



## **GALAVAN Five-Year Service Improvement Plan**

prepared for

**GALAVAN**

and the

**Human Resource Development Council**

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## **Introduction**

The advisory board of GALAVAN requested that the Western Transportation Institute at Montana State University – Bozeman (WTI) produce a five-year service improvement plan that would provide information to the board, so that it would be able to make informed decisions about immediate and long-term operations. The board was interested in specific recommendations as to possible service improvements including expanding service hours, providing more service to the City of Belgrade, and possible expansion to Three Forks, Manhattan or Four Corners. The board further wanted to ensure that the current service was being delivered in the most effective and efficient manner possible. In addition, the City of Bozeman and Gallatin County have begun preliminary planning for a public transportation system and GALAVAN is interested in how it may interface with such a system.

In order to focus on each of the items highlighted by the Board, the plan is divided into the following sections:

- Current Operations
  - Current Operational Review
  - Census Data Trends
  - Public/Client Survey
  - Staff/Advisory Board Survey
- Service Improvement Options
  - Short-term Recommendations
  - Medium-term Recommendations
  - Long-term Recommendations
- Potential Impacts of a Bozeman Transit System
- Summary and Conclusions

To obtain the data necessary for this project, individuals from the Western Transportation Institute rode on GALAVAN's vehicles, interviewed the director, surveyed the advisory board and GALAVAN staff, and surveyed a targeted group of individuals. Data was also obtained from the United States Census, and from GALAVAN's operational and financial reports.

The Western Transportation Institute acknowledges and appreciates the support and assistance of the GALAVAN advisory board and the staff of GALAVAN, especially the time and effort of the director, Steven Potuzak.

## Current Operations

Currently a successful and popular service in Bozeman and between Bozeman and Belgrade, GALAVAN provides rides primarily to people age 60 and older, and to persons with disabilities. Low-income individuals can also obtain rides on GALAVAN. GALAVAN is a division of the Human Resource Development Council (HRDC). The director of GALAVAN is responsible for its day-to-day operations, and is assisted in longer-term decisions by an Advisory Board.

In operation since 1973, GALAVAN first began as the Retired Senior Volunteer Program's "Mini-Bus". The Mini-Bus was used to transport volunteers from the valley into Bozeman work sites. In the late 1970's, the service became the Senior Transportation Service, operated by Thrift Stations. In 1984, when Thrift Stations could no longer keep up with the demand for service, the Human Resource Development Council District IX became the program's sponsor. When HRDC took over the Gallatin Area Van program, it shortened the name to the present GALAVAN. Later HRDC developed an in-house agreement so that GALAVAN would provide transportation for the Head Start program.

GALAVAN service was initially provided within Bozeman, Monday through Friday from 8:00 am until 5:00 pm with no service from noon until 1:00 pm. In March of 1997, one day of service was reinstated to Belgrade, Three Forks and Manhattan. In July of 2000, evening, as well as service on both Saturdays and Sundays, was added. Belgrade received a second day of service beginning in September of 2001. Table 1 provides an overview of GALAVAN's current service.

**Table 1: Galvan Service Schedule**

Day of Week	Hours of Service*	Belgrade Service	Three Forks /Manhattan Service
Monday	8:00 am – 5:00 pm		
Tuesday	8:00 am – 5:00 pm	Yes	Yes
Wednesday	8:00 am – 5:00 pm		
Thursday	8:00 am – 5:00 pm		
Friday	8:00 am – 8:00 pm	Yes	
Saturday	9:00 am – 5:00 pm		
Sunday	8:30 am – 2:00 pm		

\* There is a break in service between noon and 1:00 pm during weekdays.

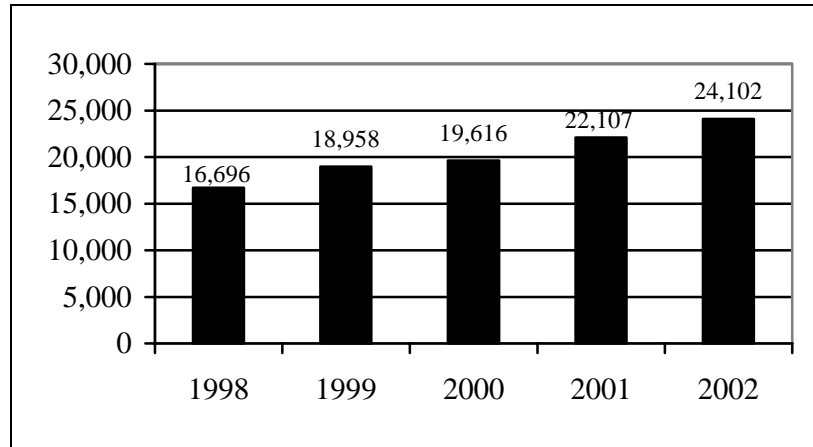
As of December 2002 GALAVAN operated five vehicles. Two are smaller seven-passenger vans that utilize a ramp for wheelchair access. The remaining three vehicles are larger "cutaway" vehicles that can carry an average of fifteen passengers and utilize a lift for wheelchair access. Local repair shops maintain the vehicles.

There are currently six individuals on the GALAVAN staff. The staff includes the director, one full-time and four part-time drivers. The director functions as the main dispatcher, and may drive a vehicle if it becomes necessary. In order to provide additional "administrative" time for the director, the operations were modified in 2001 to have one of the drivers spend approximately twenty hours per week scheduling/dispatching the vehicles.



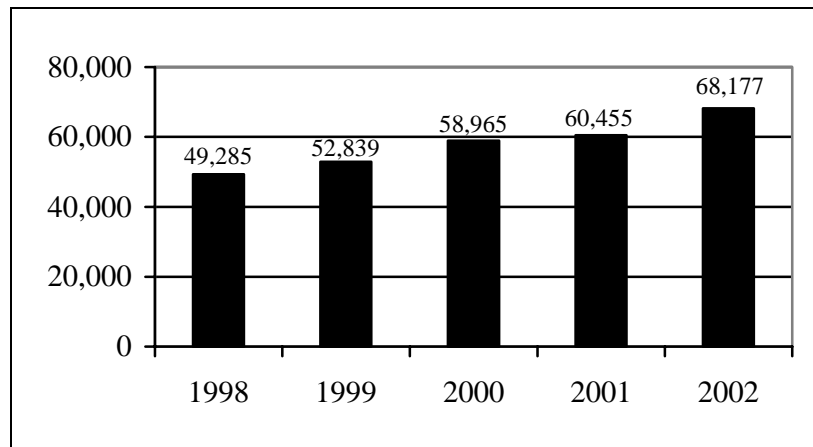
## Operational Review

The operational review provides a historic perspective on GALAVAN's operations. From this review, trends can be analyzed and issues addressed. The review focused on operational and financial data that provided an analysis of how efficient GALAVAN has been with its resources. The number of rides provided by GALAVAN has grown significantly in the past five years. The total rides provided by GALAVAN have increased from 16,696 in Fiscal Year 1998 to 24,102 in FY2002, or 44.4% (Figure 1).



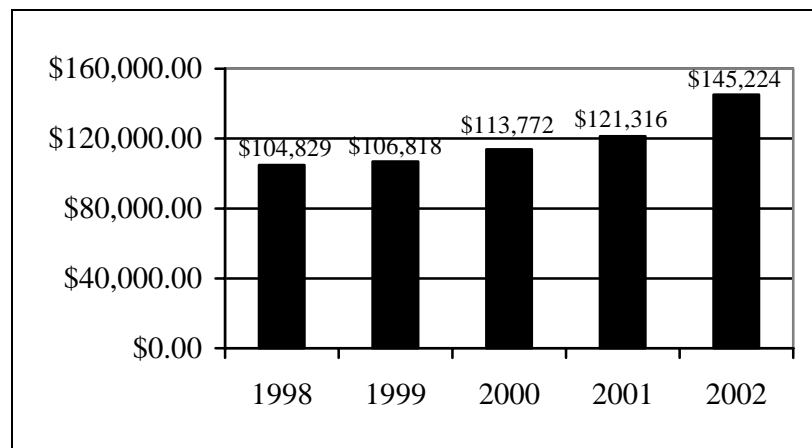
**Figure 1: Total Rides FY1998-2002**

The total miles have also increased, from 49,285 miles in FY1998 to 68,177 miles in FY2002, for a 38.3% increase (Figure 2). The increase in mileage is a function of more rides being requested, along with additional service being offered to Belgrade. The total mileage includes the miles accumulated while passengers are on-board (typically referred to as “revenue miles”) and while there are no passengers on board (typically referred to as “deadhead miles”).



**Figure 2: Total Miles FY1998-2002**

Costs have been increasing, but at a rate that is less than the increase in mileage or rides. Figure 3 shows the increase in GALAVAN's operating expenses for the past five years (FY98-FY02). The amounts in Figure 3 have been adjusted for inflation by using constant (2002) dollars.



**Figure 3: GALAVAN's Operating Expenses FY1998-FY2002 (2002 Dollars)**

The formula for adjusting dollar amounts, such as in Figure 3 is as follows:

**Inflation Adjusted Amount** = Actual Amount (base year) X Inflation Adjustment (2002 base year)

For example, in FY1998 the actual operating expenses for GALAVAN were \$95,473. Using the formula above, we get an inflation-adjusted figure of \$104,829 based on the following:

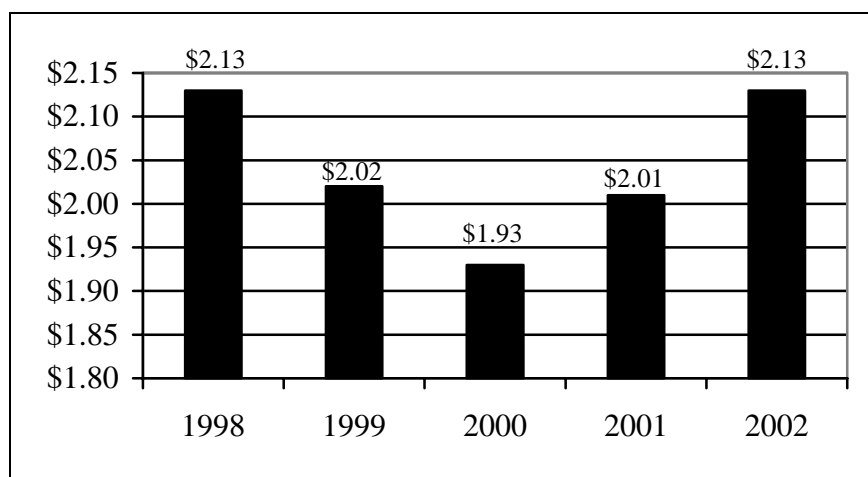
**\$104,829 (1998 expenses in 2002 dollars)** = \$95,473 (1998 base year) X 1.098 (adjustment)

Table 2 shows the adjustment figures used for each year to establish constant (2002) dollars. These figures come from the U.S. Department of Labor, Bureau of Labor Statistics, for the Consumer Price Index-All Urban Consumers (CPI-U).

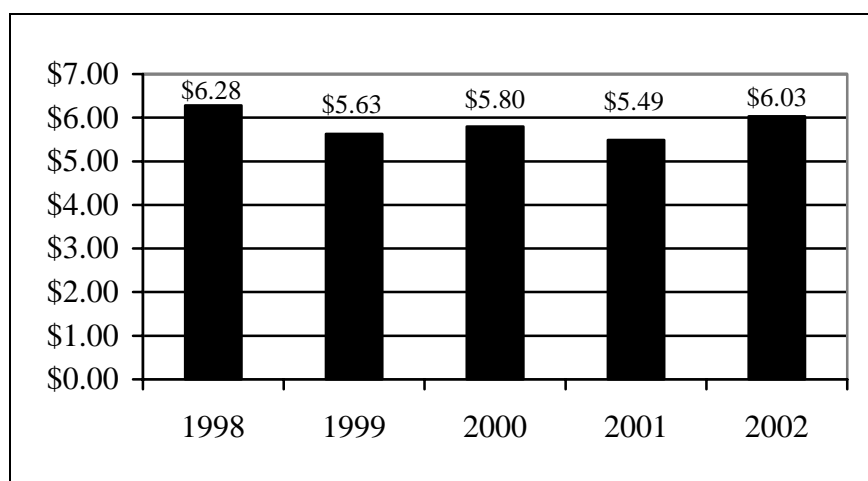
**Table 2: Inflation Adjustment Figures**

Year	Inflation (Adjustment) Figure
2002	1.0
2001	1.01
2000	1.039
1999	1.074
1998	1.098

Accounting for inflation, the average cost per mile has remained unchanged from \$2.13 in FY1998 to \$2.13 in FY2002 (Figure 4). The cost per ride has actually decreased, from \$6.28 in FY1998 to \$6.03 in FY2002, a decrease of 4.0% (Figure 5). A detailed analysis of GALAVAN's operating and budget data is provided in Appendix A.



**Figure 4: Cost Per Mile FY1998-FY2002 (2002 Dollars)**



**Figure 5: Cost Per Ride FY1998-FY2002 (2002 Dollars)**

The information for Figures 1 and 2 comes from GALAVAN's quarterly reports provided to the Montana Department of Transportation. The operating expenses and figures used to calculate the cost per mile and cost per ride are from the HRDC general ledger system, and are different than the figures in the MDT quarterly reports, due to year-end adjustments and corrections.

GALAVAN's operational budget and costs are comparable with other providers within the state. Table 3 compares several of GALAVAN's operational factors with other transportation providers for calendar year 2001. The Flathead County Council on Aging operates Eagle

Transit. The system is open to the general public. While most of the service is demand-responsive, Eagle Transit provides one deviated route (checkpoint route) in Kalispell. Helena Dial-A-Ride is similar to Eagle Transit in that it is open to the general public and operates mostly on a demand-responsive basis with one checkpoint route.

