

**EDA/EDC – Joint Board Meeting
& Holiday Breakfast
Thursday, December 14, 2023
7:00 A.M. to 9:30 A.M.
Rock31/BSED Building- 201 N Broadway
Zoot Training and Event Space (2nd Floor)**

BIG SKY ED Mission Statement: - Focused on sustaining and growing our region’s vibrant economy and outstanding quality of life, **Big Sky Economic Development** provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.

Agenda items may be rearranged unless an item is listed as having a “time certain”. Action may be taken on any item listed on the Board Agenda.

- 7:00 A.M. Enjoy Breakfast and Conversation**
- 7:10 A.M. Call to Order/Pledge of Allegiance/Roll Call – Judi Powers, EDA Chair**
- 7:15 A.M. Public Comment/Recognitions/Special Announcements and Introductions**
- Team Introductions—Marcell
 - Recognition of EDA/EDC Board Members and Chairs—Steve
 - Member Investor Spotlight—Andrew Newman, Newman Restoration & Cleaning
- 7:35 A.M. Changes to Today’s Agenda**
- 7:36 A.M. Consent Items for Board Action** (EDA & EDC Board Action)
- Minutes—November 9, 2023 (Attachment A)
 - EDA/EDC October Financials (Attachment B)
- 7:40 A.M. Financials—Tami**
- Update—FY ‘23 Audit—Request to Delay Filing (Info) (EDA/EDC Action)
- 7:50 A.M. Program Reports and Action Items**
- Big Sky Finance—Brandon
 - SSBCI Loan Application Approval (Attachment C) (EDC Action)
 - 504 Loan Approval (Attachment D) (EDC Action)
 - Board Resolution-EDA/EDC Agreement (Attachment E) (EDC Action)
 - SBDC and Rock31 Update—Lorene/Kayla (Info)
 - Recruitment/Community Development—Ashley
 - Park, Trails, Rec—Next Steps (Info)
- 8:15 A.M. Executive Director Report—Steve**
- Nominating Committee Recommendations
 - EDA Board Appointments (Action) (EDA)
 - BSED 2024 Officers/Executive Committee (Action) (EDA/EDC)
 - Board Engagement—Define Expectations for ‘24 (Info)
 - Business Leaders—**Building a Safe, Thriving Community** (Attachment F) (Info)
 - Board Roundtable—Reflections from 2023 (Jan. 11 Board Meeting) (Info)
- 8:45 A.M. Public Comment**
- 9:00 A.M. Adjourn**

Next EDA/EDC Board Meeting: January 11 - (7:00AM to 9:00AM), Zoot Training Space, Rock31/BSED Building. Big Sky Economic Development Board of Directors will make reasonable accommodations for known disabilities that may interfere with an individual’s ability to participate. Persons requiring such accommodations should make their requests to Big Sky Economic Development (BSED) as soon as possible before the meeting day. Please call BSED at 406-256-6871.



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT A



EDA/EDC Joint Board Minutes
Thursday, November 9, 2023
7:00 A.M. – 9:00 A.M.
Rock31/BSED Building
Zoot Training and Event Space (2nd Floor)

BIG SKY ED Mission Statement: - Focused on sustaining and growing our region’s vibrant economy and outstanding quality of life, **Big Sky Economic Development** provides leadership and resources for business creation, expansion, retention, new business recruitment and community development.

EDA Board Members Present: Bryan Wood, George Warmer, Kate Vogel Ken Lutton, Riley Bennett, Paul Neutgens, Zachary Dunn

EDA Board Members Absent: Bryce Terpstra, Debbie Desjarlais, Judi Powers, Lucy Aspinwall

EDC Board Members Present: Andy Gott, Bob Wilmouth, Dave Ballard, DJ Clark, Jen Kobza, Jennifer Weaver Kondracki, Keagan Harsha, Kim Jakub, Michael Marsh, Mike Nelson, Mike Seppala, Molly Schwend, Nichole Mehling, Nick Pancheau, Spencer Frederick, Stefani Hicswa, Tyler Wiltgen

EDC Board Members Absent: Ann Kosempa, Craig Bartholomew, DJ Clark, Mac Fogelsong, Mike Phillips

Ex-Officios Present: John Brewer, Kurt Markegard, Pam Purinton

Staff and Guests: Ashley Kavanagh, Ashley Neutgens, Brandon Berger, Bruce Knudsen, Chip Crittenden, Christian Batista, Dan Brooks, Eric Caseres, Dianne Lehm, Emily Sperry, Lorene Hintz, Nik Pedersen, Patrick Klugman, Rich St. John, Sarah Myhre, Scott Twito, Steve Arveschoug, Tami Fleetwood,

Call to Order:

Kim Jakub, EDC Chair, called the meeting to order at 7:00 A.M. with the Pledge of Allegiance.

Public Comment/Recognitions/Special Announcements and Introductions:

Paul Neutgens introduced his guest Ashley Neutgens, General Manager of City Vineyard.

Dianne shared information regarding the Let’s Talk event on November 17th hosted by Steve and Dorothy Dupree with Seventh Generation in the Zoot Training and Event Space. This will be an important conversation in our community around culture.

George introduced Eric Caseres and Bruce Knudsen, new commercial real estate agents with Coldwell. George also introduced Emily Sperry, Marketing Director.

Steve introduced Chief Rich St. John and County Attorney Scott Twito. Steve shared that he received an important phone call from Dr. Wilmouth regarding concerns around public safety. A group of educators and community leaders met and had a dialogue regarding public safety, crime, and our community given the events of the last week. Steve shared that the business community feels a sense of ownership rising to the surface in our community. Steve felt the best thing for the Board is to receive a briefing from Chief St. John and County Attorney Twito on the following questions: 1) What does the business community need to understand about crime and

public safety? 2) What can we do now and in the long term as a business community? Chief St. John shared that the events of the last week were a tragedy and a bit of an anomaly due to the fact of the timeline in which they occurred and the fact that they are not connected. Chief St. John shared that there are three strategies moving forward: Prevention, Intervention and Enforcement. Prevention includes taking efforts as a community whether at home, school, or through outside organizations to sway juveniles from getting into a lifestyle of crime and gang involvement. Intervention includes that when we interact with an individual or juvenile that we build rapport and trust to help sway them from this path. Enforcement makes arrests, aggressively investigate, and hold these individuals accountable. Overall, we need support in the community to establish programs that aid in the intervention strategy. Chief St. John highlighted the work of the Boys and Girls Club and how this can assist with many of the current needs such as building rapport, programs, and giving juveniles places to go. County Attorney Scott Twito shared updates on his office's response to the three shootings last week. Dr. Wilmouth shared that most importantly justice was swift and served. After a horrific event like this, the first thing the college does is look in the mirror and reflect on what can be done differently. The college focuses on prevention and preparation. Messaging internally at Rocky Mountain College for students is to be careful and intentional with their actions.

