the services you offer, issues that your clients/patients face, barriers that exist, as well as what kinds of data or metrics could help your organization bolster justification or funding for additional services.

The report will not individually ID you

- Ask permission to record. TPMA is recording, but won't share recordings or notes with the City of Bozeman
 - The report will help the City of Bozeman as they develop equity indicators and understanding the gaps in services across the city
1. Tell me about your position/organization.
 - a. (If applicable) What community challenges is your organization working to impact?

Background

1. In your sector what are the main problems or issue areas within this topic that individuals/families in Bozeman are facing?
 - a. Are some residents experiencing these issues differently based on their race, gender, etc.
2. Is there anything unique about Bozeman that has caused or exacerbates these issues?
3. Does your organization / or sector face any barriers to providing services to your clients or to making the desired change in your community? If so, what?
4. What resources in your sector or overlapping sectors currently exist to address these issues?
 - a. Who accesses these?
5. What gaps in services are individuals/clients feeling? E.g.
 - a. who doesn't get services,
 - b. who no longer gets services,
 - c. what types of services are not available in Bozeman
 - d. what problems cannot be solved by a known service?

Equity (define equity)

1. How does your organization (or sector) center diversity, equity, inclusion, and belonging?
2. What if anything, is your organization doing to help achieve a more equitable Bozeman?
3. What are ways, if any, could your sector/org be more equitable?
4. In your work have there been certain populations that have not been connected or received services?
 - a. Why?
5. If you had one suggestion for how to improve equity in Bozeman what would it be?
Define Equity indicators: A specific measurement that show the disparity in outcomes between a community average and a given identity or characteristic (race, ethnicity, gender identity, ability, socioeconomic status). Examples include: Housing - Home loan approval by race and ethnicity and Education - School absenteeism by race and ethnicity
6. Does your organization collect data/ report on metrics?
 - a. If so what are some of the key points?
 - b. Have you seen different outcomes for different populations of people?
7. Are there any equity indicators or data that would be useful to your organization?

Any other thoughts you would like to share?

Gap Analysis Community Focus Group Protocols

Welcome/Introduction (5 mins)

TPMA Explains the Purpose of the Focus Group:

- The report will not individually ID you
- Ask permission to record. TPMA is recording, but won't share recordings or notes with the City of Bozeman
- The report will help the City of Bozeman as they develop equity indicators and understanding the gaps in services across the city

Community (7 mins)

1. What are 3 words you would use to describe your neighborhood
 - a. What do you like or not like about where you live?
 - b. Is it safe?
2. Do residents in your community or neighborhood care and support one another? If so, how?
3. Do stores in your area supply the necessities you require on a day to day basis? (food, water, etc.)
 - a. Nutrition (grocery access, meals programs, etc.)
 - b. Exercise (parks, playgrounds, etc.)
4. Are people of all races, ethnicities, and backgrounds given the same opportunities/ have access to the same resources and services?

- a. How diverse is your neighborhood?
 - b. Do you think the City of Bozeman is segregated?
- 5. Tell us about the places you spend your recreational time/ free time. Are there places of recreation (parks, gyms, cafes) accessible in your neighborhood?
 - a. Do you feel welcomed in those spaces?
 - b. Are the places in good condition, clean, and safe? Affordable?

Housing & Transport (7 mins)

1. Tell me about housing in your community.
 - a. Affordable, nice?
2. Do most people rent or own? Why?
3. How do you get around most of the time?
 - a. Do you have/need a car?
 - b. Public transport?
4. Are there any barriers to receiving housing services?
 - a. What barriers and for whom?
5. Are there any barriers to accessing and using public transit?
 - a. What barriers and for whom?

Education (7 mins)

1. What do families with young children do for childcare and education?
 - a. Are they available at the right hours / locations?
 - b. Are they affordable?
2. How would you describe the schools in your area?
 - a. Are they hard?
 - b. Are teachers respectful?
3. What do youth do when they're not in school?
4. Are there any good training opportunities for teens who are looking to go into the workforce?
5. What do post-high school options look like for youth who grow up in Bozeman?
 - a. Who goes to college?