**Table 3: Operational Comparison (Calendar Year 2001)**

Parameter	GALAVAN	Eagle Transit	Helena Dial-A-Ride
Operations Budget	\$140,804	\$294,218	\$314,877
Rides	23,373	51,396	39,397
Vehicle Miles	64,681	92,474	96,767
Rides per Mile	.36	.56	.41
Cost per Trip	\$6.02	\$5.72	\$7.99
Cost per Mile	\$2.18	\$3.18	\$3.25

Data was also collected on who rides GALAVAN and how frequently they use the service. Of the 403 clients who rode GALAVAN at least once during calendar year 2001, 8% of the clients (33 out of 403) accounted for 50% of the total rides (11,530 out of 23,088). Further, approximately 23% of the clients (94 out of 403) accounted for 80% of the total rides. The analysis also indicates that approximately 61% of the clients (244 out of 403) averaged only two rides (one roundtrip) or less per month. This shows that the majority of rides provided by GALAVAN are given to a few of its total riders. Table A-5 (Appendix A) provides a complete analysis of client rides.

An analysis of non-residential destinations of GALAVAN's clients for calendar year 2001 assisted in determining where and why clients are riding GALAVAN. Trips to the Bozeman Senior Citizen Center are separated from each other as to the purpose of the trip. Table 4 provides a list of the top twenty non-residential destinations of GALAVAN riders.

**Table 4: Top 20 Non-residential Destinations of GALAVAN Clients**

Destination	Number of Rides	% of Total Rides
Bozeman Senior Citizen Center (General)	2,229	9.4%
Highland Park Medical Center	410	1.8%
County Market (IGA)	364	1.6%
Mall	334	1.4%
Bozeman Senior Citizen Center (Adult Day Care)	324	1.4%
Wal-Mart	294	1.3%
Bozeman Senior Citizen Center (RSVP)	260	1.1%
Bozeman Public Library	211	0.9%
Montana State University	190	0.8%
Alta Physical Therapy	147	0.6%
Bobcat Lodge	142	0.6%
Bozeman Senior High School	139	0.6%
Town & Country Foods	122	0.5%
NYE's Clothesline	118	0.5%
Bozeman Senior Citizen Center (Other)	107	0.5%
Albertson's	100	0.4%
Mack's Beauty & Barber Salon	94	0.4%
Holiday Inn	82	0.4%
Safeway	65	0.3%
Oscor Drug	62	0.3%
Smith's	62	0.3%
Total Top 20 Destinations	5,856	25.4%

A further analysis of the rides was conducted to determine characteristics such as the percentage of rides cancelled, no shows, etc. Two random weeks of manifests were selected for analysis. Of the rides that are scheduled, approximately 10% are later cancelled, and about 2% are "attempted", that is that the vehicle arrives for a pick-up, but the client is not there. When picking up the clients, GALAVAN is early for pick-ups for 58% of the rides and on time for pick-ups about 5% of the time. Early is defined as being at the pick-up point at least one minute before the scheduled arrival time, while on time is being at the pick up point exactly at the scheduled time. For the remaining 37% of pick-ups, GALAVAN is at least one minute late. The average time a rider spends on a GALAVAN vehicle is just over ten minutes.

### **Budget Review**

As highlighted by some of the previous operating figures, GALAVAN's costs are increasing at a rate similar to, or lower than the growth of the operations, as measured by total miles or total rides. Allowing for inflation by utilizing 2002 dollars, the total operating expenses have increased from \$104,829 in FY1998 to \$145,224 in FY2002, a total of 39% (see Appendix A, Table A-1). Table A-2 in Appendix A, provides an analysis of the revenue and expense factors included in GALAVAN's budget. Table A-3 shows a similar analysis, but uses 2002 dollars to

account for inflation. Table A-4 illustrates the significance of the various revenue and expense categories within the budget.

As is true with most transit providers, GALAVAN's salaries and benefits are its largest expense, averaging over 75% of the budget. The cost of insurance, which has remained constant for the past five years, has nearly tripled for FY2003, and will impact the budget. This increase in insurance is due in part to the tragedy on September 11, 2001 and a reduction in returns in the stock market. Transportation providers nationwide are encountering similar insurance increases. Perhaps the most positive note about the budget is that GALAVAN has had excess revenue (a "profit") for four of the past five years.

When preparing to expand, or consider additional service, it is necessary for planning purposes to determine the cost per hour of operations. Because GALAVAN provides demand responsive transportation, it is difficult to know the exact vehicle hours of the system. For example, based on the number of rides requested, two vehicles may operate the entire day, or perhaps one vehicle operates the entire day, with one vehicle operating 70% of the day. By using an average number of vehicles in operation during any given day, and the hours they may operate, a reasonable estimate can be obtained. Table 5 shows the calculations used to determine the total hours of service. Fifty weeks of service were used in the calculations because GALAVAN does not operate between Christmas and New Year's Day, or on other major holidays.

**Table 5: Annual Vehicle Hour Analysis**

Day of Week	Vehicle Hours Per Day				Total Vehicle Hours
	Vehicle #1	Vehicle #2	Vehicle #3	Vehicle #4	
Monday	8	8	0	0	16
Tuesday	9	8	7	2	26
Wednesday	8	8	6	1	23
Thursday	8	8	4	0	20
Friday	11	8	7	1	27
Saturday	8	0	0	0	8
Sunday	5.5	0	0	0	5.5
Weekly Total					125.5
Annual Total (based on 50 weeks of operations)					6,275
Annual Total (at 90 percent of calculated hours)					5,648
Annual Total (at 110 percent of calculated hours)					6,903

Once the vehicle hours have been estimated, the total budget can be divided by the hours to determine the hourly rate of service per vehicle. Using the FY 2002 total expenses of \$145,224 as reported in Table A-1, and utilizing the estimates of annual service hours calculated in Table 5, the cost per hour is estimated to be in the range of \$21.04 per hour to \$25.71 per hour, as shown in Table 6.

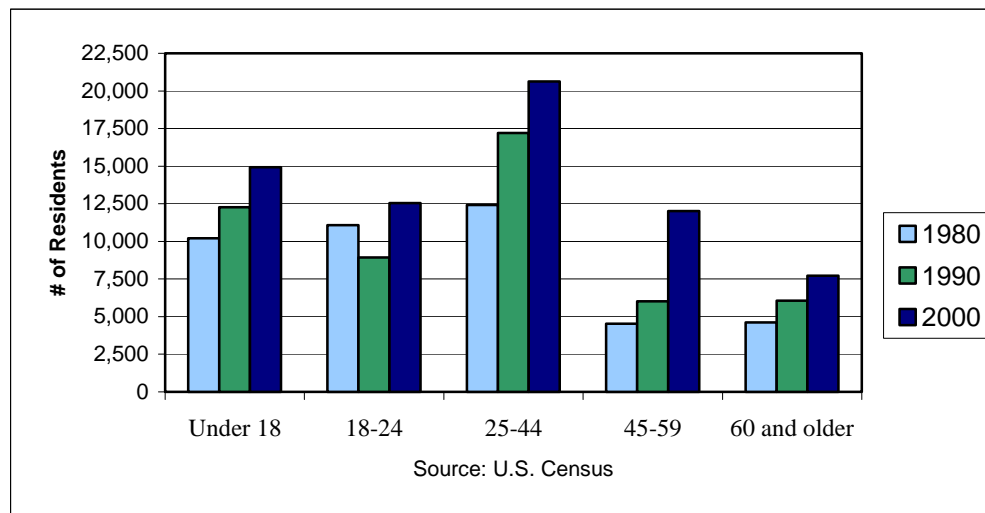
**Table 6: Cost per Vehicle Hour Analysis**

FY02 Operating Expenses	Annual Vehicle Hours	Cost per Vehicle Hour
\$145,224	6,275 (baseline)	\$23.14
\$145,224	5,648 (90%)	\$25.71
\$145,224	6,903 (110%)	\$21.04
Average Cost per Hour		\$23.30

The average cost per hour calculated in Table 5 could be used to determine the effect of adding service. However, using this figure would calculate a total cost higher than the actual cost. This is due to the fact that the \$23.30 hourly rate includes all costs, such as the director's time. The true costs of the additional service would be lower than the \$23.30 per hour, and would only include the variable costs incurred, such as additional driver time, additional fuel and oil, and perhaps a cost for maintenance. Also, additional service would have to be evaluated against the current driver schedule to account for shifting schedules, or trying to get drivers to work for short periods, such as two hours.

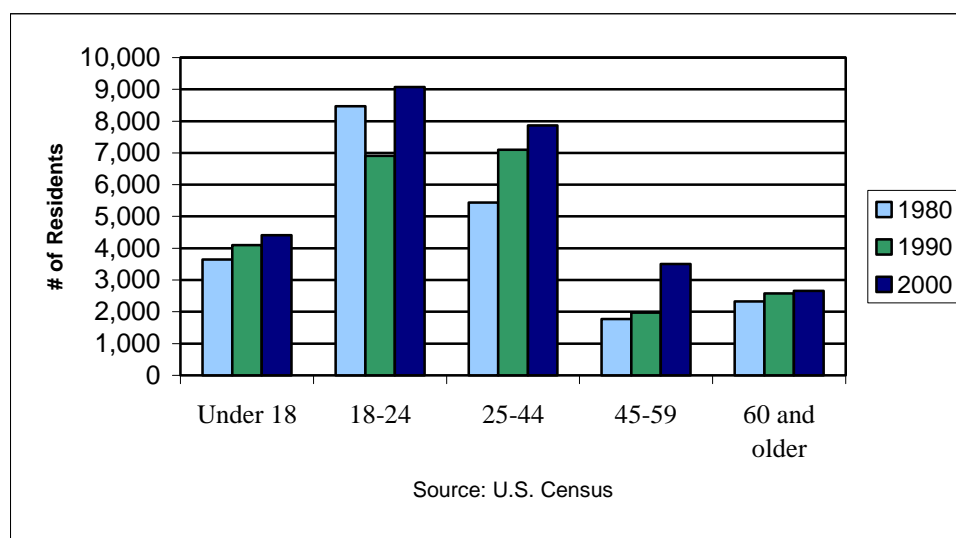
### **Population Trends**

The need for GALAVAN's transportation services will continue to increase as the population of Gallatin County and Bozeman increases. Gallatin County's population grew from 42,865 in 1980 to 50,463 in 1990, and to 67,831 in 2000. That is an increase of 18% from 1980 to 1990, and an increase of 34% from 1990 to 2000. In that same period the number of residents aged 60 and older grew from 4,613 in 1980 to 6,061 in 1990, and to 7,714 in 2000. That is a growth rate of 31% from 1980 to 1990, and 27% from 1990 to 2000. It is projected that by 2020 the population of those 65 and over will increase to 9,031, an increase of over 56% from 2000. Figure 6 provides a graphical representation of the population growth of certain age categories in Gallatin County.



**Figure 6: Growth of selected population categories in Gallatin County**

As part of the growing Gallatin County, the population of Bozeman has also grown, but at a rate lower than the County's. The total population of Bozeman grew from 21,645 in 1980 to 22,660 in 1990, and to 27,509 in 2000. That equals a growth rate of 5% from 1980 to 1990, and 21% from 1990 to 2000. During that same period, the number of residents aged 60 and over grew from 2,322 in 1980 to 2,583 in 1990 and to 2,663 in 2000. The associated growth rates for the population 60 and older are 11% from 1980 to 1990 and 3% from 1990 to 2000. Figure 7 provides a graphical representation of the growth in certain age categories for residents living in the City of Bozeman.



**Figure 7: Growth of selected population categories in Bozeman**

In addition to individuals aged 60 and older, individuals with disabilities also utilize GALAVAN. In FY2002, 32% of the rides provided by GALAVAN were for people with disabilities. The people in this category “Disabled” were individuals with a disability and less than 60 years old. The number of individuals with disabilities in Gallatin County is expected to increase from approximately 487 people in 2000 to 790 people in 2020, an increase of just over 62%. Appendix D provides a further analysis of census information.

The data indicates that while the Gallatin County grows, more people are living outside of the City of Bozeman. This trend may impact the need and demand for service outside of Bozeman, GALAVAN’s core service area. As discussed in the proposal of this project, service may need to be enhanced in the “central valley” area of Gallatin County, as depicted in Figure 8.





**Figure 8: “Central Valley” Service Area**

While the census data does show a growing number of individuals living outside of GALAVAN’s core service area, the costs in providing additional service to the central valley area must be considered, as well as the expected demand for such service.

### **Client/Public Surveys**

To enhance the information and trends extrapolated from the census data, a survey was distributed to individuals who would likely be eligible for GALAVAN’s services. Surveys were distributed to senior citizens at the Senior Centers in Three Forks, Manhattan and Belgrade. Surveys were also distributed to individuals who “appeared” to be potential riders at the County Market in Bozeman as well as at the Winter Fair. A total of 119 surveys were either partially or totally completed for analysis. Responses to the questions are discussed in general in this section. Appendix B provides a copy of the survey along with summary statistics and comments.

Of the individuals who responded to the survey, 75% were 60 years old or older, and 75% were female. Just over half of the respondents, 52%, indicated that they lived in Bozeman. Eighty percent of the respondents indicated that they lived in their own home, and 16% lived in their own apartment. In trying to determine if the respondents were able to drive, 91% percent of the respondents indicated that they have a valid drivers license.

When asked if they had ever heard of GALAVAN, 91% responded yes, although only 78% of those individuals knew what services GALAVAN provided. Nearly 30% of the respondents indicated that they have used GALAVAN, with just over 13% indicating they have used

GALAVAN in the past year. When questioned about their employment status, nearly one-third (32%) indicated that they had a paying job, while 34% indicated that they volunteer on a regular basis. The remaining 34% indicated that they are not employed, and do not volunteer on a regular basis.

The survey asked individuals to indicate how they traveled around they local area. As the data in Table 7 shows, just over 57% of the respondents indicated that they drive themselves all of the time, while 20% indicated that they drive themselves at least 75% of the time. Calculating a mean value indicates that nearly three-quarters of the people (72.4%) drive themselves as their primary means of travel. The next highest mode of travel is having family drive (13.7%), followed by friends driving (9.3%) and finally using GALAVAN (4.6%).