D'Vaughn Hayes, TDS Fiber Project Update

D'Vaughn Hayes is the Associate Manager of Field Marketing in Billings. D'Vaughn shared an update on the history and services provided by TDS. D'Vaughn specifically highlighted the community benefits because of the technology and business solutions offered by TDS. Steve thanked TDS for being a Member Investor and their contribution and partnership.

George Warmer-Real Estate Market Update

George shared updates on the real estate market. George reviewed the median absorption since 2009. With interest rates increasing the absorption is dropping somewhat and inventory is increasing. George shared an update on cap rates. Cap rates are the return on investment from the purchase of a commercial property. Montana had a 5.9% job growth since COVID, which is a reminder that people are still drawn to Montana. George shared a historical map of office delinquency, small offices are doing much better than larger offices based on their historical averages. George shared the Coldwell Banker Commercial newsletter. George reviewed that since 2013 we could see the ebb and flow of commercial real estate. George reviewed market trending by price -small office availability in our market is very tight. Mid-town or Westend small offices are challenging to locate now. Downtown still has availability of small offices, but spaces are being used creatively. New construction lease rates are \$35-\$40 per square foot. Industrial space is continuing to climb with lease rates.

Agenda Changes:

Steve will present on Marcell's behalf. The Executive Director portion of the agenda will be moved before program reports and action items.

Consent Items for Board Action

Approval of September 14, 2023, Board Meeting Minutes

Motion: Andy Gott to approve the September 14, 2023, Board Meeting Minutes, as presented to the Board.

Second: John Ostlund

Discussion: None

Motion: Carried

Approval of October 24, 2023, Electronic Meeting Minutes

Motion: Andy Gott to approve the October 24, 2023, Board Meeting Minutes, as presented to the Board.

Second: John Ostlund

Discussion: None

Motion: Carried

Financial Matters-Tami

EDA/EDC Financials for September 2023

Motion: Andy Gott to approve the EDA/EDC September 2023 financials as presented to the Board.

Second: John Ostlund

Discussion: None

Motion: Carried

Executive Director Report-Steve

EDA Board Openings Nominating Committee Process

There are two openings on the EDA Board. Applications are open and the deadline to submit applications is November 30th. The Nominating Committee will meet the following day to conduct interviews and we will provide recommendations to the Executive Committee and Board for approval to forward to the County Commissioners for consideration.

FYI-December Board Meeting-Breakfast

The December 14th Board Meeting will include a holiday breakfast. We will recognize Board Chairs and outgoing Board Members. The meeting will be held from 7:00am to 9:30am.

Steve shared an update on BSED's Reimbursement Development agreement in partnership with Coca-Cola. BSED received the first reimbursement check from the City of Billings which will be distributed into the Opportunity Fund. We had previously contributed funds to extend the water and sewer line with an agreement that when there were additional hookups, we would receive a reimbursement. Steve highlighted the great partnership with the City of Billings and Coca-Cola who contributed funds to extending water and sewers. The work BSED and Coca-Cola were able to do with the City is now returning some investment that can be used in the future.

Steve shared updates regarding the election this week and on the ballot was the Parks, Rec and Trails Bond. Steve thanked Kim for her leadership and vision and for Par Montana's commitment to develop amenities in our community. Kim thanked the group for their contributions through volunteer time and funding. Kim shared that the result was disappointing, but we are looking forward to the next steps. Steve acknowledged Thom on the BSED team for his time and energy toward this effort. Steve shared that one of our pillars as an organization is Community Development which is why we said building out infrastructure in our community is very important. Community Development includes not only water and sewer and public safety, but also includes amenities that are key to the quality of life in our community. We are asked repeatedly about the quality of the workforce and that ties in directly with community amenities. Steve shared that there are three factors to consider moving forward 1) as community think of community success in a comprehensive way 2) we must think of this strategically and proactively 3) proceed together-when this community comes together, we can get things done. In December we will begin to think about Strategic Priorities for next year. The Chamber, City Council, Commissioners and BSED would like to see us come together and have common elements that we can work on as a community in partnership. Coming together is important in defining the next steps so we can get on the same page. A Joint Strategy Partners Board meeting will be held in December.

Program Reports Action Items

Big Sky Finance-Brandon

504 Loans

- I. Big Sky EDC is requesting approval to submit to the US Small Business Administration the following SBA 504 loan request. The Big Sky EDC Loan Committee has reviewed the request and recommends approval to the full EDC Board for submission to the SBA for final approval. The request meets all the underwriting and eligibility requirements of EDC.
 1. **Hunter Bay LLLP / HBCORE, LLC** – Purpose of this request is for the asset purchase consisting of existing commercial real estate and equipment associated with a business acquisition for Hunter Bay LLLP. The project is in Englewood, CO. This will be an expansion of Hunter Bay's current operation which is based out of Missoula and Lolo, MT. Hunter Bay's operations consist primarily of a wholesale coffee roaster. They

also operate two retail locations: one in Missoula and the other in Arvada, CO. The acquisition of this coffee roasting business will provide capacity to continue their expansion in the Colorado market. Hunter Bay Coffee Roasters was started in 1991, and the business being acquired was started in 1993.

The total SBA debenture will be \$1,198,000 on a 25-year note comprising 40% of the total project costs. Big Sky EDC and the SBA will be in a 2nd lien position on the real and personal property behind First Security Bank, Division of Glacier Bank (Missoula). There will be 4 jobs retained resulting from the acquisition. The project will meet Community Development goals of being in a HUBZone and a Small Manufacturer.

Motion: Spencer Frederick to approve the SBA 504 Loan Request Hunter Bay LLP/HBCore, LLC in the amount of \$1,198,000 as presented to the Board.

Second: Nick Pancheau

Discussion: None

Abstained: Mike Seppala

Motion: Carried

Summer Jobs Program MOU-Steve

Steve reviewed the Memorandum of Understanding between American Jobs for America's Youth Montana and Big Sky Economic Development. This agreement is consistent with last year's MOU. This would be BSED's third year participating in this program and the program will be a primary focus for the Workforce Development Manager.

Motion: Mike Marsh to approve the Summer Jobs Program MOU as presented to the Board.

Second: Riley Benett

Discussion: None

Motion: Carried

BSED Facilities-Light Bike Trail MOU-Sarah

Sarah reviewed the Memorandum of Understanding between the Downtown Billings Alliance and Big Sky Economic Development to install a LightBike in the alleyway located behind the BSED building.

Motion: Riley Bennett to approve the Light Bike Trail MOU as presented to the Board.

Second: Ken Lutton

Discussion: None

Motion: Carried

VBOC Quarterly Update-Rick

Rick shared an update on the VBOC program. Recently, the Governor was in Billings to speak about the new bill that has passed for Veteran's retirement pension tax reduction. Rick shared an update on training and outreach activities. Steve shared that we are working to hire a VBOC project manager to assist with counseling and training efforts. Steve thanked Rick for his efforts running the program. Kim Jakub thanked Rick for his service.

