Executive Summary

2024-2025 Adopted Budget

Bozeman Public Schools
404 W Main Street, Bozeman, MT 59715
Gallatin County

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DATE: August 19, 2024

TO: Board Chair
Members of the Board of Trustees

FROM: Lacy Clark, Director of Business Services

RE: 2024-25 Budget Overview

On August 19, 2024 the Bozeman School District Board of Trustees adopted its budget for the 2024-25 fiscal year. This document is intended to provide the reader with an overview of the Bozeman School District and its 2024-25 budgets. This overview is organized into three sections: organizational, financial, and informational. The budget document contains additional information on all of these topics as required by the ASBO Meritorious Budget Award program.

ORGANIZATIONAL SECTION

Board of Trustees

An eight-member Board of Trustees is responsible for the governance of the District. Board members are elected by the voters of the District and serve overlapping three-year terms. The current Board members, the expiration dates of their respective terms, the total number of years of Board service, and their respective occupations are as follows:

Board Member	Term Expires May,	Total Time Served on Board	Occupation
Greg Neil, Chair	2026	7.5 years	Insurance Agent
Kevin Black, Vice Chair	2026	4 years	Real Estate Agent
Gary Lusin	2027	18.5 years	Physical Therapist
Lauren Dee	2025	2 years	Stay at Home Mom
Lei-Anna Bertelsen	2027	3 years	Education Facilitator
Melissa Moran	2027	6 months	Restauranter
Tanya Reinhardt	2025	8 years	Business Consultant
Sandra Wilson	2027	9.5 years	Retired Teacher

Source: District records



Photo credit: Patrick, Bouman, Bozeman Daily Chronicle

Executive Administration

In Montana, the Board of Trustees alone has the ability to hire and fire staff. The Bozeman School District staff is organized into four branches. An Administrator leads each branch, and each of these Administrators reports to the Superintendent.



Mr. Casey Bertram - Superintendent

Mr. Casey Bertram is the District's Superintendent and was appointed to this post effective January 2022. Prior to becoming the Superintendent, he served as the Interim Superintendent from 2020-2021 as well as the Deputy Superintendent Curriculum and Technology. Prior to that, he was the principal at Hawthorne Elementary in Bozeman since 2013. Mr. Bertram's direct Administrative reports are:

- Dr. Marilyn King, who serves as a Deputy Superintendent. Dr. King has worked for the Bozeman School District since 1999.
- Mike Van Vuren, who serves as a Deputy Superintendent. Mr. Van Vuren was formerly the principal at Hyalite Elementary in Bozeman and has been with the District since 2011.
- Mike Waterman, who serves as the Executive Director of Business and Operations. Mr. Waterman has worked for the District since 2012.
- Pat Strauss, who serves as the District Human Resources Director. Mr. Strauss has worked for the District since 2001.

Major Goals and Objectives – Long Range Strategic Plan

Bozeman School District has used a Long-Range Strategic Plan (LRSP) to guide and focus the District. The LRSP process was initially launched in the fall of 2007 to bring more rigor to the process of setting goals; to ensure the wants, preferences, and needs of the community are well understood; and to strategically focus District resources. In 2023-24, the LRSP was revisited by a group consisting of: Trustees, Administrators, staff members, High School students, and members of the public to review the goals, and to once again ensure the wants, preferences, and needs of the community are understood. The process consisted of seven public surveys, a two day consensus circle, and board discussion and ultimate approval.

Bozeman Public Schools' Board, staff, and leadership team view the process of strategic planning as an ongoing process within Bozeman Public Schools. The LRSP is not a "strategic planning project" that was completed, but rather is a living document that continually evolves as the needs of the District change.