**Table 7: Relative use of travel modes**

Travel Mode	Frequency of travel mode					
	0%	25%	50%	75%	100%	Mean
Drive myself	12.7%	6.4%	3.6%	20.0%	57.3%	72.4%
Have friends drive me	72.4%	19.4%	5.1%	3.1%	0	9.3%
Have family drive me	68.4%	15.3%	8.2%	7.1%	1.0%	13.7%
Use GALAVAN	88.8%	6.7%	1.1%	3.4%	0	4.6%
Use a nursing home vehicle	0	0	0	0	0	0

The survey also asked individuals to indicate how frequently they traveled for certain purposes. As Table 8 indicates, the highest number of roundtrips is associated with those individuals who are traveling for employment purposes followed by those going shopping. “Other” purposes included going to church (4 comments), going to the airport (1 comment) and traveling to sporting events (1 comment). An average of the responses shows those traveling for employment purposes average 13.2 trips per month followed by shopping (10.4 trips/month), social trips (9.9 trips/month) and medical trips (5.9 trips/month).

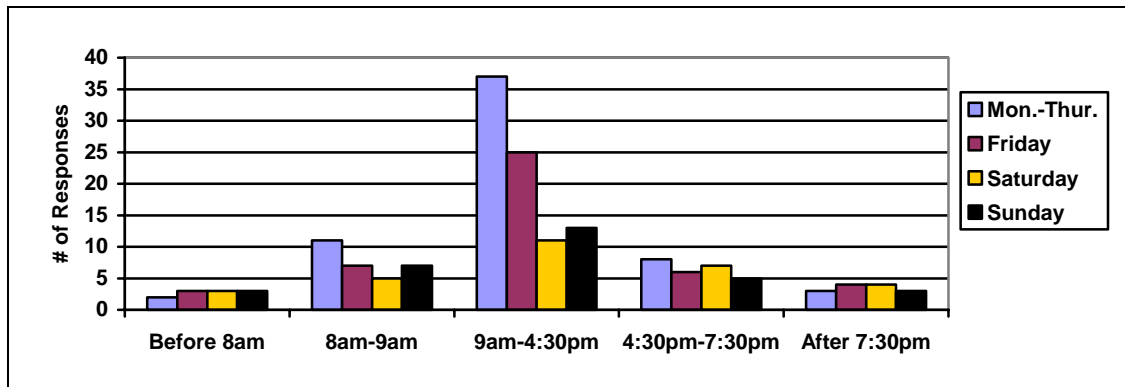
**Table 8: Roundtrips per month based on trip purpose**

Trip Purpose	Number of roundtrips per month					
	0-4	5-9	10-14	15-19	20 +	Avg.
Employment	37.9%	3.4%	5.2%	8.6%	44.8%	13.2
Medical	77.5%	11.3%	7.0%	1.4%	2.8%	5.9
Shopping	35.0%	26.3%	18.7%	3.7%	16.3%	10.4
Social	29.2%	41.7%	13.9%	5.6%	9.7%	9.9
Other	100.0%	0	0	0	0	N/A

The survey asked respondents to indicate the number of roundtrips they took to certain communities in Gallatin County. Seventy-three (73) respondents indicating making at least one

roundtrip per week to Bozeman, followed by 42 roundtrips to Belgrade. Four Corners was the next most traveled to community, with respondents indicating a total of 17 weekly roundtrips.

The survey provided a brief description of GALAVAN as being a reservation based, door-to-door transportation provider. Given the description, individuals were asked to indicate when they would most likely use GALAVAN, if the service were available. Figure 9 shows when respondents indicated they would be most likely to use the service.



**Figure 9: Likely times for using GALAVAN**

In order to determine how limited the individuals believed they were in their mobility, the survey asked the respondents to agree or disagree with three statements. As indicated by the responses in Table 9, most individuals do not believe that they are limited in their mobility.

**Table 9: Level of agreement/disagreement with mobility statements**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am limited in WHAT I CAN DO because I do not have a reliable source of transportation	11.5%	12.8%	10.3%	21.8%	43.6%
I am limited in WHEN I CAN DO THINGS because I do not have a reliable source of transportation	10.3%	11.5%	10.3%	24.4%	43.6%
I rely too much on other people to take me where I need to go	12.3%	13.6%	14.8%	18.5%	40.7%

To determine possible marketing strategies, respondents were asked about their use of the Internet, newspapers, television and radio as information resources. Just over one-third of the respondents (36%) said that they use the Internet. When asked to list any newspapers they read at least once per week, 81% listed the Bozeman Daily Chronicle. When asked about the television stations that they watch for national and local news, the top five stations listed were: CBS-Channel 4 (n=39), NBC-Channel 6 (n=37), ABC-Channel 5 (n=11), FOX (n=10), and PBS (n=7). When asked to list the radio station they listened to most frequently, the top five stations

listed were: 1450 AM (n=11), 93.7 FM (n=11), 1090 AM (n=9), 640 AM (n=8) and National Public Radio (n=8).

While all comments made by individuals responding to the survey are included in Appendix B, a representative group of comments are listed here. Most of the comments indicate the impact that GALAVAN has on peoples' lives. Three comments are listed under each of three broad categories: positive, service area, and other comments.

#### POSITIVE COMMENTS

- GALAVAN has been my lifeline for almost six years. I appreciate all that Steve and all the drivers do for me. Even when under a lot of stress, they are still courteous and kind.
- I have my own transportation, but I agree to having GALAVAN for others!
- I've never used the GALAVAN service, but my 88 year-old Dad has, it's a wonderful service

#### SERVICE AREA COMMENTS

- My husband is not able to drive. I have a driver's license but do not drive any further than Manhattan. (Respondent lives in Manhattan)
- How about adding Livingston. I know it's in another county, but there are some good medical people there.
- No "GALAVAN" type transportation for those who live in the country. Use/schedule with school bus system might be an idea.

#### OTHER COMMENTS

- I am slow to "get to the door," sometimes GALAVAN couldn't wait for me.
- It is a great service, but calling a day ahead is hard when people get sick.
- I have had recent car trouble and GALAVAN is awesome. However, I teach Adult Ed after 5pm and need it from 6-8pm. Need ride for self and kids.

#### **Staff/Advisory Board Surveys**

A general questionnaire was provided to the members of GALAVAN's Advisory Board, as well as to the staff members. Ten surveys were returned. The survey asked general questions, such as: "What do you believe should be the primary focus of GALAVAN's activities?" or "What are GALAVAN's current strengths?" and "What are GALAVAN's current weaknesses?" Of particular interest is the question that was asked about what area should GALAVAN be serving. The majority of the respondents noted that Bozeman, Belgrade and Four Corners would be primary areas to serve. A couple of respondents stated that service to Three Forks and Manhattan would also be good, and several noted the necessity of having funding and drivers available for the service. All responses to the staff survey are included in Appendix C.

## Service Improvement Options

The operational, budget and census data, along with the information and opinions gathered by the surveys, were analyzed and combined to form the basis of the recommendations. The recommendations are categorized to include near-term recommendations that could be implemented within the next year, medium-term recommendations to implement within the next three years, and long-term recommendations that have a three to five year time frame. The long-term recommendations may have “triggering events”, or some type of event that needs to occur for the recommendation to be put in place. In addition, recommendations are listed in one of eight categories: technology, service area, service hours, marketing, management, vehicles, budget, and coordination. Table 10 provides a list of the recommendations, with each recommendation further explained in this section.

**Table 10: Summarized Recommendations**

	Short-term (0-1 year)	Medium-term (1-3 years)	Long-term (3-5 years)
Technology	<ul style="list-style-type: none"> <li>▪ Utilize “GALAVAN” software</li> <li>▪ Ensure hardware compatibility with new software</li> <li>▪ Phones with “message light”</li> </ul>	<ul style="list-style-type: none"> <li>▪ Laser printer</li> <li>▪ Second phone line</li> <li>▪ Online reservations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate use of Personal Digital Assistants to capture data</li> <li>▪ Evaluate use of Automatic Vehicle Location technology to enhance operations</li> </ul>
Service Area	<ul style="list-style-type: none"> <li>▪ Service to Gallatin Gateway, Four Corners (see Coordination)</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2<sup>nd</sup> day to Three Forks, Manhattan</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate daily service to Belgrade</li> </ul>
Service Hours	<ul style="list-style-type: none"> <li>▪ Stagger lunch hours to provide rides from noon to 1 pm.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluate need for Friday/Saturday night service</li> </ul>	
Marketing	<ul style="list-style-type: none"> <li>▪ Enhance general image of GALAVAN</li> <li>▪ Increase public awareness of the service</li> <li>▪ Enhance fundraising</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain public/political support</li> <li>▪ Gain support for county-wide mill-levy</li> </ul>	
Vehicles	<ul style="list-style-type: none"> <li>▪ Maintain a spare vehicle</li> <li>▪ Ensure grant writing to maintain adequate number of vehicles</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan for increases in service</li> </ul>	
Management	<ul style="list-style-type: none"> <li>▪ Ensure adequate time for management issues</li> <li>▪ Plan for a full-time dispatcher</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employ a full-time dispatcher</li> </ul>	
Budget	<ul style="list-style-type: none"> <li>▪ Review trends for improved forecasts</li> <li>▪ Budget for a full-time dispatcher</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employ a full-time dispatcher</li> </ul>	
Coordination	<ul style="list-style-type: none"> <li>▪ Coordinate with W. Yellowstone for service to Gallatin Gateway, Four Corners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coordinate with Livingston service</li> <li>▪ Continue interface with possible Bozeman Transit System</li> </ul>	

## **Short-term Recommendations**

In reviewing GALAVAN and its operations, the authors believe several short-term improvements are necessary. These recommendations should be implemented within the next year.

### **TECHNOLOGY**

Perhaps the most important of these recommendations relates to the software that GALAVAN currently uses in its operations. The software is a DOS based system that does not allow the timely input of client data or ride requests, and does not produce reports that are necessary for the management of GALAVAN.

In its investigation of software to replace the current system, the Western Transportation Institute concluded that most “off-the-shelf” software was for larger systems, and were relatively expensive to purchase. WTI did locate one software package that was produced in Minnesota that could have been utilized by GALAVAN. To GALAVAN’s advantage, the Western Transportation Institute had the ability to utilize the resources of a Computer Science student, Josh Kay, at Montana State University-Bozeman to create a software package specifically for GALAVAN. The software was provided to GALAVAN at no charge, and was installed in March 2003.

The new software will allow reports that are currently done by hand, such as counting rides from the paper manifests, to be printed from the software. This will reduce the time the director and dispatcher spend on reports, allowing more time for other functions. In addition, the new software will make it possible for the dispatcher to enter ride requests directly into the computer. Currently, the majority of requests for rides are noted on a piece of paper, and then entered into the software at the end of the day. The new software will also produce a variety of reports that should allow for better management of GALAVAN’s vehicles.

Given that virtually all requests for rides are received over the phone, the phone system is vital. A voicemail system is currently used so that clients can leave a message or ride request if the phone line is being used, or when there are no personnel in the office to answer the phone. While the voicemail system is adequate, a person must pick up the phone to listen for a special dial tone to tell if there are any messages. A newer phone with a message light would allow a person to tell whether or not there was a message without having to listen for the dial tone.

### **SERVICE AREA**

GALAVAN currently focuses on service in Bozeman, with service twice a week in Belgrade and between Belgrade and Bozeman. While service is also offered to Three Forks and Manhattan once per week, there is little knowledge and use of this service. As identified in the surveys, service to Gallatin Gateway and Four Corners has been viewed as desirable. By coordinating with GALAVAN West (based in West Yellowstone), GALAVAN could offer service in the Gallatin Gateway and Four Corners area by booking rides on the GALAVAN West vehicle. This will require coordination with GALAVAN West, but is certainly possible.

## SERVICE HOURS

GALAVAN currently does not provide service on weekdays between noon and 1:00 pm. This is to allow the drivers and director to have a lunch break. The effect of this break in service is that there is a larger number of rides scheduled between 11:00 am and noon, and 1:00 pm to 2:00 pm because service over the noon hour is not available. By staggering lunch breaks, service could be provided between noon and 1:00 pm. This would “smooth” the demand for rides prior to, and just after noon. This recommendation would allow clients and GALAVAN to more efficiently schedule rides.

## MARKETING

GALAVAN contracted with Ripple Marketing to produce a marketing plan. The authors agree that an aggressive marketing campaign is needed for three purposes: increase the public awareness and use of GALAVAN and its services, enhance the general image of GALAVAN, and enhance GALAVAN’s fundraising. The survey indicated that while many people have heard of GALAVAN, not as many people are aware of its function. A marketing campaign would inform people that GALAVAN provides rides to its target populations: the elderly, people with disabilities, and low-income individuals. Further, as GALAVAN’s budget increases, a marketing campaign should increase GALAVAN’s ability to increase its fundraising and maintain political support.

## VEHICLES

GALAVAN is increasing the number of rides and mileage on its vehicles. Given this information, GALAVAN will have to plan for more vehicles in its fleet and increase the rate of replacement for its existing and future vehicles. GALAVAN will need to continue to work with the Montana Department of Transportation (MDT) to make sure it receives the capital grants (FTA Section 5310) it needs to continue its services. In addition, GALAVAN should maintain a spare vehicle, so that when a vehicle is out for maintenance, there are still an adequate number of vehicles to provide the necessary service.

The size of the fleet is also a function of the budget, which must have adequate funds for the local match portion of the vehicle purchases. As GALAVAN continues to grow, its vehicle acquisition plan must be up-dated to reflect the need for more vehicles, and to replace vehicles at an increased pace.

## MANAGEMENT

Currently the director handles management issues as well as half time dispatching duties, and occasionally driving a vehicle. As GALAVAN continues to grow, the advisory board needs to ensure the director has enough time to manage the organization. To provide an adequate amount of time to manage GALAVAN, a full-time dispatcher should be incorporated in future planning. While the director would still be available to fill-in for dispatching or driving duties when needed, the primary focus of the position would be on managing the organization.