Annual Meeting Recap-Board Feedback-Steve

Steve asked for feedback on the Annual Meeting including areas of success and improvement. Steve shared that he thought the event was fantastic and thanked Marcell for her work coordinating and planning the event. The Board shared that the panel discussion was very informational. Steve invited the Board to reach out to Marcell with any additional thoughts.

Member Investor Program Update-Patrick

Patrick highlighted four new Member Investors: Berkshire Hathaway, Greater Good Health, Merrill, and Turley Dental Care. There are currently 140 Member Investors with a goal of 160. The four new member investors generate a net revenue of \$9,500. Twenty-Five Member Investors moved from the grandfathered \$1000 level to \$1500 including Mountain Plains Equity and Coldwell Banker. Patrick shared his anticipation moving forward that includes referrals from Board Members. Patrick is having conversations with True North Steel, Aflac, First Federal

Bank, and Employer Flexible. A Member Investor lunch is scheduled at Briggs Distributing in November and a Member Investor Committee meeting is also scheduled for November. Kim thanked Patrick for his hard work in the Member Investor Program. Patrick shared some highlights from the Bus Tour. There were 41 attendees for this event. Patrick asked for any thoughts or feedback on the Bus Tour. The Board shared that they appreciated the opportunity to engage with community and other Board members and the education.

Air Service Strategy Update-Ashley

Ashley shared an update on air service which has been a priority. BSED hosted an Elevating Air Service event in partnership with the Chamber and the Billings Logan International Airport. 125 participants attended this event at the Northern along with 30 community leaders, member investors, and Board members. Participation and discussion exceeded expectations. Three actions came from these meetings: 1) the need for letters of support as the airlines are looking for direct impact on the community and those living in Billings, 2) community guidance-share success stories, expansion plans to show airlines the growth in Billings 3) community match for SCASD grant-we have approximately \$90,000 remaining in that match. Ashley also highlighted a few items that came up during the air service event. One item that was discussed was intercity travel. Ashley asked if Board Members had interest in intercity travel, to provide examples of why it's necessary and that we would be able to fill those seats. Ashley encouraged the Board to fly out of Billings, so airlines see improved service out of Billings. Next week Ashley will be at Southwest Airlines in Dallas. Visit Billings and Jeff Roach from the airport will meet with executives along with Ashley who previously met at the Airservice Rendezvous. Lastly, Ashley announced that the Airservice Rendezvous will be hosted in Billings in 2024.

Confirming Previous Action-EDC Board Nomination (filling a vacancy)

Steve noted that Keagan Harsha was voted to fill the vacant seat on the EDC Board previously held by Justin Martin. This process was completed as part of the EDC election process, but due to timing was not formally brought before the Board for approval.

Motion: Andy Gott to approve previous action of the EDC Board Nomination of Keagan Harsha as presented to the Board.

Second: Mike Marsh

Discussion: None

Motion: Carried

Public Comment:

Steve acknowledged Keagan, Nicole, and Molly for attending their first meeting as new Board members.

Steve asked the Board for edits and feedback on the draft Executive Director job description.

Adjourn

Motion: Dave Ballard to adjourn the meeting.

Second: Ken Lutton

Discussion: None

Motion: Passed

Kim Jakub adjourned the meeting at 8:54am

Next Meeting – December 14, 2023

Respectfully submitted,

Debbie Desjarlais, EDA Secretary/Treasurer

Nick Pancheau, EDC Secretary/Treasurer

When approved, minutes and meeting materials will be filed electronically in the Big Sky EDA office.

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BIG SKY
ECONOMIC DEVELOPMENT

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ATTACHMENT B

Big Sky EDA
Statements of Operations-Actual vs Budget
For the Month and YTD Ended October 31, 2023

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
Operating Revenue							
County Taxes Mill Levy Revenue	\$ 1,463,368	\$ 1,436,001	\$ 27,367	\$ 1,463,705	\$ 1,436,001	\$ 27,704	\$ 1,476,001
Entitlement	-	-	-	67,166	67,166	-	268,665
Health Ins Mill Levy Revenue	7,950	9,169	(1,219)	29,150	36,358	(7,208)	110,240
Recovery of Protested Taxes	-	-	-	-	-	-	1,000
Department of Defense - APEX	65,000	73,348	(8,348)	256,700	293,390	(36,690)	880,171
EDC Reimbursement	67,220	64,740	2,480	259,838	276,553	(16,715)	794,476
EPA Brownfields CA	8,705	25,237	(16,532)	42,683	100,947	(58,264)	302,841
EPA Brownfields Grant Admin	-	-	-	4,293	7,623	(3,330)	30,492
APEX Advisor Agreement Support	3,000	3,000	-	12,000	12,000	-	36,000
MT Dept of Commerce - SBDC	11,250	11,250	-	45,000	45,000	-	135,000
SBA - VBOC	13,794	25,417	(11,623)	59,169	101,667	(42,498)	305,000
Rock31 Membership Revenue	6,619	6,250	369	30,250	25,000	5,250	75,000
Zoot/Other Room Rent Revenue	229	417	(188)	2,575	1,667	908	5,000
Rock31 Barista Rent Revenue	775	700	75	3,100	2,800	300	8,400
Grant Administration	-	-	-	375	1,000	(625)	9,000
Total Operating Revenue	1,647,910	1,655,529	(7,619)	2,276,004	2,407,172	(131,168)	4,437,286
Operating Expense							
Salaries/Wages	137,290	162,616	(25,326)	538,211	623,779	(85,568)	1,987,806
Employer Contributions	44,396	50,748	(6,352)	163,976	194,288	(30,312)	605,895
Advertising	-	117	(117)	1,500	467	1,033	1,400
Barista Equipment Maintenance	-	208	(208)	-	833	(833)	2,500
Barista Supplies	-	42	(42)	-	167	(167)	500
Board Expenses	242	83	159	674	333	341	6,000
Brownfields CA Expenses	8,705	27,750	(19,045)	46,976	111,333	(64,357)	333,333
Building Art and Decor	-	421	(421)	310	1,683	(1,373)	15,050
Building Operations/Maintenance	6,569	8,071	(1,502)	29,669	31,217	(1,548)	91,150
Community Development Projects	(43)	(1,054)	1,011	(43)	(854)	811	49,667
Conferences	790	3,656	(2,866)	5,910	9,988	(4,078)	26,400
Contingency	-	-	-	-	-	-	50,000
Dues/Subscriptions/Memberships	22,803	3,527	19,276	52,868	35,188	17,680	70,145
Event Expense	490	-	490	2,873	-	2,873	-
Hosted Meetings	157	408	(251)	1,572	1,758	(186)	5,650
Insurance	4,114	6,235	(2,121)	18,474	23,941	(5,467)	71,630
Marketing	1,492	7,708	(6,216)	14,237	32,602	(18,365)	94,075
Office Equip & Furn < \$5000	8,689	833	7,856	16,534	5,417	11,117	12,084
Office Expense and Supplies	2,002	2,411	(409)	8,805	9,644	(839)	28,932
Professional Development	3,725	3,115	610	6,887	11,290	(4,403)	35,700
Professional Fees							
Accounting	8,000	30,000	(22,000)	30,400	30,000	400	34,500
Consulting	-	2,917	(2,917)	-	11,667	(11,667)	35,000
HR Consulting	3,695	1,833	1,862	8,761	7,333	1,428	22,000
Legal Fees	-	250	(250)	876	1,000	(124)	3,000
Other	-	1,667	(1,667)	5	6,667	(6,662)	20,000
Total Professional Fees	11,695	36,667	(24,972)	40,042	56,667	(16,625)	114,500
Property Tax Protests	-	3,750	(3,750)	-	15,000	(15,000)	45,000
APEX Subcenter	35,000	46,547	(11,547)	142,311	186,190	(43,879)	558,569
Rent	877	1,979	(1,102)	3,507	8,604	(5,097)	22,599
Repairs	2,510	950	1,560	5,666	3,800	1,866	11,400
Rock 31 Outreach	-	417	(417)	-	1,667	(1,667)	5,000
Special Assessments BID	-	-	-	-	-	-	2,500
Sponsorships	500	833	(333)	2,020	3,333	(1,313)	11,000
Staff Expenses	1,270	866	404	3,508	4,541	(1,033)	14,700
Strategic Priorities	-	-	-	-	-	-	15,000
Suspense	(2)	-	(2)	-	-	-	-
TEDD	-	-	-	-	-	-	1,000
Telecommunications	4,186	4,861	(675)	16,992	19,394	(2,402)	56,375
Travel	4,054	5,556	(1,502)	23,940	24,787	(847)	77,725
Miscellaneous	(427)	108	(535)	1,570	433	1,137	3,000
Total Operating Expense	301,084	379,429	(78,345)	1,148,989	1,417,490	(268,501)	4,426,285
Net Operating Revenue (Expense)	1,346,826	1,276,100	70,726	1,127,015	989,682	137,333	11,001