Economics (7 min)

1. What types of jobs are available in your community?
 - a. Do they pay well?
2. What is job searching like?
 - a. Are there any programs that help adults prepare for new/different careers?
3. Have you experienced any barriers to getting a job or finding housing?
 - a. If so, what? Reentry or immigrant paperwork issues?

Health (7 mins)

1. Do you have a regular health care provider?
 - a. How do you decide when you need to seek health care/see a doctor?
 - b. Are there offices nearby?
 - c. Do you use immediate care or ER for regular health care?
2. Do people in your family regularly get checkups from doctors, dentists, or eye doctors?
 - a. If not, why?
 - b. Is preventative care affordable / covered for you?
3. What does mental health care look like in Bozeman?
 - a. Are there providers available?
 - b. Is there a stigma/do people use it?
 - c. Is it covered under insurance?
4. Are there resources in the community for people living with substance abuse or addiction?
 - a. What are the resources? Are they in community centers, outpatient, corrections etc.?
 - b. What about for senior citizens? What services are available to meet their needs?

Needs/Services (10 mins)

1. Where do you get info about community resources that might be helpful for you or your family?
2. Are there any gaps in services, or needs that are not addressed by organizations in your area?

Dreaming and Closing (5 mins)

1. If you had a million dollars to help your community, what one service would you provide?
Thank you and re-state how the info will be used.

Community Survey

Intro to Project

The City of Bozeman is identifying ways to measure equity and access to resources in our community. The purpose of this project is to establish a baseline from which to measure our ongoing work in equity and inclusion.

Ultimately, it's about ensuring that every resident, visitor, and City of Bozeman employee feels welcomed, valued, and can thrive no matter their race, identity, or life circumstance.

The outcome of the project will be a set of equity indicators that are meaningful to people and organizations outside just the City of Bozeman. Our team is committed to a process that acknowledges and builds upon the work already underway in our community. To that end, we invite you to provide your input as we develop these indicators and identify gaps in our community.

This survey is voluntary and anonymous, and you can stop at any time. The information provided Not be reported at an individual level, but responses will be disaggregated by demographics.

The survey should take no more than 10 minutes to complete. By clicking “Start” you are agreeing to complete this survey. If you have any questions about this survey, please contact Joey Pope at jpope@tpma-inc.com. Thank you for your participation and feedback.

(in Spanish for the English survey and English in the Spanish survey) If you would prefer to take the survey in Spanish/ English please click this link.

1. Please rate how much individuals/families in your community need additional support in the following areas to thrive? Unsure, no need, small need, moderate need, large need prefers not to answer

Affordable housing availability
Improved housing quality
Homelessness support or programs
Increased availability of living-wage jobs

Access to Broadband
Transportation to and from work
Transportation for reasons other than work
Increased access to Food

School safety
Criminal Justice Reform
Violent crime Prevention
Non-violent crime (graffiti/theft) Prevention
Clean and well-lit streets and sidewalks

Assistance with public health hazards (lead, air quality)
Access to public parks/playgrounds
Access to mental health care
Substance abuse services

Early childhood care and education
Access to quality K-12 education
Out-of-school time programs for children and youth
Truancy or Dropout Prevention

Adult education / GED / Language Programs
College enrollment / persistence/ success
Legal Help
Job Training

What services or opportunities for yourself or your family do you wish were available in your community?

Equity

1. How would you define equity?
2. The City of Bozeman is an equitable place to live and work?
 - a. Strongly Agree, Somewhat agree, neither agree nor disagree, somewhat disagree, Strongly disagree
3. How confident are you in the City of Bozeman's ability to make Bozeman a place where all people can thrive no matter their race, identity, or life circumstance?
 - a. Very confident, somewhat confident, neither confident nor unconfident, somewhat unconfident, very unconfident
4. What strategies or suggestions, if any, would you give to make Bozeman more equitable?

Demographics

The following questions allow us to understand how your identity and life-circumstances relate to your needs, ability to access resources, and perceptions around equity in our community. Your responses are not associated with any identifying information other than what you provide here. Please respond as completely as possible.