## BUDGET

The current trends identified over the past five fiscal years will need to be more closely examined to better forecast future year budgets. Recently, the amount paid for insurance for the vehicles nearly tripled. The need to eventually hire a full-time dispatcher, and the increased rate at which vehicles need to be replaced, will impact the budget. Revenue sources will have to be reviewed, and fundraising efforts will need to be expanded.

## COORDINATION

As discussed under Service Area Recommendations, coordination with GALAVAN West should allow individuals in Gallatin Gateway and Four Corners to receive service. GALAVAN also needs to remain involved in the discussions of a possible transit system in Bozeman, as GALAVAN would have the ability to coordinate with the general public service, by providing the paratransit component of service, as required by law. Finally, funding sources, such as FTA Section 5310 and the TransADE program require recipients to show evidence of coordination. By continuing to coordinate its services with other communities and transportation providers, GALAVAN should receive high priority for its grant requests.

### **Medium-term Recommendations**

These recommendations could take place in the next one to three years. Some of the recommendations follow short-term recommendations that were made in the previous section.

## TECHNOLOGY

As the call volume grows, and at the point a full-time scheduler/dispatcher may be hired, GALAVAN may need an additional phone number for “administrative” purposes. This would allow the director to manage the organization without tying up the phone line utilized for reservations.

As discussed in the short-term recommendations, a new computer may need to be purchased to take full advantage of the software that was developed for GALAVAN. This software may allow clients online access so they can schedule rides without having to make a phone call. A new laser printer may need to be purchased to decrease printing costs. Manifests are printed each day for the drivers, and a laser printer may be more cost effective as the total number of pages printed increases over the years.

## SERVICE AREA

As the population in Gallatin County continues to grow outside of Bozeman, additional service may be needed to Three Forks and Manhattan. A second day of service to these communities may be prudent in the future. This additional service could be tied to the service that is provided to Belgrade. Additional marketing may also increase the demand for service from these outlying areas.



## SERVICE HOURS

GALAVAN will need to continue to evaluate its demand for rides, including the demand for night service. While currently providing rides until 8:00 pm on Friday nights, GALAVAN may need to expand those hours until at least 9:00 pm or 9:30 pm, so as to allow individuals to see an early movie, attend a concert, etc. For similar reasons, service hours may need to be extended on Saturday evenings as well. Annual surveys of riders, or focus groups, could provide information on the need for expanded hours.

## MARKETING

GALAVAN will need to maintain public and political support to achieve a stable level of funding. As the demand for GALAVAN's service expands further into the county, GALAVAN may need to begin an effort to obtain a mill-levy from the county for senior/disabled transportation. An enhanced marketing campaign will also keep GALAVAN in the mind of politicians and those individuals who are likely to use the service.

## VEHICLES

As noted in the short-term recommendation section, GALAVAN will need to plan for more vehicles and replacing vehicles at a more frequent schedule. GALAVAN may also have to plan for vehicles if a general public transit system is approved for the Bozeman area. In addition, as ridership increases, GALAVAN may have to purchase vehicles that are larger than the seven-passenger minivans that are currently in service.

## MANAGEMENT

As previously noted, GALAVAN's growth will eventually dictate the need for a full-time manager. This will affect the need for a full-time dispatcher. By having a full-time dispatcher, the director will have an adequate amount of time to manage the organization. The additional time afforded the director can be spent on marketing and fundraising, budgeting, grant writing, and the overall efficiency of the organization.

## BUDGET

The budget will have to reflect the addition of a full-time dispatcher, as well as the additional service that may be provided, both in terms of additional geographic coverage and more service hours. The fact that more vehicles may be needed, and that vehicles may need to be replaced at an increased rate, will also have to be accounted for in the budget. Finally, if GALAVAN becomes involved with a general public transit system in Bozeman, the budget will have to reflect the additional services that may be required as part of a contract with the transit system.

## COORDINATION

Coordination will continue to be a vital component to offering additional service to clients. This would be true of expanded geographic service, as well as to additional hours of service. GALAVAN will need to demonstrate it is achieving maximum coordination so it can retain favorable status for obtaining both capital and operating grants that emphasize coordination. If a

Bozeman Area Transit System is established, GALAVAN should coordinate with the general public system to the extent possible.

### **Long-term Recommendations**

These recommendations are based on a period of three to five years. Depending on certain factors such as growth in the county, or implementation of a general public transit system in Bozeman, these recommendations may need to be implemented in the next two to three years.

#### **TECHNOLOGY**

To ensure that it is providing the most effective and efficient service, GALAVAN needs to collect accurate data. GALAVAN may need additional software as its geographic area expands. Software that utilizes Geographic Information Systems (GIS) may be necessary to efficiently route the vehicles. The use of Automatic Vehicle Location (AVL) technology may also assist in the effective and efficient use of GALAVAN's vehicles. Finally, utilizing Personal Digital Assistants (PDAs) to capture data such as when clients are picked up and dropped off could allow better analysis of ridership trends and maximize the utilization of GALAVAN's resources.

#### **SERVICE AREA**

As Belgrade continues to grow, daily service to Belgrade may be necessary. This may be based on Belgrade's commitment to pay for these additional services. Also, a county levy to provide service outside of the city of Bozeman may be utilized to expand service to Belgrade, and perhaps other areas as well.

#### **VEHICLES**

As the demand for service increases, GALAVAN will have to ensure an adequate vehicle acquisition schedule, both for obtaining new vehicles, and for replacing current vehicles. Contracting with a future public transportation agency in Bozeman may also affect the need for new vehicles.

#### **MANAGEMENT**

As service expands, management will have to make sure it has the tools and budget necessary to maintain a high level of service and continue its excellent level of customer service. It is anticipated that a full-time manager would be in place at this point in time.

#### **BUDGET**

Depending on the requirements for additional service and vehicles, the budget will have to ensure adequate funds for the levels of service that are forecasted by the Director.

## Potential Impacts of a Bozeman Transit System

The City of Bozeman and Gallatin County are currently contemplating the establishment of a general public transit system. The basis of the system is based on a Transit Development Plan (TDP) that was completed by Peccia & Associates from Helena. The TDP was completed in May of 2001 and later adopted by the Bozeman City Commission. Subsequent to the acceptance of the TDP, the city commission appointed a transit task force. GALAVAN was well represented as five people associated with GALAVAN; Lisa Ballard, Brian Close, David Kack, Steven Potuzak, and Jeff Rupp, were on the task force. The main reason why establishment of a general public transit system is relevant to GALAVAN is the Federal Transit Administration's (FTA) rule regarding the Americans' with Disabilities Act (ADA). By law, ADA requires that a transit system provide "supplemental paratransit service—that is, demand-responsive service for people who cannot access fixed-route service."

If a fixed-route general public transit system is established, a paratransit system will have to be offered. While the transit system could begin its own service, it would probably be advantageous to contract with GALAVAN to provide the paratransit service. GALAVAN would then have to develop a contract with the transit system. Also of consideration is that the paratransit service must operate during the same hours as the fixed-route service, and within three-quarters of a mile of the bus routes or bus stops. There are some exceptions to the geographic coverage area, such as areas that receive only "express" bus service. However, as the process continues to define and implement a general public transit system in the Bozeman area, GALAVAN will have to stay involved in the process to ensure adequate discussion about the possible inclusion of GALAVAN in such a system.

If GALAVAN were to contract with the fixed-route service, it would have to likely increase the number of hours it provides service. Also, with the marketing of the transit system, GALAVAN's ridership may increase even further, requiring one or two additional vehicles per day. Based on these scenarios, GALAVAN's budget would increase, with the additional costs likely to be paid by a contract with the transit system. Table 11 summarizes the current operations and three different scenarios that might occur if a transit system begins in the Bozeman area. The table shows the following information:

- Current Operations: the number of vehicles and operational hours remain constant.
- Scenario #1: one vehicle is required for extra hours to match the forecasted hours of the transit system.
- Scenario #2: the number of vehicles is increased by one for each day of the week, and one vehicle's operational hours are expanded to match the forecasted hours of the transit system.
- Scenario #3: the number of vehicles is increased by two for each day of the week, and two vehicles' hours match the forecasted hours of the transit system.

**Table 11: Galvan Operations Budget Scenarios – with Transit**

Day of Week	Current Operations			Scenario #1			Scenario #2			Scenario #3		
	Hours per day	Vehicles per day	Vehicle Hours	Hours per day	Vehicles per day	Vehicle Hours	Hours per day	Vehicles per day	Vehicle Hours	Hours per day	Vehicles per day	Vehicle Hours
Monday	8	2	16	12	2	20	12	3	28	12	4	36
Tuesday	8	3	26	12	3	29	12	4	35	12	5	35
Wednesday	8	3	23	12	2	27	12	3	34	12	4	34
Thursday	8	3	20	12	3	24	12	4	32	12	5	40
Friday	11	3	27	12	3	28	12	4	35	12	5	35
Saturday	8	1	8	8	1	8	8	2	16	8	3	24
Sunday	5.5	1	5.5	5.5	1	5.5	5.5	2	11	5.5	3	16.5
Weekly Total			125.5			141.5			191			232.5
Annual Total			6,275			7,216.5			9,741			11,857.5
Budget			\$145,204			\$166,990			\$225,407			\$275,383

Notes: Current operations based on a 50 week year to account for holidays and the week of no service between Christmas and New Years. Scenarios 1-3 are based on a 51-week year to account for holidays. All budget calculations use the calculated operational rate of \$23.14 per vehicle hour.

## Conclusions

GALAVAN has been relatively successful over the past five fiscal years. It has increased the number of rides it provides, and has provided rides over an increasing geographic area. In only one of the past five years has GALAVAN not been able to cover its cost of operations. In that one year, the loss was due to the lack of a contract with the Head Start program. GALAVAN's customers have an overall favorable rating of the service, and many customers would not be able to have the quality of life they have, if not for the rides provided by GALAVAN. Even though GALAVAN has been successful and has been able to grow, the growth has brought about some issues that must be addressed.

In the near term, the four most important issues are the budget, management, marketing, and the possibility of a general public transit system. Numerous funding sources comprise the majority of GALAVAN's revenue. Some of these sources, such as the City of Bozeman's mill levy, are fairly predictable. Other sources, such as United Way, may be less stable. As GALAVAN continues to expand, dedicated, reliable sources of funding are imperative. If a general public transit system is not established, GALAVAN should evaluate the possibility of pursuing a county mill levy. This money could be used to establish more frequent service to the smaller communities, such as Three Forks and Manhattan, and to serve individuals in even more rural areas.

For management, the most important factors are having the time and tools to effectively manage the organization. To address the time issue, GALAVAN should plan to have a full-time dispatcher in place within the next one or two years. This will allow the Director to have the time necessary to commit to ensuring the effectiveness and efficiency of GALAVAN's operations. To assist in the management of GALAVAN, the new software that will be provided by the Western Transportation Institute should allow for the review and analysis of GALAVAN's ridership data.

GALAVAN must continue to be marketed. The marketing will help attract new customers, increase fundraising opportunities, and enhance political support. GALAVAN made a significant improvement in this area with the marketing plan that was completed by Ripple Marketing. GALAVAN must ensure that the marketing plan is executed and adjusted as necessary to ensure the continued success of the organization.

Finally, GALAVAN must remain involved in the process of planning for a general public transit system in the Bozeman area. Perhaps no other factor will have as large of an impact on GALAVAN. The ultimate design of the transit system, including hours of service and geographic coverage, may have a tremendous impact on GALAVAN. GALAVAN would feel an impact, whether or not it decides to contract with the transit system. Because of GALAVAN's unique expertise in transportation issues in the Bozeman area, it is expected that it will have a key role in determining the shape of the transit system.

# **Appendix A**

## **Budget and Operational Data**

**Table A-1: GALAVAN Operational/Financial Data**

	Fiscal Year Totals					Percent change from 1998			
	1998	1999	2000	2001	2002	1999	2000	2001	2002
Operating Data									
Total Miles	49,285	52,839	58,965	60,455	68,177	7.2%	19.6%	22.7%	38.3%
Number of Days	243	242	247	344	346	-0.4%	1.6%	41.6%	42.4%
Rides Provided									
60 and older	10,770	11,515	10,990	14,119	15,361	6.9%	2.0%	31.1%	42.6%
Under 60	337	586	1,631	561	899	73.9%	384.0%	66.5%	166.8%
Disabled	5,589	6,857	6,995	7,427	7,842	22.7%	25.2%	32.9%	40.3%
Total	16,696	18,958	19,616	22,107	24,102	13.5%	17.5%	32.4%	44.4%
Operating Expenses									
Actual Dollars	\$95,473	\$99,458	\$109,501	\$120,115	\$145,224	4.2%	14.7%	25.8%	52.1%
In 2002 Dollars	\$104,829	\$106,818	\$113,772	\$121,316	\$145,224	1.9%	8.5%	15.7%	38.5%
Performance Data									
Cost per Mile									
Actual Dollars	\$1.94	\$1.88	\$1.86	\$1.99	\$2.13	-2.8%	-4.1%	2.6%	10.0%
2002 Dollars	\$2.13	\$2.02	\$1.93	\$2.01	\$2.13	-5.0%	-9.3%	-5.7%	0%
Cost per Ride									
Actual Dollars	\$5.72	\$5.25	\$5.58	\$5.43	\$6.03	-8.3%	-2.4%	-5.0%	5.4%
2002 Dollars	\$6.28	\$5.63	\$5.80	\$5.49	\$6.03	-10.3%	-7.6%	-12.6%	-4.0%
Rides per Day	68.71	78.34	79.42	64.26	69.66	14.0%	15.6%	-6.5%	1.4%
Rides per Mile	0.34	0.36	0.33	0.37	0.35	5.9%	-1.8%	7.9%	4.4%
Staff									
Full Time Equivalents	2.0*	2.0*	2.8*	3.9*	4.1*	0%	40.0%	95.0%	105.0%
Miles per FTE	24,643	26,420	21,059	15,501	16,629	7.2%	-14.5%	-37.1%	-32.5%
Rides per FTE	8,348	9,479	7,006	5,668	5,879	13.6%	-16.0%	-32.1%	-29.5%
*Estimates									