Big Sky EDA
Statements of Operations-Actual vs Budget
For the Month and YTD Ended October 31, 2023

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
Non-Operating Income/Expense							
Non-Operating Income							
Interest Income	4,578	2,083	2,495	16,158	8,333	7,825	25,000
Total Non-Operating Income	4,578	2,083	2,495	16,158	8,333	7,825	25,000
Non-Operating Expense							
Amortization Expense	119	109	10	470	438	32	1,313
Depreciation Expense	21,781	22,990	(1,209)	87,124	90,170	(3,046)	261,373
Interest Expense	54	63	(9)	223	250	(27)	750
Total Non-Operating Expense	21,954	23,162	(1,208)	87,817	90,858	(3,041)	263,436
Net Non-Operating Income (Expense)	(17,376)	(21,079)	3,703	(71,659)	(82,525)	10,866	(238,436)
Change in Net Assets	\$ 1,329,450	\$ 1,255,021	\$ 74,429	\$ 1,055,356	\$ 907,157	\$ 148,199	\$ (227,435)

Big Sky EDA
Balance Sheet - Comparison with Previous Year
As of October 31, 2023

	October 31, 2023	October 31, 2022	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
Main Operating - FIB	\$ 848,255	\$ 312,945	\$ 535,310	171%
Recovered Property Taxes - FIB	626	626	-	0%
Operating Reserve - FIB	252,039	251,465	574	0%
Reserve for Replacement - FIB	134,657	194,349	(59,692)	(31%)
Opportunity Fund Bank Accounts	746,474	734,430	12,044	2%
Opportunity Fund CDs-current	1,758,677	1,734,416	24,261	1%
Yellowstone County Funds	361,285	167,670	193,615	115%
Total Checking/Savings	4,102,013	3,395,901	706,112	21%
Accounts Receivable				
Accounts Receivable	71,921	146,310	(74,389)	(51%)
Accounts Receivable - APEX	196,331 *	138,207	58,124	42%
Accounts Receivable - SBDC	22,500	12,949	9,551	74%
Accounts Receivable - VBOC	42,607	72,151	(29,544)	(41%)
Accounts Receivable-Brownfields	52,693	-	52,693	100%
Total Accounts Receivable	386,052	369,617	16,435	4%
Other Current Assets				
Due To/Due From EDC	135,351	63,309	72,042	114%
Tax Levy Receivable	1,456,913	1,338,285	118,628	9%
Tax Levy Receivable - Protested	3,122	57	3,065	5,377%
Allowance for Doubtful Accts	(3,122)	(57)	(3,065)	(5,377%)
American Revenue Guarantee	6,887	6,887	-	0%
Prepaid Expenses	41,008	8,377	32,631	390%
Undeposited Funds	-	1,691	(1,691)	(100%)
Total Other Current Assets	1,640,159	1,418,549	221,610	16%
Total Current Assets	6,128,224	5,184,067	944,157	18%
Fixed Assets				
Construction in Progress	-	4,640,898	(4,640,898)	(100%)
Bank Building - Land	301,750	301,750	-	0%
Bank Building - Building	6,303,890	1,473,250	4,830,640	328%
Furniture	227,169	-	227,169	100%
Equipment	6,700	-	6,700	100%
Barista Equipment	12,000	12,000	-	0%
Accumulated Depreciation	(344,405)	(99,023)	(245,382)	(248%)
Total Fixed Assets	6,507,104	6,328,875	178,229	3%
Other Assets				
Deferred Outflow of Resources	90,930	129,336	(38,406)	(30%)
Opportunity Fund CDs-Noncurrent	-	642,380	(642,380)	(100%)
Deposit	173	5,181	(5,008)	(97%)
Cabelas Conduit x0603	4,896	289	4,607	1,594%
Right of Use Asset	6,206	7,568	(1,362)	(18%)
Total Other Assets	102,205	784,754	(682,549)	(87%)
TOTAL ASSETS	\$ 12,737,533	\$ 12,297,696	\$ 439,837	4%

Big Sky EDA
Balance Sheet - Comparison with Previous Year
As of October 31, 2023

	October 31, 2023	October 31, 2022	\$ Change	% Change
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$ 121,394 *	\$ 154,230	\$ (32,836)	(21%)
Credit Cards	16,868	14,317	2,551	18%
Other Current Liabilities				
Contributions Payable	25,000	-	25,000	100%
Accrued Expenses	112,896	89,287	23,609	26%
Compensated Absences	166,189	162,949	3,240	2%
Payroll Liabilities	(717)	(978)	261	27%
Deferred Revenues	24,000	28,127	(4,127)	(15%)
Total Other Current Liabilities	327,368	279,385	47,983	17%
Total Current Liabilities	465,630	447,932	17,698	4%
Long Term Liabilities				
Deferred Inflow of Resources	204,425	386,724	(182,299)	(47%)
Pension Liability	628,001	563,223	64,778	12%
Lease Liability	6,207	7,568	(1,361)	(18%)
Total Long Term Liabilities	838,633	957,515	(118,882)	(12%)
Total Liabilities	1,304,263	1,405,447	(101,184)	(7%)
Equity				
Net Assets	7,666,804	7,242,523	424,281	6%
Contributed Capital	3,193,580	3,193,580	-	0%
Prior Period Adjustment	(482,470)	(482,470)	-	0%
Net Income	1,055,356	938,616	116,740	12%
Total Equity	11,433,270	10,892,249	541,021	5%
TOTAL LIABILITIES & EQUITY	\$ 12,737,533	\$ 12,297,696	\$ 439,837	4%