Key foundational pieces of the LRSP include the District's Core Purpose, Core Values, Goal Areas, and the Five-Year Plan which includes measurable District goals:

Mission - *Bozeman Public Schools exist to ensure high level learning for all students.*

Vision – *Bozeman Public Schools will empower all students to reach their full potential for achievement and thrive in their community. We will promote inclusive community involvement; support a passionate education team; and nurture a dynamic learning environment.*

Core Values

- High Student Achievement: We commit to ensure all students learn at their highest potential.
- Committed, Quality Staff: We strive to attract, retain, and support well-qualified, dedicated, and passionate staff members.
- Inclusive Culture: We foster respect, diversity, and adaptability, where all stakeholders feel safe, empowered, supported, and valued.
- Collaborative Engagement: We believe quality staff, family engagement, and community support are essential contributors to student well-being and achievement.
- Integrity and Transparency: We operate with honesty, use research-based decision making, and provide open communication.
- Fiscal Responsibility: We are responsible in the management and expenditure of all District resources.

Goal Areas

- Goal Area 1: Academic Performance: All students meet or exceed the academic standards necessary for college and career readiness.
- Goal Area 2: Operations and Capacity Building: District operations, facilities and human resources promote an effective and responsive educational system.
- Goal Area 3: Community Engagement and Partnerships: Bozeman Public Schools maintains an environment that promotes engagement with educational stakeholders at the local, state, and national levels to successfully educate our students.
- Goal Area 4: Student and Staff Well-being: Bozeman Public Schools utilizes supportive and responsive systems that promote the safety and holistic well-being of students and staff.

Five Year Plan - Measurable District Goals

Goal Area 1 - Academic Performance

- **Grade Level Reading Goal:** By 2029, 90% of all BSD7 3rd Grade Students will demonstrate grade-level reading skills by achieving a proficient score on the Acadience reading assessment at the end of the school year.
- **Graduation Goal:** By 2029, 95% of BSD7 students in each graduation cohort will earn a high school diploma in four years or fewer.

Goal Area 2 - Operations and Capacity Building

- **Professional Learning Communities (PLCs) Goal:** By spring of 2028 all BSD7 schools PK-12 will have fully implemented PLCs in place that will support the closing of the achievement gap, thus qualifying BSD7 as a Solution Tree Model PLC District.
- **Non Instructional Operations Goal:** By 2025 the District will establish measurable goals for the non instructional operations of the District.

Goal Area 3 - Community Engagement and Partnerships

- **Early Literacy Goal:** 85% of all children entering Kindergarten will have requisite literacy skills as measured by Acadience.

Goal Area 4 - Student and Staff Well-being

- **Staff Well-Being Goal:** By 2025 the District will establish a system that will measure and respond to the culture and climate of district employees which includes staff morale, job satisfaction, and well-being.
- **Student Well-Being Goal:** By 2025 the District will establish a system that measures and responds to the barriers that limit student engagement.

Building-level administrators are responsible for developing annual action plans that move the District toward these goals. Annual reports assess the District's progress at the conclusion of each year.

The LRSP is the focal point of the budget development process. Creating a budget that positions the District to meet these goals takes a good deal of time, and the 2024-25 budget has been in the planning stages since August 2023.

Budget Development Process and Timeline

While the Bozeman School District is an entity by itself, it is comprised of two separate Districts. The Elementary District (grades K-8) and the High School District (grades 9-12). This budget document will go into details as to the individual District budgets. While they are discussed in great detail individually, it must be noted that holistically, the District looks to the big picture of K-12 learning and how it can best fit the needs of all our students, regardless of the District in which they are in. Therefore, our Long Range Strategic Plan speaks to K-12 goals. However, for budgeting purposes, the two Districts are their own entities and will be discussed as such throughout this document.

Each fall, the Board of Trustees formalizes a calendar for the development of the ensuing year's budget. The annual calendar, which has historically remained quite consistent, establishes deadlines and assigns responsibility for each step in the budget development process. Generally, the budget development process begins each fall with enrollment counts and developing a framework for the budget. In the winter, administrators and the District Budget Committee prepare and prioritize additional requests. Final budget limits become known after the annual May election and, in odd-numbered years, the adjournment of the Montana legislature. Over the summer, the Business Office finalizes budgets, receives the taxable values, and prepares the budget for Board approval in August.