**Source: GALAVAN's Quarterly Operating Reports/HRDC General Ledger Reporting System**

**Table A-2: GALAVAN Budget Analysis FY1998-FY2002 (Actual Dollars)**

	Fiscal Year Totals					Percent change from 1998			
	1998	1999	2000	2001	2002	1999	2000	2001	2002
<b>Revenue</b>									
Title III	\$17,339	\$17,500	\$17,799	\$19,273	\$22,000	0.9%	2.7%	11.2%	26.9%
Gallatin County	\$28,000	\$28,000	\$28,000	\$28,000	\$28,000	0%	0%	0%	0%
City of Bozeman	\$15,000	\$15,000	\$15,000	\$31,000	\$41,000	0%	0%	106.7%	173.3%
City of Belgrade	\$0	\$0	\$0	\$2,000	\$5,000	0%	0%	N/A	N/A
United Way	\$16,500	\$16,500	\$16,500	\$19,653	\$19,210	0%	0%	19.1%	16.4%
Donations	\$22,664	\$16,989	\$18,849	\$17,872	\$17,931	-25.0%	-16.8%	-21.1%	-20.9%
Contract Income	\$6,966	\$4,341	\$0	\$2,667	\$5,622	-37.7%	-100.0%	-61.7%	-19.3%
Adopt-A-Bus	\$0	\$5,805	\$5,150	\$6,180	\$5,430	N/A	N/A	N/A	N/A
Fund Raising	\$1,429	\$3,192	\$2,712	\$60	\$2,687	123.4%	89.8%	-95.8%	88.0%
Investment Income	\$492	\$0	\$0	\$1,485	\$0	-100.0%	-100.0%	201.8%	-100%
MDT Grants	\$0	\$0	\$0	\$0	\$4,848	0%	0%	0%	N/A
Misc.	\$0	\$1,536	\$1,455	\$0	\$458	N/A	N/A	0%	N/A
<b>Total Revenue</b>	<u>\$108,390</u>	<u>\$108,863</u>	<u>\$105,465</u>	<u>\$128,190</u>	<u>\$152,186</u>	0.4%	-2.7%	18.3%	40.4%
<b>Expenses</b>									
Salaries & Benefits	\$74,501	\$79,354	\$91,189	\$91,787	\$109,360	6.5%	22.4%	23.2%	46.8%
Supplies	\$1,359	\$757	\$907	\$1,328	\$1,329	-44.3%	-33.3%	-2.3%	-2.2%
Communications	\$909	\$1,329	\$880	\$1,950	\$1,504	46.2%	-3.2%	114.5%	65.5%
Gas and maintenance	\$7,843	\$8,827	\$12,050	\$13,095	\$15,007	12.5%	53.6%	67.0%	91.3%
Travel and Training	\$370	\$66	\$59	\$158	\$197	-82.2%	-84.1%	-57.3%	-46.8%
Insurance	\$2,548	\$3,028	\$3,052	\$3,587	\$3,541	18.8%	19.8%	40.8%	39.0%
Contract Services	\$450	\$0	\$600	\$0	\$7,130	-100.0%	33.3%	-100.0%	1484.4%
Equipment	\$0	\$0	\$50	\$0	\$150	0%	N/A	0%	N/A
Vehicle	\$7,458	\$0	\$0	\$0	\$0	-100.0%	-100.0%	-100.0%	-100.0%
Fund Raising	\$35	\$0	\$14	\$0	\$0	-100.0%	-60.0%	-100.0%	-100.0%
Misc.	\$0	\$401	\$700	\$1,714	\$1,083	N/A	N/A	N/A	N/A
Sub Total	<u>\$95,473</u>	<u>\$93,762</u>	<u>\$109,501</u>	<u>\$113,619</u>	<u>\$139,301</u>	-1.8%	14.7%	19.0%	45.9%
HRDC Allocations	<u>\$0</u>	<u>\$5,696</u>	<u>\$0</u>	<u>\$6,496</u>	<u>\$5,923</u>	N/A	0%	N/A	N/A
<b>Total Expenses</b>	<u>\$95,473</u>	<u>\$99,458</u>	<u>\$109,501</u>	<u>\$120,115</u>	<u>\$145,224</u>	4.2%	14.7%	25.8%	52.1%
<b>Gain (Loss)</b>	\$12,917	\$8,075	-\$4,036	\$8,075	\$6,962	-27.2%	-131.2%	-37.5%	-46.1%

**Source: HRDC General Ledger Reporting System**



**Table A-3: GALAVAN Budget Analysis FY1998-FY2002 (2002 Dollars)**

	Fiscal Year Totals					Percent change from 1998			
	1998	1999	2000	2001	2002	1999	2000	2001	2002
<b>Revenue</b>									
Title III	\$19,038	\$18,795	\$18,493	\$19,466	\$22,000	-1.3%	-2.9%	2.2%	15.6%
Gallatin County	\$30,744	\$30,072	\$29,092	\$28,280	\$28,000	-2.2%	-5.4%	-8.0%	-8.9%
City of Bozeman	\$16,470	\$16,110	\$15,585	\$31,310	\$41,000	-2.2%	-5.4%	90.1%	148.9%
City of Belgrade	\$0	\$0	\$0	\$2,020	\$5,000	0%	0%	N/A	N/A
United Way	\$18,117	\$17,721	\$17,144	\$19,850	\$19,210	-2.2%	-5.4%	9.6%	6.0%
Donations	\$24,885	\$18,246	\$19,584	\$18,051	\$17,931	-26.7%	-21.3%	-27.5%	-27.9%
Contract Income	\$7,649	\$4,662	\$0	\$2,694	\$5,622	-39.0%	-100.0%	-64.8%	-26.5%
Adopt-A-Bus	\$0	\$6,235	\$5,351	\$6,242	\$5,430	N/A	N/A	N/A	N/A
Fund Raising	\$1,569	\$3,428	\$2,818	\$61	\$2,687	118.5%	79.6%	-96.1%	71.3%
Investment Income	\$540	\$0	\$0	\$1,500	\$0	-100.0%	-100.0%	177.6%	-100.0%
MDT Grants	\$0	\$0	\$0	\$0	\$4,848	0%	0%	0%	N/A
Misc.	\$0	\$1,650	\$1,512	\$0	\$458	N/A	N/A	0%	N/A
<b>Total Revenue</b>	<u>\$119,012</u>	<u>\$116,919</u>	<u>\$109,578</u>	<u>\$129,472</u>	<u>\$152,186</u>	-1.8%	-7.9%	8.8%	27.9%
<b>Expenses</b>									
Salaries & Benefits	\$81,802	\$85,226	\$94,745	\$92,705	\$109,360	4.2%	15.8%	13.3%	33.7%
Supplies	\$1,492	\$813	\$942	\$1,341	\$1,329	-45.5%	-36.8%	-10.1%	-10.9%
Communications	\$998	\$1,427	\$914	\$1,970	\$1,504	43.0%	-8.4%	97.3%	50.7%
Gas and maintenance	\$8,612	\$9,480	\$12,520	\$13,226	\$15,007	10.1%	45.4%	53.6%	74.3%
Travel and Training	\$406	\$71	\$61	\$160	\$197	-82.6%	-84.9%	-60.7%	-51.5%
Insurance	\$2,798	\$3,252	\$3,171	\$3,623	\$3,541	16.2%	13.3%	29.5%	26.6%
Contract Services	\$494	\$0	\$623	\$0	\$7,130	-100.0%	26.2%	-100.0%	1343.0%
Equipment	\$0	\$0	\$52	\$0	\$150	0%	N/A	0%	N/A
Vehicle	\$8,189	\$0	\$0	\$0	\$0	-100.0%	-100.0%	-100.0%	-100.0%
Fund Raising	\$38	\$0	\$15	\$0	\$0	-100.0%	-62.1%	-100.0%	-100.0%
Misc.	\$0	\$431	\$727	\$1,731	\$1,083	N/A	N/A	N/A	N/A
Sub Total	<u>\$104,829</u>	<u>\$100,700</u>	<u>\$113,772</u>	<u>\$114,755</u>	<u>\$139,301</u>	-3.9%	8.5%	9.5%	32.9%
HRDC Allocations	<u>\$0</u>	<u>\$6,118</u>	<u>\$0</u>	<u>\$6,561</u>	<u>\$5,923</u>	N/A	0%	N/A	N/A
<b>Total Expenses</b>	<u>\$104,829</u>	<u>\$106,818</u>	<u>\$113,772</u>	<u>\$121,316</u>	<u>\$145,224</u>	1.9%	8.5%	15.7%	38.5%
<b>Gain (Loss)</b>	\$14,183	\$10,101	-\$4,193	\$8,156	\$6,962	-28.8%	-129.6%	-42.5%	-50.9%

**Source: HRDC General Ledger Reporting System**

**Table A-4: GALAVAN Budget Analysis FY1998-FY2002 (2002 Dollars)**

<b>Revenue</b>	FY 98	% of revenue	FY 99	% of revenue	FY 00	% of revenue	FY 01	% of revenue	FY 02	% of revenue
Title III	\$19,038	16.0	\$18,795	16.1	\$18,493	16.9	\$19,466	15.0	\$22,000	14.5
Gallatin County	\$30,744	25.8	\$30,072	25.7	\$29,092	26.5	\$28,280	21.8	\$28,000	18.4
City of Bozeman	\$16,470	13.8	\$16,110	13.8	\$15,585	14.2	\$31,310	24.2	\$41,000	26.9
City of Belgrade	\$0	0	\$0	0	\$0	0	\$2,020	1.6	\$5,000	3.3
United Way	\$18,117	15.2	\$17,721	15.2	\$17,144	15.6	\$19,850	15.3	\$19,210	12.6
Donations	\$24,885	20.9	\$18,246	15.6	\$19,584	17.9	\$18,051	13.9	\$17,931	11.8
Contract Income	\$7,649	6.4	\$4,662	4.0	\$0	0	\$2,694	2.1	\$5,622	3.7
Adopt-A-Bus	\$0	0	\$6,235	5.3	\$5,351	4.9	\$6,242	4.8	\$5,430	3.6
Fund Raising	\$1,569	1.3	\$3,428	2.9	\$2,818	2.6	\$61	0	\$2,687	1.8
Investment Income	\$540	0.5	\$0	0	\$0	0	\$1,500	1.2	\$0	0
MDT Grants	\$0	0	\$0	0	\$0	0	\$0	0	\$4,848	3.2
Misc.	\$0	0	\$1,650	1.4	\$1,512	1.4	\$0	0	\$458	0.3
<b>Total Revenue</b>	<b>\$119,012</b>		<b>\$116,919</b>		<b>\$109,578</b>		<b>\$129,472</b>		<b>\$152,186</b>	
<b>Expenses</b>		% of expenses		% of expenses		% of expenses		% of expenses		% of expenses
Salaries & Benefits	\$81,802	78.0	\$85,226	79.8	\$94,745	83.3	\$92,705	76.4	\$109,360	75.3
Supplies	\$1,492	1.4	\$813	0.8	\$942	0.8	\$1,341	1.1	\$1,329	0.9
Communications	\$998	1.0	\$1,427	1.3	\$914	0.8	\$1,970	1.6	\$1,504	1.0
Gas and maintenance	\$8,612	8.2	\$9,480	8.9	\$12,520	11.0	\$13,226	10.9	\$15,007	10.3
Travel and Training	\$406	0.4	\$71	0.1	\$61	0.1	\$160	0.1	\$197	0.1
Insurance	\$2,798	2.7	\$3,252	3.0	\$3,171	2.8	\$3,623	3.0	\$3,541	2.4
Contract Services	\$494	0.5	\$0	0	\$623	0.5	\$0	0	\$7,130	4.9
Equipment	\$0	0	\$0	0	\$52	0	\$0	0	\$150	0.1
Vehicle	\$8,189	7.8	\$0	0	\$0	0	\$0	0	\$0	0
Fund Raising	\$38	0	\$0	0	\$15	0	\$0	0	\$0	0
Misc.	\$0	0	\$431	0.4	\$727	0.6	\$1,731	1.4	\$1,083	0.7
Sub Total	\$104,829	100.0	\$100,700	94.3	\$113,772	100.0	\$114,755	94.6	\$139,301	95.9
HRDC Allocations	\$0	0	\$6,118	5.7	\$0	0	\$6,561	5.4	\$5,923	4.1
<b>Total Expenses</b>	<b>\$104,829</b>		<b>\$106,818</b>		<b>\$113,772</b>		<b>\$121,316</b>		<b>\$145,224</b>	
<b>Gain (Loss)</b>	<b>\$14,183</b>		<b>\$10,101</b>		<b>-\$4,193</b>		<b>\$8,156</b>		<b>\$6,962</b>	

**Source: HRDC General Ledger Reporting System**

**Table A-5: Number and relative percentage of rides per client**

Client Number	Number of Rides	Percentage of Total Rides	Cumulative Percentage
1	635	2.75%	2.75%
2	535	2.32%	5.07%
3	535	2.32%	7.38%
4	514	2.23%	9.61%
5	483	2.09%	11.70%
6	475	2.06%	13.76%
7	475	2.06%	15.82%
8	474	2.05%	17.87%
9	463	2.01%	19.88%
10	460	1.99%	21.87%
11	427	1.85%	23.72%
12	394	1.71%	25.42%
13	375	1.62%	27.05%
14	372	1.61%	28.66%
15	338	1.46%	30.12%
16	336	1.46%	31.58%
17	333	1.44%	33.02%
18	323	1.40%	34.42%
19	306	1.33%	35.75%
20	294	1.27%	37.02%
21	290	1.26%	38.28%
22	248	1.07%	39.35%
23	243	1.05%	40.40%
24	230	1.00%	41.40%
25	230	1.00%	42.39%
26	230	1.00%	43.39%
27	229	0.99%	44.38%
28	228	0.99%	45.37%
29	226	0.98%	46.35%
30	219	0.95%	47.30%
31	216	0.94%	48.23%
32	198	0.86%	49.09%
33	195	0.84%	49.94%
34	195	0.84%	50.78%
35	194	0.84%	51.62%
36	188	0.81%	52.43%
37	186	0.81%	53.24%
38	185	0.80%	54.04%
39	183	0.79%	54.83%

Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
40	170	0.74%	55.57%
41	169	0.73%	56.30%
42	169	0.73%	57.03%
43	167	0.72%	57.76%
44	164	0.71%	58.47%
45	161	0.70%	59.16%
46	150	0.65%	59.81%
47	144	0.62%	60.44%
48	136	0.59%	61.03%
49	136	0.59%	61.62%
50	135	0.58%	62.20%
51	133	0.58%	62.78%
52	129	0.56%	63.34%
53	127	0.55%	63.89%
54	125	0.54%	64.43%
55	123	0.53%	64.96%
56	122	0.53%	65.49%
57	119	0.52%	66.00%
58	111	0.48%	66.48%
59	106	0.46%	66.94%
60	104	0.45%	67.39%
61	104	0.45%	67.84%
62	103	0.45%	68.29%
63	103	0.45%	68.74%
64	101	0.44%	69.17%
65	101	0.44%	69.61%
66	100	0.43%	70.05%
67	100	0.43%	70.48%
68	98	0.42%	70.90%
69	95	0.41%	71.31%
70	94	0.41%	71.72%
71	92	0.40%	72.12%
72	88	0.38%	72.50%
73	88	0.38%	72.88%
74	87	0.38%	73.26%
75	87	0.38%	73.64%
76	86	0.37%	74.01%
77	84	0.36%	74.37%
78	83	0.36%	74.73%
79	82	0.36%	75.09%
80	81	0.35%	75.44%

Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
81	81	0.35%	75.79%
82	81	0.35%	76.14%
83	81	0.35%	76.49%
84	80	0.35%	76.84%
85	79	0.34%	77.18%
86	78	0.34%	77.52%
87	76	0.33%	77.85%
88	76	0.33%	78.17%
89	76	0.33%	78.50%
90	76	0.33%	78.83%
91	74	0.32%	79.15%
92	72	0.31%	79.47%
93	72	0.31%	79.78%
94	70	0.30%	80.08%
95	70	0.30%	80.38%
96	69	0.30%	80.68%
97	69	0.30%	80.98%
98	68	0.29%	81.28%
99	67	0.29%	81.57%
100	66	0.29%	81.85%
101	66	0.29%	82.14%
102	66	0.29%	82.42%
103	65	0.28%	82.71%
104	64	0.28%	82.98%
105	64	0.28%	83.26%
106	64	0.28%	83.54%
107	62	0.27%	83.81%
108	62	0.27%	84.07%
109	62	0.27%	84.34%
110	61	0.26%	84.61%
111	58	0.25%	84.86%
112	57	0.25%	85.10%
113	55	0.24%	85.34%
114	55	0.24%	85.58%
115	54	0.23%	85.82%
116	54	0.23%	86.05%
117	54	0.23%	86.28%
118	53	0.23%	86.51%
119	53	0.23%	86.74%
120	52	0.23%	86.97%
121	51	0.22%	87.19%

Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
122	50	0.22%	87.40%
123	49	0.21%	87.62%
124	46	0.20%	87.82%
125	45	0.19%	88.01%
126	44	0.19%	88.20%
127	44	0.19%	88.39%
128	43	0.19%	88.58%
129	42	0.18%	88.76%
130	41	0.18%	88.94%
131	40	0.17%	89.11%
132	40	0.17%	89.28%
133	39	0.17%	89.45%
134	38	0.16%	89.62%
135	38	0.16%	89.78%
136	37	0.16%	89.94%
137	36	0.16%	90.10%
138	36	0.16%	90.25%
139	34	0.15%	90.40%
140	33	0.14%	90.54%
141	33	0.14%	90.69%
142	33	0.14%	90.83%
143	32	0.14%	90.97%
144	32	0.14%	91.11%
145	32	0.14%	91.25%
146	31	0.13%	91.38%
147	31	0.13%	91.52%
148	30	0.13%	91.65%
149	28	0.12%	91.77%
150	28	0.12%	91.89%
151	28	0.12%	92.01%
152	28	0.12%	92.13%
153	28	0.12%	92.25%
154	27	0.12%	92.37%
155	27	0.12%	92.49%
156	25	0.11%	92.59%
157	25	0.11%	92.70%
158	25	0.11%	92.81%
159	24	0.10%	92.91%
160	23	0.10%	93.01%
161	23	0.10%	93.11%
162	22	0.10%	93.21%

Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
163	22	0.10%	93.30%
164	22	0.10%	93.40%
165	22	0.10%	93.49%
166	21	0.09%	93.59%
167	21	0.09%	93.68%
168	21	0.09%	93.77%
169	20	0.09%	93.85%
170	20	0.09%	93.94%
171	20	0.09%	94.03%
172	19	0.08%	94.11%
173	19	0.08%	94.19%
174	19	0.08%	94.27%
175	19	0.08%	94.36%
176	18	0.08%	94.43%
177	17	0.07%	94.51%
178	17	0.07%	94.58%
179	17	0.07%	94.66%
180	17	0.07%	94.73%
181	17	0.07%	94.80%
182	17	0.07%	94.88%
183	17	0.07%	94.95%
184	16	0.07%	95.02%
185	16	0.07%	95.09%
186	16	0.07%	95.16%
187	16	0.07%	95.23%
188	15	0.06%	95.29%
189	15	0.06%	95.36%
190	15	0.06%	95.42%
191	14	0.06%	95.48%
192	14	0.06%	95.54%
193	14	0.06%	95.60%
194	14	0.06%	95.66%
195	14	0.06%	95.73%
196	14	0.06%	95.79%
197	14	0.06%	95.85%
198	14	0.06%	95.91%
199	13	0.06%	95.96%
200	13	0.06%	96.02%
201	13	0.06%	96.08%
202	12	0.05%	96.13%
203	12	0.05%	96.18%

Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
204	12	0.05%	96.23%
205	12	0.05%	96.28%
206	12	0.05%	96.34%
207	12	0.05%	96.39%
208	12	0.05%	96.44%
209	12	0.05%	96.49%
210	12	0.05%	96.54%
211	11	0.05%	96.59%
212	11	0.05%	96.64%
213	11	0.05%	96.69%
214	10	0.04%	96.73%
215	10	0.04%	96.77%
216	10	0.04%	96.82%
217	10	0.04%	96.86%
218	10	0.04%	96.90%
219	10	0.04%	96.95%
220	10	0.04%	96.99%
221	10	0.04%	97.03%
222	10	0.04%	97.08%
223	10	0.04%	97.12%
224	10	0.04%	97.16%
225	10	0.04%	97.21%
226	10	0.04%	97.25%
227	10	0.04%	97.29%
228	10	0.04%	97.34%
229	10	0.04%	97.38%
230	10	0.04%	97.42%
231	10	0.04%	97.47%
232	10	0.04%	97.51%
233	10	0.04%	97.55%
234	9	0.04%	97.59%
235	8	0.03%	97.63%
236	8	0.03%	97.66%
237	8	0.03%	97.70%
238	8	0.03%	97.73%
239	8	0.03%	97.77%
240	8	0.03%	97.80%
241	8	0.03%	97.83%
242	8	0.03%	97.87%
243	8	0.03%	97.90%
244	8	0.03%	97.94%



Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
245	8	0.03%	97.97%
246	8	0.03%	98.01%
247	8	0.03%	98.04%
248	8	0.03%	98.08%
249	7	0.03%	98.11%
250	7	0.03%	98.14%
251	7	0.03%	98.17%
252	7	0.03%	98.20%
253	6	0.03%	98.22%
254	6	0.03%	98.25%
255	6	0.03%	98.28%
256	6	0.03%	98.30%
257	6	0.03%	98.33%
258	6	0.03%	98.35%
259	6	0.03%	98.38%
260	6	0.03%	98.41%
261	6	0.03%	98.43%
262	6	0.03%	98.46%
263	6	0.03%	98.48%
264	5	0.02%	98.51%
265	5	0.02%	98.53%
266	5	0.02%	98.55%
267	5	0.02%	98.57%
268	5	0.02%	98.59%
269	4	0.02%	98.61%
270	4	0.02%	98.63%
271	4	0.02%	98.64%
272	4	0.02%	98.66%
273	4	0.02%	98.68%
274	4	0.02%	98.70%
275	4	0.02%	98.71%
276	4	0.02%	98.73%
277	4	0.02%	98.75%
278	4	0.02%	98.77%
279	4	0.02%	98.78%
280	4	0.02%	98.80%
281	4	0.02%	98.82%
282	4	0.02%	98.83%
283	4	0.02%	98.85%
284	4	0.02%	98.87%
285	4	0.02%	98.89%

Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
286	4	0.02%	98.90%
287	4	0.02%	98.92%
288	4	0.02%	98.94%
289	4	0.02%	98.96%
290	4	0.02%	98.97%
291	4	0.02%	98.99%
292	4	0.02%	99.01%
293	4	0.02%	99.03%
294	4	0.02%	99.04%
295	4	0.02%	99.06%
296	4	0.02%	99.08%
297	4	0.02%	99.09%
298	4	0.02%	99.11%
299	3	0.01%	99.13%
300	3	0.01%	99.14%
301	3	0.01%	99.15%
302	3	0.01%	99.16%
303	3	0.01%	99.18%
304	3	0.01%	99.19%
305	3	0.01%	99.20%
306	3	0.01%	99.22%
307	3	0.01%	99.23%
308	3	0.01%	99.24%
309	3	0.01%	99.26%
310	3	0.01%	99.27%
311	2	0.01%	99.28%
312	2	0.01%	99.29%
313	2	0.01%	99.29%
314	2	0.01%	99.30%
315	2	0.01%	99.31%
316	2	0.01%	99.32%
317	2	0.01%	99.33%
318	2	0.01%	99.34%
319	2	0.01%	99.35%
320	2	0.01%	99.35%
321	2	0.01%	99.36%
322	2	0.01%	99.37%
323	2	0.01%	99.38%
324	2	0.01%	99.39%
325	2	0.01%	99.40%
326	2	0.01%	99.41%

Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
327	2	0.01%	99.42%
328	2	0.01%	99.42%
329	2	0.01%	99.43%
330	2	0.01%	99.44%
331	2	0.01%	99.45%
332	2	0.01%	99.46%
333	2	0.01%	99.47%
334	2	0.01%	99.48%
335	2	0.01%	99.48%
336	2	0.01%	99.49%
337	2	0.01%	99.50%
338	2	0.01%	99.51%
339	2	0.01%	99.52%
340	2	0.01%	99.53%
341	2	0.01%	99.54%
342	2	0.01%	99.55%
343	2	0.01%	99.55%
344	2	0.01%	99.56%
345	2	0.01%	99.57%
346	2	0.01%	99.58%
347	2	0.01%	99.59%
348	2	0.01%	99.60%
349	2	0.01%	99.61%
350	2	0.01%	99.61%
351	2	0.01%	99.62%
352	2	0.01%	99.63%
353	2	0.01%	99.64%
354	2	0.01%	99.65%
355	2	0.01%	99.66%
356	2	0.01%	99.67%
357	2	0.01%	99.68%
358	2	0.01%	99.68%
359	2	0.01%	99.69%
360	2	0.01%	99.70%
361	2	0.01%	99.71%
362	2	0.01%	99.72%
363	2	0.01%	99.73%
364	2	0.01%	99.74%
365	2	0.01%	99.74%
366	2	0.01%	99.75%
367	2	0.01%	99.76%

Client Number	Number Of Rides	Percentage Of Total Rides	Cumulative Percentage
368	2	0.01%	99.77%
369	2	0.01%	99.78%
370	2	0.01%	99.79%
371	2	0.01%	99.80%
372	2	0.01%	99.81%
373	2	0.01%	99.81%
374	2	0.01%	99.82%
375	2	0.01%	99.83%
376	2	0.01%	99.84%
377	2	0.01%	99.85%
378	2	0.01%	99.86%
379	2	0.01%	99.87%
380	2	0.01%	99.87%
381	2	0.01%	99.88%
382	2	0.01%	99.89%
383	2	0.01%	99.90%
384	2	0.01%	99.91%
385	2	0.01%	99.92%
386	2	0.01%	99.93%
387	1	0.00%	99.93%
388	1	0.00%	99.94%
389	1	0.00%	99.94%
390	1	0.00%	99.94%
391	1	0.00%	99.95%
392	1	0.00%	99.95%
393	1	0.00%	99.96%
394	1	0.00%	99.96%
395	1	0.00%	99.97%
396	1	0.00%	99.97%
397	1	0.00%	99.97%
398	1	0.00%	99.98%
399	1	0.00%	99.98%
400	1	0.00%	99.99%
401	1	0.00%	99.99%
402	1	0.00%	100.00%
403	1	0.00%	100.00%
Total Rides	23088		

**Appendix B**  
**General Public Survey**

The results are based on a total of 119 surveys being either partially or totally completed. Percentages (%) are based on the number of responses to the question, not the number of surveys.