* Includes estimate for current month for APEX receivable and APEX subcenter payable

Big Sky Economic Development Corporation
Statement of Operations - Actual vs Budget
For the Month and YTD Ended October 31, 2023

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
Operating Revenue							
504 Loan Servicing	\$ 33,750	\$ 35,417	\$ (1,667)	\$ 137,176	\$ 141,667	\$ (4,491)	\$ 425,000
504 Loan Origination	8,040	16,500	(8,460)	25,265	66,000	(40,735)	198,000
504 Loan Closing Attorney Fees	2,500	2,083	417	7,500	8,333	(833)	25,000
Federal EDA RLF Loan Orig	-	208	(208)	-	833	(833)	2,500
Float Income	-	-	-	-	-	-	20,000
Member Investment	75,950	85,000	(9,050)	108,950	118,000	(9,050)	308,500
Federal EDA RLF Loan Interest	4,184	4,333	(149)	18,809	17,333	1,476	52,000
RLF Business Loan Interest	907	1,000	(93)	3,748	4,000	(252)	12,000
Stabilization Loan Interest	-	-	-	14	18	(4)	18
SSBCI Orig Fees/Loan Interest	2,124	1,500	624	8,801	6,000	2,801	18,000
Loan Processing Fee Income	-	2,083	(2,083)	7,975	8,333	(358)	25,000
Grant Administration	-	-	-	2,853	1,875	978	7,500
Donation Income	10,000	-	10,000	10,250	-	10,250	-
Total Operating Revenue	137,455	148,124	(10,669)	331,341	372,392	(41,051)	1,093,518
Operating Expense							
Advertising	-	-	-	-	50	(50)	200
Board Expenses	-	42	(42)	106	292	(186)	1,000
Business Accelerator	-	-	-	-	-	-	10,000
Business Recruitment and Expans	6,750	1,458	5,292	7,990	5,833	2,157	17,500
Conferences	-	-	-	29	1,000	(971)	4,000
Contingency	-	-	-	-	-	-	10,000
Dues and Subscriptions	5,641	1,538	4,103	9,215	6,150	3,065	18,450
EDA Reimbursement	67,220	64,740	2,480	259,838	276,553	(16,715)	794,476
Event Expense	21,767	2,417	19,350	24,831	11,167	13,664	35,000
Hosted Meeting Expense	176	908	(732)	527	3,633	(3,106)	10,900
Insurance	1,014	950	64	3,780	3,652	128	11,250
Loan Expenses	546	1,500	(954)	896	6,000	(5,104)	18,000
Marketing	3,329	2,583	746	23,939	10,333	13,606	31,000
Membership Development	613	708	(95)	841	2,833	(1,992)	8,500
Office Equip & Furn < \$5000	-	-	-	329	-	329	-
Office Expenses and Supplies	45	175	(130)	363	550	(187)	1,650
Postage	-	108	(108)	3	446	(443)	1,350
Professional Development	50	375	(325)	3,900	1,500	2,400	4,500
Professional Fees							
Accounting	5,000	5,000	-	19,000	19,000	-	22,000
Consulting	-	6,833	(6,833)	-	9,333	(9,333)	17,000
Legal Fees	-	417	(417)	1,600	1,667	(67)	5,000
Attorney Fees - 504 Closing	-	-	-	8,000	7,500	500	25,000
Total Professional Fees	5,000	12,250	(7,250)	28,600	37,500	(8,900)	69,000
Rent	387	500	(113)	1,606	2,000	(394)	6,000
Rock31 Outreach	-	333	(333)	-	333	(333)	3,000
Sponsorships	-	-	-	2,670	-	2,670	2,150
Staff Expenses	-	83	(83)	478	358	120	1,100
Telecommunications	270	335	(65)	885	1,340	(455)	4,020
Travel	3,914	2,250	1,664	10,592	9,000	1,592	27,000
Miscellaneous	60	-	60	505	-	505	-
Total Operating Expense	116,782	93,253	23,529	381,923	380,523	1,400	1,090,046
Net Operating Revenue (Expense)	20,673	54,871	(34,198)	(50,582)	(8,131)	(42,451)	3,472

Big Sky Economic Development Corporation
Statement of Operations - Actual vs Budget
For the Month and YTD Ended October 31, 2023

	Month			YTD			Fiscal Year
	Actual	Budget	Variance	Actual	Budget	Variance	Annual Budget
Non-Operating Income/Expense							
Non-Operating Income							
Federal Grant Revenue	-	-	-	225,000	225,000	-	585,000
Interest Income	203	158	45	753	633	120	1,900
Total Non-Operating Income	203	158	45	225,753	225,633	120	586,900
Non-Operating Expense							
Bad Debt Expense	4,000	-	4,000	4,000	3,750	250	15,000
Total Non-Operating Expense	4,000	-	4,000	4,000	3,750	250	15,000
Net Non-Operating Income (Expense)	(3,797)	158	(3,955)	221,753	221,883	(130)	571,900
Change in Net Assets	\$ 16,876	\$ 55,029	\$ (38,153)	\$ 171,171	\$ 213,752	\$ (42,581)	\$ 575,372

Big Sky Economic Development Corporation
Balance Sheet - Comparison with Previous Year
As of October 31, 2023