1. Are you a resident of the City of Bozeman?
 - a. Yes
 - b. No

2. (if Logic was yes) Please select the quadrant where you live. This information will not be used to identify you individually but will help us understand similarities and differences experienced based on where people live.
 - a. NW
 - b. NE
 - c. SW
 - d. SE

3. (if logic is yes) Would you be interested in participating in a community forum in your quadrant? Your email will only be used to invite you to a community forum in your area it will not be used to identify your survey responses in anyway or shared beyond the invite.
 - a. If yes add space for email

4. (If logic was yes) How long have you lived in Bozeman?
 - a. Less than a year
 - b. One to five years
 - c. Six to ten years
 - d. More than ten years
 - e. Not a resident
 - f. Prefer not to answer

5. What is your age?
 - a. 0-18
 - b. 19-25
 - c. 26-40
 - d. 41-54
 - e. 55+
 - f. Prefer not to answer

6. What is your current employment status (Check all that apply)?
 - a. Currently unemployed
 - b. I work part-time (less than 40 hours/week)
 - c. I work full-time (40 hours/week)
 - d. I work more than full-time (more than 40 hours/week)
 - e. I work multiple jobs
 - f. I am a high school student
 - g. I am a student at a university or trade school
 - h. I am retired
 - i. Prefer not to answer

Logic if they selected one of the work options

7. Do you work in the City of Bozeman?
 - a. Yes
 - b. No

8. With which racial or ethnic group(s) do you identify? (Check all that apply)
 - a. American Indian or Alaska Native
 - b. Asian
 - c. Black or African American
 - d. Hispanic or Latinx
 - e. Middle Eastern or North African
 - f. Native Hawaiian or another Pacific Islander

- g. White
- h. Prefer not to answer
- i. Not listed above

9. Do you have a disability?

- a. Yes
- b. No
- c. Prefer not to answer

10. With which gender(s) do you most identify? (Check all that apply) Transgender (often abbreviated to “trans”) is an umbrella term that refers to people whose gender identity, expression or behavior is different from those typically associated with their assigned sex at birth. Other identities considered to fall under this umbrella can include non-binary, two-spirit, gender fluid, genderqueer, and more. Cisgender (often abbreviated to “cis”) is a term that refers to people whose gender identity, expression or behavior is the same as those typically associated with their assigned sex at birth.

- a. Female (cis-female)
- b. Female (trans-female)
- c. Male (cis-male)
- d. Male (trans-male)
- e. Non-binary
- f. Prefer not to answer
- g. Not listed above

11. With which orientation do you most identify? (Mark one answer)

- a. Heterosexual or straight
- b. Gay
- c. Lesbian
- d. Bisexual
- e. Not listed above
- f. Prefer not to answer

Thank you for taking the survey page

APPENDIX B | REFERENCES

- ⁱ American Community Survey (2019: ACS 5-Year Estimates Data Profiles) *ACS DEMOGRAPHIC AND HOUSING ESTIMATES*, Table DP0. Accessed at: <https://data.census.gov/cedsci/table?q=1600000US3008950&tid=ACSDP5Y2019.DP05&hidePreview=true>
- ⁱⁱ Montana Demographics (2020) *Montana Cities by Population*. Accessed at: https://www.montana-demographics.com/cities_by_population
- ⁱⁱⁱ American Community Survey (2019: ACS 5-Year Estimates Data Profiles) *ACS DEMOGRAPHIC AND HOUSING ESTIMATES*, Table DP0. Accessed at: <https://data.census.gov/cedsci/table?q=1600000US3008950&tid=ACSDP5Y2019.DP05&hidePreview=true>
- ^{iv} Ibid.
- ^v American Community Survey (2019: ACS 1-Year Estimates Data Profiles) *ACS DEMOGRAPHIC AND HOUSING ESTIMATES*, Table DP05. Accessed at: <https://data.census.gov/cedsci/table?q=0100000US&tid=ACSDP1Y2019.DP05&hidePreview=true>
- ^{vi} American Community Survey (2019: ACS 5-Year Estimates Data Profiles) *ACS DEMOGRAPHIC AND HOUSING ESTIMATES*, Table DP0. Accessed at: <https://data.census.gov/cedsci/table?q=1600000US3008950&tid=ACSDP5Y2019.DP05&hidePreview=true>
- ^{vii} Ibid.
- ^{viii} American Community Survey (2019: ACS 1-Year Estimates Data Profiles) *ACS DEMOGRAPHIC AND HOUSING ESTIMATES*, Table DP05. Accessed at: <https://data.census.gov/cedsci/table?q=0100000US&tid=ACSDP1Y2019.DP05&hidePreview=true>
- ^{ix} American Community Survey (2019: ACS 5-Year Estimates Data Profiles) *SELECTED SOCIAL CHARACTERISTICS IN THE UNITED STATES*, Table DP02. Accessed at: <https://data.census.gov/cedsci/table?q=1600000US3008950&tid=ACSDP5Y2019.DP02&hidePreview=true>
- ^x American Community Survey (2019: ACS 1-Year Estimates Subject Tables) *DISABILITY CHARACTERISTICS*, Table S1810. Accessed at: <https://data.census.gov/cedsci/table?q=DISABILITY&q=0100000US&tid=ACSST1Y2019.S1810&hidePreview=true>
- ^{xi} American Community Survey (2019: ACS 5-Year Estimates Subject Tables) *WORK STATUS IN THE PAST 12 MONTHS*, Table S2303. Accessed at: <https://data.census.gov/cedsci/table?q=employment&q=1600000US3008950&tid=ACSST5Y2019.S2303>
- ^{xii} American Community Survey (2019: ACS 1-Year Estimates Subject Tables) *WORK STATUS IN THE PAST 12 MONTHS*, Table S2303. Accessed at: <https://data.census.gov/cedsci/table?q=EMPLOYMENT&q=0100000US&tid=ACSST1Y2019.S2303>