**1. In which community do you live?**

Community	Number of Responses	Percentage of Total Responses
Amsterdam/Churchill	0	N/A
Belgrade	20	16.9%
Bozeman	61	51.7%
Four Corners	2	1.7%
Manhattan	17	14.4%
Three Forks	15	12.7%
Willow Creek	0	N/A
Other	3	2.5%
No Answer	1	----

**2. Home zip code:**

Zip Code	Related City	Number of Responses
59714	Belgrade	21
59715	Bozeman	41
59718	Bozeman	15
59730	Gallatin Gateway	1
59741	Manhattan	13
59752	Three Forks	12
59760	Willow Creek	2
59772	Bozeman	3

**3. Age Category:**

Age Category	Number of Responses	Percentage of Total Responses
Under 60	29	24.8%
60-64	9	7.7%
65-69	9	7.7%
70-74	14	12.0%
75 or older	56	47.9%
No Answer	2	----

#### 4. Gender:

Gender	Number of Responses	Percentage of Total Responses
Male	28	24.6%
Female	86	75.4%
No Answer	5	----

#### 5. Where do you currently live?

Type of Residence	Number of Responses	Percentage of Total Responses
Own home	94	79.7%
Own apartment	19	16.1%
With family in their residence	3	2.5%
In assisted living facility	0	N/A
Other	2	1.7%
No Answer	1	----

#### 6. Prior to this survey, have you heard of GALAVAN?

	Number of Responses	Percentage of Total Responses
Yes	105	91.3%
No	10	8.7%
No Answer	4	----

#### 7. If yes, do you know what services GALAVAN provides?

	Number of Responses	Percentage of Total Responses
Yes	83	77.6%
No	24	22.4%
No Answer	12	----

**8. Have you used GALAVAN in the last year?**

	Number of Responses	Percentage of Total Responses
Yes	15	13.3%
No	98	86.7%
No Answer	6	----

**9. Have you ever used GALAVAN?**

	Number of Responses	Percentage of Total Responses
Yes	34	29.8%
No	80	70.2%
No Answer	5	----

**10. Do you have a valid drivers license?**

	Number of Responses	Percentage of Total Responses
Yes	104	91.2%
No	10	8.8%
No Answer	5	----

**11. Do you currently have a job or volunteer on a regular basis? (check only one)**

Employment Classification	Number of Responses	Percentage of Total Responses
Paying job	37	31.6%
Regularly volunteer	40	34.2%
Neither	40	34.2%
No Answer	2	----



**12. Indicate the category that best represents how frequently you use each of the following types of transportation for your local travel needs. Also indicate the number of roundtrips you take in an average month for the purposes listed.**

Travel Mode	<i>Frequency of travel mode</i>				
	0%	25%	50%	75%	100%
Drive myself	12.7%	6.4%	3.6%	20%	57.3%
Have friends drive me	72.4%	19.4%	5.1%	3.1%	0
Have family drive me	68.4%	15.3%	8.2%	7.1%	1.0%
Use GALAVAN	88.8%	6.7%	1.1%	3.4%	0
Use a nursing home vehicle	0	0	0	0	0
Other_____	N/A	N/A	N/A	N/A	N/A
Trip Purpose	<i>Number of roundtrips per month</i>				
	(0-4)	(5-9)	(10-14)	(15-19)	(20 +)
Employment	37.9%	3.4%	5.2%	8.6%	44.8%
Medical	77.5%	11.3%	7.0%	1.4%	2.8%
Shopping	35.0%	26.3%	18.7%	3.7%	16.3%
Social	29.2%	41.7%	13.9%	5.6%	9.7%
Other – Church 4, Airport 1, Sporting events 1	N/A	N/A	N/A	N/A	N/A

**13. How many roundtrips, for any purpose, do you take during an average week to the following places?**

Place	Number of roundtrips per week									
	1	2	3	4	5	6	7	8	9	10+
Amsterdam/Churchill	2	1	0	0	0	0	0	0	0	0
Belgrade	14	12	2	4	3	2	1	1	0	3
Bozeman	16	14	8	7	4	2	3	5	0	14
Four Corners	6	4	0	3	1	2	0	0	0	1
Manhattan	4	3	1	0	1	1	1	0	0	1
Three Forks	6	3	1	2	0	0	0	0	0	0
Willow Creek	0	0	0	0	1	0	0	0	0	0
West Yellowstone	0	0	0	0	1	0	0	0	0	0

**Description of GALAVAN:**

GALAVAN is a reservation based, door-to-door transportation provider that serves senior citizens (60+) and persons with disabilities. The service requires rides to be scheduled 24 hours in advance. The service is free, though a donation of \$1 per trip is suggested.

**14. If service was available, indicate when you would most likely use GALAVAN (check all that apply)**

Day(s) of Week	Before 8 am	8 am - 9 am	9 am – 4:30 pm	4:30 pm – 7:30 pm	After 7:30 pm
Monday – Thursday	2	11	37	8	3
Friday	3	7	25	6	4
Saturday	3	5	11	7	4
Sunday	3	7	13	5	3

**15. Please indicate to which level you agree with the following statements**

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am limited in <u>WHAT I CAN DO</u> because I do not have a reliable source of transportation.	11.5%	12.8%	10.3%	21.8%	43.6%
I am limited in <u>WHEN I CAN DO THINGS</u> because I do not have a reliable source of transportation.	10.3%	11.5%	10.3%	24.4%	43.6%
I rely too much on other people to take me where I need to go.	12.3%	13.6%	14.8%	18.5%	40.7%

**16. Do you use the Internet?**

	Number of Responses	Percentage of Total Responses
Yes	40	36.4%
No	70	63.6%
No Answer	19	----

**17. List any newspapers you read at least once a week.**

Bozeman Daily Chronicle - 97

**18. List the television station you watch for national and local news:**

CBS (Channel 4) – 39, NBC (Channel 6) – 37, ABC (Channel 5)-11, FOX – 10, PBS – 7,  
CNN - 6

**19. List the radio station you listen to most frequently:**

1450 AM (11), 95.1 FM (2), 96.7 FM (2), 640 AM (8), 1090 AM (9), 93.7 FM (11),  
100.7 FM (3), NPR(8)

**20. Additional comments.** The number by the comment denotes the survey number.

- 8) I'm getting to the place I would like to ride the bus but wouldn't be able to spend the whole day.
- 10) I am really limited.
- 12) May need service because of age 89.
- 18) May need in future.
- 19) My husband is not able to drive. I have a driver's license but do not drive any further than Manhattan. (Respondent lives in Manhattan)
- 35) I think GALAVAN is wonderful & useful. I am lucky I can still drive and have a car, also have children to take me.
- 36) I am slow to "get to the door," sometimes GALAVAN couldn't wait for me.
- 37) I have my own transportation, but I agree to having GALAVAN for others!
- 44) Although I do not presently need this service, If I should need it in the future, I would like to know it is available.
- 49) There may come a day when I would appreciate a trip to the doctor or grocery store because I plan to live in my home as long as I can crawl.
- 52) Good service – you provide transportation for our friend Robin on Sundays for church.
- 53) How about adding Livingston. I know it's in another county, but there are some good medical people there.
- 55) You (GALAVAN) provide a critical service for our communities' disabled and elderly. I fully support your services. Hope you are still around when I will need your service (or members of my family might need you).
- 56) I've never used the GALAVAN but my 88 year-old Dad has, it's a wonderful service.
- 57) I don't use this right now, but I have a roommate that is 60+ that would use this a lot if it were available to her (near the hot springs/ Four Corners area). She is on oxygen.
- 59) No "GALAVAN" type transportation for those who live in the country. Use/schedule with school bus system might be an idea.
  
- 63) GALAVAN has been my lifeline for almost 6 years. I appreciate all that Steve and all the drivers do for me. Even when under a lot of stress, they are still courteous and kind.

- 64) Gallatin Gateway area?
- 65) GALAVAN is needed for people that don't drive for their transportation to get to or go to different places and doctor or medical appointments.
- 66) Have a developing eye problem, so will likely become a user of GALAVAN.
- 69) GALAVAN is essential!
- 74) Thanks for GALAVAN. I'll use some time.
- 77) I have had recent car trouble and GALAVAN is awesome. However, I teach Adult Ed after 5 pm and need it from 6-8 pm. Need ride for self and kids.
- 83) Although I am able to drive, one never knows when they won't be able to drive. If GALAVAN came to Belgrade I would ride it to town in the winter.
- 84) It's a great service, but calling a day ahead is hard when people get sick.
- 86) Only thing is I can't always plan ahead for a ride.
- 87) I will probably be using some other transportation in two or three years.
- 88) Just use it when car isn't working or roads are pretty slippery. Drivers are 99% reliable. Have an occasional misunderstanding. Good service. Cheap.
- 89) GALAVAN is a good service for people who really need it (keep up the good work).
- 90) Transportation to sporting events.
- 91) More evenings for people going to meetings.
- 92) Would like to see transportation to airport and to other towns, Helena, Butte and Billings.
- 93) It is needed in this town. I will use this service in time.
- 98) I am 46 years old and independent in ability to transport self and others. I see a need in the near future for all users of GALAVAN services to expand further outside Bozeman.
- 99) It would be great if it was available for emergencies.
- 100) Although I do not use GALAVAN nor need to use GALAVAN, I work in a public location that requires everyone (elderly especially) to shop at my location. Therefore GALAVAN is DEEPLY appreciated and in much need. Thank you for GALAVAN Transportation Service. Good Work!
- 103) I am not well informed on the territory that GALAVAN covers. They aren't very clear on what their rules are.

**Appendix C**  
**Advisory Board/Staff Survey**

This survey asked the respondents to write out their answers to a total of eleven questions. The responses are listed here without any changes to the original answers/comments.

**1. In your own words, please describe what you believe is GALAVAN's mission.**

I believe GALAVAN's mission is to provide transportation for the elderly, handicapped, disabled and (low-income on a limited basis) to meet the needs of people whether it be medical, employment or other necessities.

To provide transportation to the disabled, seniors and low income. I would like to see "low income" defined clearer. As who can ride, maybe to work and back.

To connect seniors & the disabled with the community: medical services, social services, shopping and personal enjoyment. This keeps seniors independent as long as possible.

To provide transportation to elderly people who do not own a car or have no other means of transportation – this service also extends to people with disabilities.

To provide transportation for elderly and other persons who are unable to drive – or who find it difficult.

Transportation for seniors and disabled so they can remain independent and take care of themselves while taking part in the community (including volunteering).

To provide affordable transportation to elderly and disabled individuals living in the Bozeman area.

To provide transportation for any senior who has a need, to provide transportation for disabled either permanent or temporary individuals and, to provide transportation to low income folks, regardless of age.

To provide transportation for the elderly, disabled and low income families.

To provide rides for people in the Bozeman area who can't provide their own rides.

**2. What do you believe should be the primary focus of GALAVAN's activities?**

I think we should provide transportation in a timely manner, regardless of the need. Everybody has needs such as medical attention, employment or just social and spiritual. I don't think we should limit the riders as to the need.

Paratransit activities-disabled-seniors-dialysis patients-etc.-low income. Expanding to outlying areas, find more funding.

Maintain convenient service, adjusting for city growth. Expansion comes second to in city.

Transportation for people without any, possibly providing transportation for day rides to places like Chico Hot Springs or Yellowstone Park.

Those who are mandated in the grants and other agreements GALAVAN is subject to.

Door to door rides for seniors and disabled.

I believe the primary focus should be pretty much what GALAVAN is now doing: door-to-door transportation for elderly, disabled, and low-income people living in the Bozeman area. I feel these groups of people should be well served during regular business hours. Additional service should only be added if current needs are being adequately met.

Transporting passengers in a safe and timely manner.

Rides

### **3. How should GALAVAN measure its effectiveness (i.e., cost per ride, number of rides provided, etc.)?**

One way to evaluate the effectiveness is by doing a survey once a year to see where the most need may be-especially now that the area is growing so fast. The survey could also be done as a telephone survey or during ridership of the client.

Number of rides and who they are! Ask the riders, locate the people who would use us by marketing properly. Some people cannot pay. (Donation) We cannot change!

Number of rides provided.

Number of rides per month – passenger surveys.

Effectiveness should be measured in terms of its contribution to the betterment of the lifestyle of its clients.

Number of rides provided, rider satisfaction, public satisfaction, staff satisfaction.

In my opinion, the measure of success is by how GALAVAN affects the clients it serves. Numbers are great, but huge numbers don't always mean effectiveness. I think meeting the client's needs in a timely, safe, and friendly ways is a good way to measure effectiveness. I do believe that the growth over the last 3 or 4 years is an indication that GALAVAN is fulfilling its mission statement, but we should measure effectiveness by how we touch the lives of those we serve.

Number of rides provided. On a more subjective level, comments by passengers to either the drivers or to the board.

By providing rides for the elderly, disabled and low-income families.

Cost per ride, service times, service area.

#### **4. In your opinion, what should be GALAVAN's long-term goals?**

I see an increased need for individuals riding in the outside area of the valley. There are a lot of individuals who do not live in the city limits of Bozeman who for one reason or another cannot drive. Not all home health agencies provide that service for the clients and it is difficult for them to get to Bozeman. We could expand our service to include Four Corners and maybe a day to Manhattan and Three Forks on a regular basis. The subdivisions between Belgrade and Bozeman have quite a few of older people and handicapped that could use the service if it was provided. We also need to have meetings among the drivers with Steven so that everyone knows what is going on and voice our concerns.

Becoming part of the mass transit system in either Bozeman or tri-area. Offering expanding services, contract services, placing buses in towns they are needed. Parking facilities (bus barn).

Mid-term: fixed route, long-term, central valley (Bozeman-Four Corners-Belgrade).

Being able to expand the travel area-outside of city limits to a given point-say 5 miles or so outside city limits.

Increased service as population increases. Add outlying areas.

Expanded routes and hours for northern Gallatin County.

To continue to provide a high level of service primarily in the Bozeman area. To possibly provide daily service to outlying communities, only if the need exists, funding is available, and it would not compromise the Bozeman service. If Bozeman gets a fixed route transit system, GALAVAN should be the provider of the paratransit segment. Continue to upgrade vehicles and eventually have a garage for parking and office space.

To stay informed and aware of needs of seniors and provide ride service as needed. Number of seniors, location of seniors and places they need to go could change as our community changes and grows. We need to be flexible to meet these possible changes.

To serve all of Gallatin County and Belgrade 5 days a week.

Keep going as is, provide better service.

#### **5. What are GALAVAN's current strengths?**

I think GALAVAN has a good working team of drivers with the leadership of Steven. I think we provide the best service to our riders that we can. We try very hard to be on time for them. It is amazing to me the number of riders that we have and the number that ride GALAVAN in a day. We are available 7 days a week for them.