	October 31, 2023	October 31, 2022	\$ Change	% Change
ASSETS				
Current Assets				
Checking/Savings				
FIB Main Operating	\$ 57,270	\$ 27,475	\$ 29,795	108%
FIB x0594-Coulson Park	86,576	76,537	10,039	13%
FIB/Stockman - SSBCI Principal	547,151	445,165	101,986	23%
FIB - Long Term Reserve	250,000	250,000	-	0%
FIB - Opportunity Fund	60,933	60,903	30	0%
FIB - Federal EDA RLF	223,242	197,921	25,321	13%
FIB - RLF	315,342	269,960	45,382	17%
Charles Schwab Investment Accou	-	-	-	0%
Total Checking/Savings	<u>1,540,514</u>	<u>1,327,961</u>	<u>212,553</u>	<u>16%</u>
Accounts Receivable				
Pledges Receivable	2,500	62,000	(59,500)	(96%)
Accounts Receivable	105,950	113,250	(7,300)	(6%)
Total Accounts Receivable	<u>108,450</u>	<u>175,250</u>	<u>(66,800)</u>	<u>(38%)</u>
Other Current Assets				
Fed EDA RLF Portfolio - Current	105,714	43,628	62,086	142%
RLF Portfolio - Current	22,840	21,741	1,099	5%
SSBCI Portfolio - Current	29,525	29,822	(297)	(1%)
Stabilization - Current	2,557	29,773	(27,216)	(91%)
Prepaid Expenses	1,381	-	1,381	100%
Total Other Current Assets	<u>162,017</u>	<u>124,964</u>	<u>37,053</u>	<u>30%</u>
Total Current Assets	<u>1,810,981</u>	<u>1,628,175</u>	<u>182,806</u>	<u>11%</u>
Other Assets				
Fed EDA RLF - Non-Current	1,217,858	610,555	607,303	99%
RLF Portfolio - Non-Current	167,999	200,949	(32,950)	(16%)
SSBCI Portfolio - Non-Current	754,708	795,368	(40,660)	(5%)
Stabilization - Non-Current	-	7,506	(7,506)	(100%)
Allowance for Loan Losses	(20,150)	(23,856)	3,706	16%
Total Other Assets	<u>2,120,415</u>	<u>1,590,522</u>	<u>529,893</u>	<u>33%</u>
TOTAL ASSETS	<u>\$ 3,931,396</u>	<u>\$ 3,218,697</u>	<u>\$ 712,699</u>	<u>22%</u>
LIABILITIES & EQUITY				
Liabilities				
Current Liabilities				
Accounts Payable	\$ 101,648	\$ 10,309	\$ 91,339	886%
Credit Cards	10,108	10,931	(823)	(8%)
Other Current Liabilities				
Due to/Due From EDA	135,351	106,677	28,674	27%
Accrued Expenses	6,000	44	5,956	13,536%
Total Other Current Liabilities	<u>141,351</u>	<u>106,721</u>	<u>34,630</u>	<u>32%</u>
Total Current Liabilities	<u>253,107</u>	<u>127,961</u>	<u>125,146</u>	<u>98%</u>
Total Liabilities	<u>253,107</u>	<u>127,961</u>	<u>125,146</u>	<u>98%</u>
Equity				
Retained Earnings	3,507,118	2,939,820	567,298	19%
Net Income	171,171	150,916	20,255	13%
Total Equity	<u>3,678,289</u>	<u>3,090,736</u>	<u>587,553</u>	<u>19%</u>
TOTAL LIABILITIES & EQUITY	<u>\$ 3,931,396</u>	<u>\$ 3,218,697</u>	<u>\$ 712,699</u>	<u>22%</u>



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT C

Big Sky Economic Development Corporation

Ventures Credit Memo – MT SSBCI 2.0

Lion's Head Enterprises, Inc.

Tuesday, December 5, 2023

1. Borrowers And Operating Company

	% Owned	Guarantee?
EPC Borrower		
Heart Rock, LLC		No
Anthony D. Prill	100.00%	Yes
Operating Company		
Lion's Head Enterprises, Inc.		Yes
Anthony D. Prill	100.00%	Yes

2. Executive Summary

Borrower(s):	Heart Rock, LLC		
Guarantor(s):	Lion's Head Enterprises, Inc. / Anthony D. Prill		
Operating Company:	Lion's Head Enterprises, Inc.		
Nature of Business:	458110-Clothing and Clothing Accessories Retailers		
Loan Amount:	\$243,500.00		
Loan Term (mos.):	240		
Loan Purpose:	Straight Purchase		
Location:	3220 Pureview Lane B4, Billings, MT 59102		
Loan Officer:	Brandon Berger		
Loan Officer Phone:	406-869-8403		
Interest Rate Index:	MT SSBCI		
SSBCI Rate:	3.50%	LHSB Rate:	8.02%
		All In Rate:	5.76%
Adjustment Period:	N/A - Fixed	Number of I/O Periods:	0.00

2.1. Loan Purpose and Benefit to Operating Company

Purpose of the request is for the purchase of a commercial warehouse/shop space located at 3220 Pureview Lane Unit B4, Billings, MT. This is a newly constructed commercial condo unit which will be utilized by ACES for the vehicle wrap part of their business. They no longer have the space to do the vehicle wraps at their current location, thus the need for this acquisition.

Financing: Financing structure is being proposed to utilize the MT SSBCI loan participation program. Big Sky EDC will participate with Little Horn State Bank (primary lender) on a 50/50 basis. Big Sky EDC is requesting the use of funds, up to 50% of the total project financing, from the MT SSBCI program through the state of Montana. The total purchase price is \$487,000 for the commercial real estate unit. Little Horn State Bank will provide \$243,500 on a 20-year note at 8.02% (50% of total financing). Big Sky EDC, utilizing the MT SSBCI funds, will provide \$243,500 for 20 years at 3.5%. This will be in the form of a bifurcated note and both LHSB and BSEDC (MT SSBCI) will be in a shared 1st lien position. No equity injection is required by LHSB. No appraisal is being required, but LHSB has ordered a market evaluation on the subject property. Repayment will be in monthly payments to LHSB and then BSED's portion transferred to us (P&I) on a monthly basis. LHSB processes the payments and services the loan. They are paid a 0.5% fee which is included in the 3.5% SSBCI rate. MT SSBCI rate is fixed for the term of the note.

Collateral: Project is for the purchase of a commercial condo warehouse space at 3220 Pureview Lane, Unit B4, Billings, MT. Building consists of a shop/warehouse space with two overhead doors, one in front and one in back providing ability to drive a vehicle through, and an attached office area. Occupancy will be 100% by operating company. This is a new construction unit.

Loan request meets the requirements of the MT SSBCI loan program.

ACES started in the vehicle wrap business approximately 8 years ago. During this time, they have been able to utilize space in their current location. There was enough space, and an overhead door, where they could fit a single car. Anything larger had to be done outside. He has also been having to do this from his personal garage due to the growth and demand for this service. The purchase of this warehouse facility will provide the company with the necessary space to apply the vehicle wrap and other vehicle decals. They will be able to wrap larger vehicles, including semi's, RV's and boats. This business expansion provides ACES with a competitive advantage in the marketplace and a service that is currently limited in Billings. Additionally, they have had to expand their embroidery line at their current location, moving it into the space that was being utilized for the vehicle wraps.

ACES Brand Imaging is a local and family-owned business that provides quality image branding services including embroidery, screen printing, logo design, signs, and large format printing. Based in Billings, MT, the company is known nationwide for branding corporate identity on caps, jackets, shirts, and hundreds of other types of clothing and accessories.

ACES offer a full line of services and a team of creative professionals to produce and customize virtually anything one can dream up.