- ^{xiii} American Community Survey (2019: ACS 1-Year Estimates Data Profiles) *SELECTED ECONOMIC CHARACTERISTICS, Table DP03*. Accessed at: <https://data.census.gov/cedsci/table?q=0100000US&tid=ACSDP1Y2019.DP03&hidePreview=true>
- ^{xiv} Bozeman, Montana Community Housing Needs Assessment (2019) Page 73. Accessed at: <https://www.bozeman.net/home/showpublisheddocument/8773/636873023437470000>
- ^{xv} U.S. Department of Housing and Urban Development (2020) *Assisted Housing: National and Local*. Accessed at: <https://www.huduser.gov/portal/datasets/assthsg.html>
- ^{xvi} American Community Survey (2019: ACS 5-Year Estimates Detailed Tables) *POVERTY STATUS IN THE PAST 12 MONTHS BY HOUSEHOLD TYPE BY AGE OF HOUSEHOLDER, Table B17017*. Accessed at: <https://data.census.gov/cedsci/table?q=Bozeman%20city,%20Montana%20B17017&tid=ACS5Y2019.B17017&moe=false&hidePreview=true>
- ^{xvii} Bozeman Community Housing (2020) *Affordable Home Buyers*. Accessed at: <https://community-housing-hub-bozeman.hub.arcgis.com/>
- ^{xviii} Bozeman Community Housing (2020) *Community Measures*. Accessed at: <https://community-housing-hub-bozeman.hub.arcgis.com/>
- ^{xix} Bozeman, Montana Community Housing Needs Assessment (2019) Page 3. Accessed at: <https://www.bozeman.net/home/showpublisheddocument/8773/636873023437470000>
- ^{xx} American Community Survey (2019: ACS 1-Year Estimates Data Profiles) *SELECTED HOUSING CHARACTERISTICS, Table DP04*. Accessed at: <https://data.census.gov/cedsci/table?q=housing%20cost&tid=ACSDP1Y2019.DP04>
- ^{xxi} Ibid.
- ^{xxii} National Equity Atlas (1990-2017) *Housing burden: All residents should have access to quality, affordable homes*. Accessed at: https://nationalequityatlas.org/indicators/Housing_burden
- ^{xxiii} Human Resource Development Council (HRDC) *Bozeman Community Profile*. Accessed at: <https://thehrdc.org/who-we-serve/bozeman-location/>
- ^{xxiv} All-In Cities (2021) *All-In Cities Policy Toolkit – Community Benefits Agreements*. Accessed at: <https://allincities.org/toolkit/community-benefits-agreements>
- ^{xxv} Inclusionary Housing Incentives (2021). Accessed at: <https://inclusionaryhousing.org/designing-a-policy/land-dedication-incentives/>
- ^{xxvi} The Western Planner (2014) *Strategies to preserve mobile parks and to mitigate displacement when they are closed*. Accessed at <https://www.westernplanner.org/arc/2016/10/30/strategies-to-preserve-mobile-parks-and-to-mitigate-displacement-when-they-are-closed>
- ^{xxvii} Inclusive City Maker (2020) *Accessibility Toolkit: When Complete Streets Help People with Disabilities*. Accessed at: <https://www.inclusivecitymaker.com/complete-streets-help-disabled/>
- ^{xxviii} TriMet (2021) *Transit Equity and Environmental Justice Building Consensus, Creating Connections*. Accessed at: <https://trimet.org/about/transitequity.htm>
- ^{xxix} Streamline – A Program of HRDC (2015) *RouteShout Mobile App Information for Passengers*. Accessed at: <https://streamlinebus.com/rider-info/info-for-passengers/>
- ^{xxx} All-In Cities (2021) *All-In Cities Policy Toolkit Equitable Transit-Oriented Development*. Accessed at: <https://allincities.org/toolkit/equitable-transit-oriented-development>