Steve-drivers-buses and providing a service that is needed, we are already providing a paratransit service. The advisory board (people who care).

Personnel, its director, its board, and most importantly its image in the community which leads to stable funding.

Good drivers, good vehicles, good response to passenger requests.

Well-mannered and helpful staff.

Public support, HRDC umbrella, Steven and staff, link to MSU.

HRDC's role in fiscal activities and program support. The GALAVAN Board of Directors is a huge asset. All of the staff are good people-mostly dedicated to what they do (not just to receive a paycheck). The working environment is friendly and staff works well as a team. GALAVAN is well known and respected in the community. Longevity is a strength-GALAVAN has been around for almost 30 years. GALAVAN has a pretty darn good benefits package for its employees.

The friendliness and helpfulness of drivers and office personnel. Their reliability. The cab-like service rather than a fixed route with times.

The ability to give rides to the people that need them.

Nice people to ride with, drivers and phone service.

## **6. What are GALAVAN's current weaknesses?**

Limited service area.

Allowing enough time for rides.

Fundraising, marketing, and getting the word out, which could boost ridership. I know we're working on this with our current grant, so we've acknowledged this issue.

At times the workload is overwhelming, especially in the office. Office staff cannot get the work done in a regular 8 hour day. Another weakness is the ability to say no to new projects, as an example, providing transportation to Head Start students, adding Belgrade service, adding evening and weekend service without additional administrative staff. Inadequate compensation for efforts. Communication between board and all staff.

Lack of bus barn, housed in quarters where they are not wanted.

Probably could use increase funding.

Vehicles are getting high mileage, still run good though. Unable to provide rides in the evenings, but there is not a great demand for that.

No obvious successor to Steve. Outdated software. Private fundraising.

Not servicing tri-area, no riders. Needs marketing. Manhattan, Three Forks, Gallatin Gateway, Four Corners.

I think that there needs to be a dispatcher so that Steven can get all the other things done such as writing grants, reports, etc. that needs to get done. And if Steven want the dispatching job and all the reports, then there needs to be someone else that does the other things along with the PR for GALAVAN.

## **7. What are some immediate and long-term opportunities for GALAVAN?**

To offer rides in more areas than Bozeman

As the city may develop a fixed route bus system I think GALAVAN should stay connected with the city plan as it would probably be financially beneficial.

Some immediate opportunities for GALAVAN might be to provide transportation for senior citizens that might want to go to evening activities such as musical performances, plays, magic shows, etc. A long-term opportunity might be for GALAVAN to provide paratransit and elderly service when Bozeman gets a fixed route transit system. Better marketing and public relations for GALAVAN.

Chance to participate in transit plan.

Is fixed schedule service a possibility? Perhaps expanded to include “public”?

Adding new passengers weekly, receiving funding to purchase a new bus, possible funding to purchase more new vehicles.

Immediate: fixed route as part of Belgrade/Friday. Long-term: integration with county-wide transportation plan. Mid-term: go county-wide with separate levy (=200K/year).

We are already doing the job of a paratransit system. We could melt into another mass transit system. If we had the drivers, and Steve had more time we could keep a bus in Three Forks, Manhattan or Belgrade to service those areas better.

An immediate opportunity would be to have another part-time drivers for 11 am and 1 pm when it is especially busy. This could be combined with the PR position as a possible fill-in.

## **8. What are any immediate or long-term threats to GALAVAN?**

I think one threat to GALAVAN will be a city transit system in the city. But then, GALAVAN could expand its services even more outside the city limits.

Another bus company taking over, Montana transportation funding cuts, Federal transportation funding cuts, no grant money or matching funds. Buses not meeting safety standards (Headstart/cost money!!).

Long-term: Out growing our fundraising, board instability, management instability, private competitors, contracts. Immediate: parking.

Long-term: possibly losing funding to operate.

Who would dare threaten GALAVAN??!

Chance to participate in transit plan.

Immediate threats: breakdown of strength within – morale, pay. Loss of any funding sources. The expansion of Bozeman City limits could threaten quality of service. The Greater Bozeman Area Transportation Plan is still in early stages of development but could be a threat to GALAVAN if a relationship does not work out. HRDC could threaten the GALAVAN program by a spin off.

Government funding reduction. Depending on the outcome of the city's idea to establish bus service and various types of government monies used, our funding could be impacted.

Funding and hiring of more drivers to expand to other areas.

Funding.

## **9. Is there any way you believe that GALAVAN could be better serving it clients?**

Very close to perfect.

Better scheduling of rides, and having more time to wait for the elderly.

In the future sometime we should consider a staggered lunch hour for the drivers so transportation services could continue uninterrupted throughout the noon hour. I feel it is time GALAVAN had a full-time office person to enter ride reservations and dispatch will calls.

Noon hour service.

Only if expansion of service area is possible.

Possibly operating a few hours in the evening if there were a demand.

We need to break the psychological barrier of people who still drive. More special events.

More marketing of GALAVAN to potential cliental which would increase ridership-then we would need more buses and staff.

Maybe some sort of system where the riders that call in the same day and get service instead of waiting 24 hours. Sometimes there are situations that arise that need attention right away but don't warrant an emergency.

#### **10. What area (cities, towns, etc.) should GALAVAN be serving?**

A service to Four Corners and the area in between the triangle of Belgrade, Bozeman and Four Corners. A regular day for Manhattan and Three Forks.

Three Forks, Manhattan, Four Corners, Gallatin Gateway, Bozeman, Belgrade, Churchill.

Fixed route leading to full central valley service. Three Forks, Manhattan, Amsterdam, Belgrade, Gallatin Gateway and Bozeman. If we can do it without going broke.

Bozeman-within 5 miles of the city limits. Belgrade, Manhattan, Four Corners, certain days of the week and driver availability.

Bozeman, Belgrade, Four Corners.

Northern Gallatin County including Bozeman, Belgrade, Manhattan, Amsterdam, Three Forks and Four Corners.

I feel that Bozeman should be the primary city served. If Bozeman's needs are being served well, then possibly a daily service to Belgrade if the budget allows and office staff are available for the extra workload. From what I've seen, Manhattan and Three Forks don't have enough riders to justify the expense.

With our recent surveying of outlying parts of the county I think we'll soon have an idea if there is a need. I do think some service within Belgrade is good and I know we've recently added a day there.

Bozeman, Belgrade, Four Corners area, Manhattan and Three Forks.

Belgrade, Four Corners.

#### **11. Additional Comments**

It's a great service.

To have more promoting and advertisement of GALAVAN for what it offers and what it is about.

GALAVAN is a needed service in the Bozeman area and as the city limits of Bozeman continue to expand, GALAVAN will have to add additional staff to cover the extra miles. If GALAVAN's services were to be marketed better, the demand in Bozeman could increase, which would be a good thing, but also may possibly create the need for more staff & vehicles.

Doing a fine job.

We need a long-term plan.

GALAVAN is a good service. It provides a way for people to get out of their houses who do not own a car. Taking someone to the doctor, to the grocery store, to the Senior Center is an excellent way to empower someone, let them have their freedom. I would like to see low income defined clearer. If we could get them to a job that would be a service of pride. We could expand our area-market to those who would use us. Get Head Start business in Bozeman-Livingston-Belgrade and keep our heads above water.

## **Appendix D**

### **Census Data**

**Table D-1: Gallatin County Residents by City/Town/Census Data Place (CDP)**

Place	Census Year						% change 1980-90	% change 1990-2000	% change 1980-2000
	1980	% of County	1990	% of County	2000	% of County			
Gallatin County	42,865		50,463		67,831		17.7%	34.4%	58.2%
Amsterdam/Churchill	n/a		n/a		727	1.1%	n/a	n/a	n/a
Belgrade	2,336	5.4%	3,422	6.8%	5,728	8.4%	46.5%	67.4%	145.2%
Big Sky	n/a		n/a		1,221	1.8%	n/a	n/a	n/a
Bozeman	21,645	50.5%	22,660	44.9%	27,509	40.6%	4.7%	21.4%	27.1%
Four Corners	n/a		n/a		1,828	2.7%	n/a	n/a	n/a
Manhattan	988	2.3%	1,034	2.0%	1,396	2.1%	4.7%	35.0%	41.3%
Three Forks	1,247	2.9%	1,203	2.4%	1,728	2.5%	-3.5%	43.6%	38.6%
West Yellowstone	735	1.7%	913	1.8%	1,177	1.7%	24.2%	28.9%	60.1%
Willow Creek	n/a		n/a		209	0.3%	n/a	n/a	n/a

**Table D-2: Gallatin County Residents by Age Category**

Age Category	Census Year						% change 1980-90	% change 1990-2000	% change 1980-2000
	1980		1990		2000				
	Number	%	Number	%	Number	%			
Total	42,865		50,463		67,831		17.7%	34.4%	58.2%
Under 18	10,204	23.8%	12,268	24.3%	14,926	22.0%	20.2%	21.7%	46.3%
18-24	11,082	25.9%	8,925	17.7%	12,551	18.5%	-19.5%	40.6%	13.3%
25-44	12,427	29.0%	17,199	34.1%	20,628	30.4%	38.4%	19.9%	66.0%
45-59	4,539	10.6%	6,010	11.9%	12,012	17.7%	32.4%	99.9%	164.6%
60-64	1,379	3.2%	1,572	3.1%	1,944	2.9%	14.0%	23.7%	41.0%
65-69	1,075	2.5%	1,457	2.9%	1,581	2.3%	35.5%	8.5%	47.1%
70-74	780	1.8%	1,242	2.5%	1,401	2.1%	59.2%	12.8%	79.6%
75-79	604	1.4%	874	1.7%	1,234	1.8%	44.7%	41.2%	104.3%
80-84	396	0.9%	517	1.0%	851	1.3%	30.6%	64.6%	114.9%
85 and older	379	0.9%	399	0.8%	703	1.0%	5.3%	76.2%	85.5%
60 and older	4,613	10.8%	6,061	12.0%	7,714	11.4%	31.4%	27.3%	67.2%
65 and older	3,234	7.5%	4,489	8.9%	5,770	8.5%	38.8%	28.5%	78.4%



**Table D-3: Gallatin County Residents by Age Category, by City/Town/CDP – 2000 Census**

	Gallatin County		Amsterdam Churchill		Belgrade		Big Sky		Bozeman		Four Corners		Manhattan		Three Forks		West Yellowstone		Willow Creek	
	number	%	number	%	number	%	number	%	number	%	number	%	number	%	number	%	number	%	number	%
Total	67,831		727		5,728		1,221		27,509		1,828		1,396		1,728		1,177		209	
Under 18	14,926	22.0	213	29.3	1,704	29.7	187	15.3	4,407	16.0	421	23.0	372	26.6	490	28.4	264	22.4	66	31.6
18-24	12,551	18.5	36	5.0	657	11.5	103	8.4	9,069	33.0	184	10.1	108	7.7	104	6.0	93	7.9	17	8.1
25-44	20,628	30.4	192	26.4	2,135	37.3	586	48.0	7,869	28.6	572	31.3	415	29.7	499	28.9	422	35.9	64	30.6
45-59	12,012	17.7	130	17.9	771	13.5	221	18.1	3,501	12.7	400	21.9	274	19.6	306	17.7	287	24.4	32	15.3
60-64	1,944	2.9	23	3.2	114	2.0	41	3.4	463	1.7	70	3.8	44	3.2	70	4.1	49	4.2	10	4.8
65-69	1,581	2.3	23	3.2	96	1.7	31	2.5	448	1.6	60	3.3	46	3.3	86	5.0	38	3.2	8	3.8
70-74	1,401	2.1	31	4.3	96	1.7	25	2.0	437	1.6	46	2.5	42	3.0	64	3.7	9	0.8	4	1.9
75-79	1,234	1.8	28	3.9	58	1.0	18	1.5	495	1.8	39	2.1	51	3.7	56	3.2	11	0.9	3	1.4
80-84	851	1.3	26	3.6	52	0.9	5	0.4	418	1.5	22	1.2	26	1.9	38	2.2	4	0.3	2	1.0
85 and older	703	1.0	25	3.4	45	0.8	4	0.3	402	1.5	14	0.8	18	1.3	15	0.9	0	0.0	3	1.4
60 and older	7,714	11.4	156	21.5	461	8.0	124	10.2	2,663	9.7	251	13.7	227	16.3	329	19.0	111	9.4	30	14.4
65 and older	5,770	8.5	133	18.3	347	6.1	83	6.8	2,200	8.0	181	9.9	183	13.1	259	15.0	62	5.3	20	9.6

**Table D-4: Bozeman Residents by Age Category – 2000 Census**

Census Year							% change 1980-90	% change 1990-2000	% change 1980-2000
Age Category	1980		1990		2000				
	Number	%	Number	%	Number	%			
Total	21,645		22,660		27,509		4.7%	21.4%	27.1%
Under 18	3,644	16.8%	4,097	18.1%	4,407	16.0%	12.4%	7.6%	20.9%
18-24	8,467	39.1%	6,911	30.5%	9,069	33.0%	-18.4%	31.2%	7.1%
25-44	5,442	25.1%	7,096	31.3%	7,869	28.6%	30.4%	10.9%	44.6%
45-59	1,770	8.2%	1,973	8.7%	3,501	12.7%	11.5%	77.4%	97.8%
60-64	593	2.7%	527	2.3%	463	1.7%	-11.1%	-12.1%	-21.9%
65-74	849	3.9%	1,091	4.8%	885	3.2%	28.5%	-18.9%	4.2%
75-84	612	2.8%	683	3.0%	913	3.3%	11.6%	33.7%	49.2%
85 and older	268	1.2%	282	1.2%	402	1.5%	5.2%	42.6%	50.0%
60 and older	2,322	10.7%	2,583	11.4%	2,663	9.7%	11.2%	3.1%	14.7%
65 and older	1,729	8.0%	2,056	9.1%	2,200	8.0%	18.9%	7.0%	27.2%