Their state-of-the-art facility ships daily and offers one of the quickest turnarounds in the industry. No order is too small or large. They are always in step with the latest embroidery technology and industry trends. Their work is second to none and always guaranteed.

ACES focus on embroidery, and one will never pay high prices for their product choice. They offer many brands, from Nike to Columbia, Tri-Mountain to Timberline – all at rock bottom prices.

2.2. Project Costs

Item	Loan	Other Financing	Injection	Project Cost
Purchase Land & Building ¹	\$243,500.00	\$243,500.00	\$0.00	\$487,000.00
Total Project Costs	\$243,500.00	\$243,500.00	\$0.00	\$487,000.00

¹ Financing will utilize the MT SSBCI 2.0. Loan will be a bifurcated note between Little Horn State Bank and Big Sky EDC, each financing 50% of total project. LHSB is not requiring any cash down.

2.3. Financing

Source	Amount	Term	%	P&I	Amort	Rate	Lien
Big Sky Economic Development Corporation	\$243,500.00	240	50.00%	\$1,412.20	240	3.50%	1st
Little Horn State Bank	\$243,500.00	240	50.00%	\$2,040.71	240	8.02%	1st
Total Financing	\$487,000.00	Total Monthly P&I Payment		\$3,452.91	Total Annualized Payments		\$41,434.92
Prepayment Penalty:	No						



BIG SKY
ECONOMIC DEVELOPMENT

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ATTACHMENT D

SBA 504 Loan Requests

I. Big Sky EDC is requesting approval to submit to the US Small Business Administration the following SBA 504 loan request. The Big Sky EDC Loan Committee has reviewed the request and recommends approval to the full EDC Board for submission to the SBA for final approval. The request meets all the underwriting and eligibility requirements of EDC.

1. **LOCKWOOD VETERINARY SERVICE, INC.** – Purpose of this request is for the construction of a new building on existing commercial real estate for Lockwood Veterinary Service, Inc. Project is the construction of a new veterinary practice building at their current location in Lockwood. This will be an expansion of their existing practice. Dr. Jody Anderson has owned and operated the practice since acquiring it in 2010. The practice has been in existence since 1991. Lockwood Veterinary Service offers preventative and general maintenance care for household pets along with emergency services, surgery, and pharmacy services. The practice also provides care to small farm livestock and regulatory horse work.

The total SBA debenture will be \$869,000 on a 25-year note comprising 40% of the total project costs. Big Sky EDC and the SBA will be in a 2nd lien position on the real property behind Western Security Bank, Division of Glacier Bank. Five new jobs are projected to be created in the next 2 years. The project will meet a Public Policy goal for being a Woman Owned Business.



BIG SKY
ECONOMIC DEVELOPMENT

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ATTACHMENT E

A RESOLUTION

BIG SKY ECONOMIC DEVELOPMENT CORPORATION

Whereas, the Board of Directors of BIG SKY ECONOMIC DEVELOPMENT CORPORATION, a Montana Non-Profit Corporation (BIG SKY EDC), desires to maximize the level of coordination between BIG SKY EDC and other regional economic development programs in its service area; and

WHEREAS, Big Sky Economic Development Authority, a Montana Non-Profit Corporation (BIG SKY EDA), is the regional economic development organization in the BIG SKY EDC service area; and

WHEREAS, the Board of Directors of BIG SKY EDC desires to maintain its long standing, mutually beneficial relationship with BIG SKY EDA which was responsible for the creation and development of BIG SKY EDC;

NOW, THEREFORE, BE IT RESOLVED:

Section 1.

That for the following reasons the Board of Directors of BIG SKY EDC believes it to be in the best interests of BIG SKY EDC to secure from BIG SKY EDA all management services, all marketing, packaging, processing, closing, servicing, and liquidation functions attendant to BIG SKY EDC lending activities, and all necessary support services:

- BIG SKY EDA staff who are engaged in lending and other regional economic development activities are fully knowledgeable of BIG SKY EDC and of the rules and regulations governing its lending operations, having been the staff for BIG SKY EDC since its inception.
- As the regional economic development agency, BIG SKY EDA brings a high degree of public accountability to BIG SKY EDC activities.
- BIG SKY EDA provides a level of visibility and a range of contacts across the BIG SKY EDC service area that BIG SKY EDC alone could not readily develop and sustain.
- BIG SKY EDA has provided all necessary facilities and staff services to BIG SKY EDC, and the organizations have been co-located since BIG SKY EDC's inception.

Section 2.

This agreement between BIG SKY EDC and BIG SKY EDA is in compliance with 13 CFR §120.823, §120.824 and §120.825 and with the requirements of the U. S. Small Business Administration Loan Program.

That the agreement between BIG SKY EDC and BIG SKY EDA is subject to pre-approval and yearly review by the U.S. Small Business Administration; and,

That BIG SKY EDC and its Board of Directors understand that annual submission of the agreement between BIG SKY EDC and BIG SKY EDA to the U.S. Small Business Administration is required with submission of the Annual Report.

Approved by the Board of Directors of the BIG SKY EDC on the ___ day of _____ 2023.

BIG SKY ECONOMIC DEVELOPMENT
CORPORATION

Attest: _____
Name: Nick Pancheau
Title: Secretary

By: _____
Name: Kim Jakub
Title: Board Chair



BIG SKY
ECONOMIC DEVELOPMENT

EDA • EDC CREATING MONTANA BUSINESS OPPORTUNITIES

ATTACHMENT F

Strategic Goal: Improve the Health and Safety of Billings

November 30, 2023 - DRAFT

Objective: Reduce Family Violence

Action Steps:

- Sign a memorandum of understanding with YWCA to share the cost of a full-time family justice center coordinator. (BPD, YWCA)
- Explore a multi-jurisdictional family violence investigation unit with and without additional personnel. (BPD and Legal)
- Implement the Family Justice Center strategic plan. (BPD, Legal, YWCA, Admin)
- Establish intervention strategies for junior high and high school aged kids. (Council, SD2)
- Establish intervention strategies for adults involved in unhealthy abusive relationships (SNAP, WIC, TANF LIHEAP, Medicaid/Healthy Montana Kids)
- Increase public awareness of family violence/message campaign (PIO)

Objective: Increase Criminal Intervention Strategies

Action Steps:

- Analyze resources necessary to properly assess intervention programs and facilities to meet our needs.