- xxxⁱ Community Health Needs Assessment Report: Gallatin, Madison & Park Counties, Montana (2017). Accessed at: https://res.cloudinary.com/dpmykpsih/image/upload/bozeman-health-site-321/media/1432/2017_prc_chna_report_bhdh.pdf
- xxxⁱⁱ COMMUNITY HEALTH NEEDS ASSESSMENT: Gallatin, Madison & Park Counties, Montana (2020) Accessed at: <https://www.healthygallatin.org/wp-content/uploads/2020/12/Final-2020-CHNA-Report.pdf>
- xxxⁱⁱⁱ Community Health Needs Assessment: Gallatin, Madison & Park Counties, Montana (2020) Access to Health Care p 218. Accessed at: <https://www.healthygallatin.org/wp-content/uploads/2020/12/Final-2020-CHNA-Report.pdf>
- xxx^{iv} Ibid.
- xxx^v Community Health Needs Assessment: Gallatin, Madison & Park Counties, Montana (2020) *Difficulty Accessing Mental Health Services* p 70-71. Accessed at: <https://www.healthygallatin.org/wp-content/uploads/2020/12/Final-2020-CHNA-Report.pdf>
- xxx^{vi} Ibid.
- xxx^{vii} Montana Department of Public Health and Human Services (2021) *Suicide in Montana Facts, Figures, and Formulas for Prevention*. Accessed at: <https://dphhs.mt.gov/Portals/85/suicideprevention/SuicideinMontana.pdf>
- xxx^{viii} Ibid.
- xxx^{ix} Health Catalyst (2017) *Advancing Health Equity – Data Driven Strategies Reduce Health Inequities*. Accessed at: <https://www.healthcatalyst.com/wp-content/uploads/2017/12/Advancing-Health-Equity%E2%80%93Data-Driven-Strategies-Reduce-Health-Inequities.pdf>
- xⁱ Health, United States (2015) *With Special Feature on Racial and Ethnic Health Disparities*. Accessed at: [https://www.cdc.gov/nchs/data/15.pdf](https://www.cdc.gov/nchs/data/hus/15.pdf)
- xⁱⁱ Rachel R. Hardeman, Eduardo M. Medina, and Katy B. Kozhimannil (2016) Structural Racism and Supporting Black Lives — The Role of Health Professionals. *The New England Journal of Medicine*. Accessed at: <https://www.nejm.org/doi/full/10.1056/NEJMp1609535#t=article>
- xⁱⁱⁱ The Commonwealth Fund (2018) *In Focus: Reducing Racial Disparities in Health Care by Confronting Racism*. Accessed at: <https://www.commonwealthfund.org/publications/2018/sep/focus-reducing-racial-disparities-health-care-confronting-racism>
- x^{liii} American Community Survey (2015-2019 5-Year Estimates) *table S1501*. Accessed at: <https://data.census.gov/cedsci/table?q=Bozeman%20city,%20Montana%20&t=Educational%20Attainment&tid=ACST5Y2019.S1501&moe=false&hidePreview=true>
- x^{liv} Ibid.
- x^{lv} Montana Office of Public Instruction Gems public Dashboard. *Growth and Enhancement of Montana Students, Bozeman High School*. Accessed at: <https://gems.opi.mt.gov/student-data>
- x^{lvi} Ibid.
- x^{lvii} Ibid.
- x^{lviii} Ibid.
- x^{lix} Ibid.

- ⁱ All-In Cities: an Initiative of PolicyLink (2021) *Cradle-to-career systems*. Accessed at: <https://allincities.org/toolkit/cradle-to-career-systems>
- ⁱⁱ Racial Equity Series (2020) *Equity and Expectations: Leading Rural Communities through Unprecedented Pressures*. Accessed at: <https://maec.org/wp-content/uploads/2020/09/MAEC-Rural-Equity-and-Expectations.pdf>
- ⁱⁱⁱ The Ohio Manufacturers' Association INDUSTRY SECTOR PARTNERSHIPS: *WHAT THEY ARE AND WHY THEY WORK*. Accessed at: https://www.ohiomfg.com/wp-content/uploads/Industry_Sector_Partnerships_What_They_Are_and_Why_They_Work.pdf
- ⁱⁱⁱⁱ American Community Survey (2019: ACS 5-Year Estimates Data Profiles) *ACS DEMOGRAPHIC AND HOUSING ESTIMATES, Table DP0*. Accessed at: <https://data.census.gov/cedsci/table?q=1600000US3008950&tid=ACSDP5Y2019.DP05&hidePreview=true>
- ^{liv} OFFICE OF THE ASSISTANT SECRETARY FOR PLANNING AND EVALUATION (2021) *Poverty Guidelines*. Accessed at: <https://aspe.hhs.gov/poverty-guidelines>
- ^{lv} HDRC *Early Childhood Education*. Accessed at: <https://thehrdc.org/early-childhood-education/>
- ^{lvi} OFFICE OF THE ASSISTANT SECRETARY FOR PLANNING AND EVALUATION (2021) *Poverty Guidelines*. Accessed at: <https://aspe.hhs.gov/poverty-guidelines>
- ^{lvii} Living Wage Calculator *Living Wage Calculation for Gallatin County, Montana*. Accessed at: <https://livingwage.mit.edu/counties/30031>
- ^{lviii} OFFICE OF THE ASSISTANT SECRETARY FOR PLANNING AND EVALUATION (2021) *Poverty Guidelines*. Accessed at: <https://aspe.hhs.gov/poverty-guidelines>
- ^{lix} American Community Survey (2015-2019 5-Year Estimates) *Table B23008*. Accessed at: <https://data.census.gov/cedsci/table?q=1600000US3008950&tid=ACSDP5Y2019.DP03&hidePreview=true>
- ^{lx} Bohan-Baker, M., & Little, P. M. D. (2002) *The Transition to Kindergarten: A Review of Current Research and Promising Practices to Involve Families*. Harvard Family Research Project. P. 2. Accessed at: <http://www.hfrp.org/publications-resources/browse-our-publications/the-transition-to-kindergarten-a-review-of-current-research-and-promising-practices-to-involve-families>
- ^{lxi} American Community Survey (2015-2019 5-Year Estimates) *table B14003*. Accessed at: <https://data.census.gov/cedsci/table?q=Bozeman%20city,%20Montana%3A%20B14003&tid=ACSDT5Y2019.B14003&hidePreview=true>
- ^{lxii} Bohan-Baker, M., & Little, P. M. D. (2002) *The Transition to Kindergarten: A Review of Current Research and Promising Practices to Involve Families*. Harvard Family Research Project. P. 2. Accessed at: <https://archive.globalfrp.org/publications-resources/browse-our-publications/the-transition-to-kindergarten-a-review-of-current-research-and-promising-practices-to-involve-families>
- ^{lxiii} Montana Department of Public Health and Human Services *Current STARS Programs*. Accessed at: <https://dphhs.mt.gov/ecfsd/ChildCare/STARS/participants>
- ^{lxiv} National Center for Children in Poverty *Making Work Pay in Montana*. Accessed at: <https://www.nccp.org/publication/making-work-pay-in-montana/>