Objective: Reduce Violent and Property Crime

Action Steps:

- Use crime data to focus intensive policing efforts in high-risk areas. (BPD)
- Increase police presence during peak crime hours. (BPD)
- Expand streets crime unit with two gang specialists. (BPD)
- Expand patrol division as budget resources allow. (BPD, Admin.)
- Conduct warrant roundups. (BPD, Courts)
- Maintain commitment to Project Safe Neighborhood. (US Attorney, BPD, Sheriff, and other agencies)
- Support nuisance property team to proactively enforce code violations and reduce crime. (CE)
- Use “shot spotter” technology to shorten response times. (BPD and Federal Partners)
- Contract with Yellowstone County for a short-term pre-arraignment misdemeanor hold facility. (CJCC Subcommittee)
- Partner with Yellowstone County to determine the scope of a jail expansion. (CJCC Subcommittee)
- Partner with Yellowstone County to determine the needs of the juvenile justice system, to appropriately intervene and rehabilitate our youth. (CJCC Subcommittee)

Objective: Improve Downtown Safety

Action Steps:

- Continued officer presence through added bike patrol and foot patrols. *(BPD)*
- Focused policing to improve officer presence, reduce theft and vagrancy *(BPD)*
- Improve community and business engagement *(Admin, Council, BPD, Chamber, BSED)*
- Support Downtown CPTED efforts *(BPD, Downtown, Chamber, Admin, Council)*

Objective: Improve Traffic Safety

Action Steps:

- Establish tactical enforcement at problem areas *(BPD) – are these the same?*
- Implement focused policing areas *(BPD)*
- Continue implementation of Community Transportation Safety Plan with state and local partners *(BPD, BFD, MPO, PIO)*
- Incorporate technology strategies to improve compliance and enforcement *(BPD)*
- Propose legislation to maximize technology as a tool to improve safety *(Council)*
- Increase public education through outreach initiatives areas *(BPD, PIO, Council)*

Objective: Increase Levels of Fire Service

Action Steps:

- Amend BUFSA agreement to adequately fund the resources and services provided. *(Admin and County officials)*
- Create Fire System Development Charges/Impact Fees *(BFD and Finance)*
- Convert station 8 from an MRT base to a fully operable fire station. (14 personnel) *(BFD)*
- Educate the community on the necessity for Fire Station 9. *(BFD)*
- Procure funding to staff Fire Station 9. (14 personnel) *(BFD)*

Objective: Increase Levels of Emergency Medical Services

Action Steps:

- Establish one additional Crisis Response Units/total of 3. *(BFD)*
- Establish two more mobile response teams/total of 4 *(BFD)*
- Rewrite EMS ordinance. *(BFD)*
- Acquire a contract with a private agency to provide EMS transport within city limits. *(BFD)*
- Develop a mobile integrated health and community paramedicine Program. *(BFD, Riverstone)*

Objective: Maximize Effectiveness of Public Safety Services

Action Steps:

- Complete CGL analysis of the municipal courts and prosecution and implement recommendations. *(Legal, Courts)*
- Conduct an update to the CPSM analysis for the police and fire departments. *(Admin)*
- Provide 1/4ly reports to the Council and public on our ongoing efforts to improve safety across all city segments of the criminal justice system.

Objective: Create a Public Safety Communication Plan

Action Steps:

- Create public facing data dashboard (BPD, BFD, Admin, PIO)
- Provide quarterly reports to Council (*BPD, BFD, CE, Legal, Courts*)
- Provide annual report to Council (*BPD, BFD, CE, Legal, Courts*)
- Establish education and/or outreach program(s) (*BPD, BFD, CE, Legal, Courts*)
- Establish PSA campaigns (i.e., resource education, timely topics, etc.) (*PIO*)
- Create public engagement plan (*PIO*)
- Reinforce departmental messaging (*PIO*)

Objective: Prevent Crime (this will be proposed as our 1st Objective however, for Monday's meeting it is last because it will be discussed during a FUTURE work session. I want the council to know we are working on it)

Objective: Identify, Activate, Expand and Support Innovative Crime Prevention Efforts

***develop a reporting protocol for all city supported partnerships that report results related to the Community Health Needs Assessment and Crime Tracking Data**

Action Steps:

1. Call together all youth service/program providers to develop a comprehensive list of what is currently underway, identify gaps and compare against evidence based proven successful programs to prioritize and resource. (Council, Admin, Riverstone)
2. Encourage and support coordinated systemic approaches to substance misuse, mental health and housing supports through joint coalition work in the community (i.e. joint work of SAC and CoC)
3. Expand home visiting programs like the Nurse Family Partnership to meet the needs of the city. (*RiverStone, Council, Admin*)
4. Support integration of Substance Abuse Connect and Continuum of Care. (Admin, Council)
5. Implement CPTED assessments in the top 10 parks with high crime rates (*CTED Team*)
6. Facilitate expanded or revitalized neighborhood watch programs through our established Community Task Force groups. (BPD Volunteer Corps)
7. Update curfew ordinance (*Legal*)
8. Support existing youth education and awareness campaign with SD2/Private Schools and Universities (*Council, Admin, PIO*)
 - Assure that we are sharing program efforts through our PIO outlets and with City employees the evidence- based strategies working in the community (Riverstone, SAC, etc.)
 - Suicide prevention (QPR or signs of suicide)
 - Healthy relationships and consent
 - Substance Use Prevention – Peer pressure resistance
 - Supports for keeping kids in school (increase attendance rates)
9. Adopt and redistribute education and awareness campaign efforts with community partners (e.g. nonprofits, medical providers, etc) (*Council, Admin, PIO*)
10. Partner to help expand Friends of the Children of Eastern Montana and other mentor programs (*Communities that Care/Riverstone, Big Brothers/Big Sisters, Friends of the Children, etc.*)

11. Tumbleweed?
12. Implement graffiti abatement program for city owned properties as well as continuing coordination with BPD on all graffiti complaints.
13. Expand Friends of the Children of Eastern Montana/mentor programs (*Communities that Care/Riverstone*)
14. Implement “Grown in Billings” childhood initiative (*Thriving Youth & Families Group/Riverstone*)
 - Parenting Montana (parentingmontana.org)
 - Interventions that develop relational health between child/parent (safe, stable, nurturing relationships)
15. Expand recreation programming participation throughout the city with partnerships at schools, churches and other available facilities. (*Parks & Rec*) YES
16. Create an Indigenous Grand Parents Council (*Seven Generations, Council, Admin*)
17. Identify specific action items to help children overcome the effects of ACEs (*Parks and Rec, Library, Council, Admin, The Y, Boys & Girls Club, Boys and Girls Ranch, etc.*)
 - HOPE project work with PCEs – Best Beginnings Coalition
18. Become a trauma informed city (*UNKNOWN*)
19. Allocate resources and support through policy coordination and promotion development of Permanent supportive & affordable housing
20. Anti-recidivism supports at the municipal court level for people coming out of jail from short term stays for low level/non-violent crimes (ie. Crimes of homelessness)
 - increase quality and quantity of court case management employees?
21. Zoning rules enforcement – built environment – derelict properties management.
22. Create safe housing standards.
23. Consider maximum rent increase ordinance.
24. Elder Abuse prevention through greater supports for Seniors?
25. Childcare quality, access, and affordability.
26. Adult education opportunities/job training/employment support programs.
27. To explore as a model – developing communities of opportunity (<https://www.coopartnerships.org/>)
28. Interventions for at risk 10-14 year old children – youth empowerment groups / after school activities