- ^{lxv} Start with Equity: 14 Priorities to Dismantle Systemic Racism In Early Care And Education (2020) *MOVE TOWARD HOLISTIC, STRENGTHS-BASED, AND AUTHENTIC INTEGRATION*. Accessed at: <https://childandfamilysuccess.asu.edu/sites/default/files/2020-12/14-priorities-equity-121420.pdf>
- ^{lxvi} American Community Survey (2019: ACS 1-Year Estimates Subject Tables) *MEDIAN INCOME IN THE PAST 12 MONTHS (IN 2019 INFLATION-ADJUSTED DOLLARS) Table S1903*. Accessed at: <https://data.census.gov/cedsci/table?q=S1903&tid=ACSS1Y2019.S1903>
- ^{lxvii} American Community Survey (2012) *Statistics for All U.S. Firms by Industry, Gender, and Receipts Size of Firm for the U.S. and States table SBOCS201*. Accessed at: <https://data.census.gov/cedsci/table?q=Bozeman%20firms%20by%20industry&g=1600000US3008950&tid=SBOCS2012.SB1200CSA05&hidePreview=true>
- ^{lxviii} The Crown Act *Creating a Respectful and Open World for Natural Hair*. Accessed at: <https://www.thecrownact.com/about>
- ^{lxix} Center for American Progress (2021) *Small Businesses Get a Boost From a \$15 Minimum Wage*. Accessed at: <https://www.americanprogress.org/issues/economy/reports/2021/02/25/496355/small-businesses-get-boost-15-minimum-wage/>
- ^{lxx} Living Wage Calculator *Living Wage Calculation for Gallatin County, Montana*. Accessed at: <https://livingwage.mit.edu/counties/30031>
- ^{lxxi} Aspen Institute (2021) *To Build Back Better, Job Quality Is the Key*. Accessed at: <https://www.aspeninstitute.org/publications/to-build-back-better-job-quality-is-the-key/>
- ^{lxxii} Pew Trust Economic Mobility Project (2008) *PATHWAYS TO ECONOMIC MOBILITY: KEY INDICATORS* p. 2. Accessed at: https://www.pewtrusts.org/~media/legacy/uploadedfiles/wwwpewtrustsorg/reports/economic_mobility/pewempchartbook12pdf.pdf
- ^{lxxiii} HM Government, Communities and Local Government. (2009). *World class places. The government's strategy for improving quality of place*. London: Communities and Local Government. <http://www.communities.gov.uk/documents/planningandbuilding/pdf/1229344.pdf>.
- ^{lxxiv} American Community Survey (2015-2019 5-Year Estimates) *Table S2801*. Accessed at: <https://data.census.gov/cedsci/table?q=Bozeman%20city,%20Montana%20computer&tid=ACSS5Y2019.S2801&hidePreview=true>
- ^{lxxv} The National Digital Inclusion Alliance *Definitions* Accessed at: <https://www.digitalinclusion.org/definitions/>
- ^{lxxvi} Urban Institute (2018) *Creative Placemaking and Community Safety: Synthesizing Cross-Cutting Themes*. Accessed at: https://www.urban.org/research/publication/creative-placemaking-and-community-safety-synthesizing-cross-cutting-themes/view/full_report
- ^{lxxvii} The Brookings Institution *Bridging the digital divide through digital equity offices* Accessed at: <https://www.brookings.edu/research/bridging-the-digital-divide-through-digital-equity-offices/>
- ^{lxxviii} National Conference on Citizenship *Civic Health Initiative*. Accessed at: <https://ncoc.org/civic-health-initiative/>
- ^{lxxix} Emsi Regional Comparison Table for US, Montana, and Bozeman, MT. Accessed at: https://a.economicmodeling.com/analyst/?t=3NMzJ#h=W6W3R&page=regional_side_by_side_table

^{lxxx} Ibid.

^{lxxx}i Inclusive City Quarterly Report (2021) *City of Bozeman Inclusive City Project Team*. Accessed at: <https://www.bozeman.net/home/showpublisheddocument/11280/637562465141670000>

^{lxxx}ii The Center for Racial Justice Innovation (2009) *Racial Equity Impact Assessment*. Accessed at: https://www.raceforward.org/sites/default/files/RacialJusticeImpactAssessment_v5.pdf



BOZEMAN ^{MT}