Although the budget calendar has deadlines and expectations throughout the year, the most impactful dates on the annual timeline are:

Activities	Personnel Involved	Timeline
Prepare Average Number Belonging (ANB) Estimates and Projections	Exec Dir of Business & Operations/ Director of Business Services	11/13/2023
Revise and finalize ANB Calculation and/or Projection	Exec Dir of Business & Operations/ Director of Business Services	2/5/2024
Present Preliminary General Fund Budget to the Board	Board of Trustees/Admin	2/12/2024
Board call for May 2024 Trustee, General Fund, and Special Levy Elections	Board of Trustees	2/12/2024
Provide notice of intent to increase non-voted levies	Board of Trustees/Admin	3/4/2024
Approve resolution estimating amounts available and projects or improvements expected to be funded by School Major Maintenance account	Board of Trustees/Admin	3/4/2024
Set amount of voted levy	Board of Trustees/Admin	3/25/2024
Conduct Trustee and Special Levy Election	District Clerk/County Clerk & Recorder	5/7/2024
Prepare preliminary budgets for Transportation, Bus Depreciation, Tuition, Retirement, Adult Ed, Debt Service, Building Reserve and Technology Depreciation Funds	Exec Dir of Business & Operations/ Director of Business Services	5/8/2024 through 6/30/2024
Present preliminary budget for all Budgeted Funds	Board of Trustees/Admin	7/22/2024
Adopt Final Budget	Board of Trustees	8/19/2024

It is important to note that while the Meritorious Budget Award requirements dictate three years of projections as a required part of the budget development process, it bears no merit in Montana School budgeting and finance. While this document requires the forecasted amounts, the bi-annual Legislative sessions only allow a District to truly forecast two-year periods at a time. Therefore, while three years is forecasted in this document due to

these set requirements, they should be largely disregarded as they are not truly pertinent and/or reliable information for future budgets.

Allocation of Human and Financial Resources

Human and financial resources are generally allocated based on the number of students enrolled in a school's attendance area. Management reserves the right to redistribute resources to accommodate enrollment shifts and educational needs within the District in conjunction with the goals specified in the LRSP. Teachers and paraprofessionals are assigned to buildings to meet Montana's accreditation standards and to address goals established in the LRSP. Specialized staff, including special education and Title staff, are assigned based on need and program qualification.



Source: District's Records

FINANCIAL SECTION

Immediately, the Bozeman School District's finances remain healthy. Voted levy requests continue to pass in our community, General Fund reserves are at their legally-allowed maximums, and our tax impact remains reasonable. As further testament to this fact, Moody's reaffirmed the Elementary School District's bond rating of Aa2 in May 2022 following a decision by the board to re-finance the 2013 Elementary Bonds. The bond rating is the highest of any public school district in Montana. Moody's cites several factors—the District's diverse and growing tax base, the strong institutional presence of Montana State University, healthy financial position with growing reserves, and a manageable debt profile—for the rating. The District is pleased with this rating—not only for the interest savings on our recent bond refinance, but because it is indicative of the District and community's overall financial health.

Budget Overview

The State of Montana establishes eleven budgeted funds: accounting units whose spending authority is determined annually by the Board of Trustees. The Bozeman School District uses ten of these eleven

budgeted funds. The Districts' spending authority in these budgeted funds is increasing to meet the needs of our growing student population.

As the following table shows, the total combined elementary and high school expenditure budgets for all budgeted funds in 2024-25 is $122,230,561. This total represents an increase of $4,988,676 (4.3%) over the prior year's budget:

	FY2023-24 Budget	**FY2024-25 Budget**	Change $	Change %
General	$ 59,103,552	**$ 62,287,942**	$ 3,184,390	5.4%
Debt Service	17,848,713	**18,003,800**	155,087	0.9%
Building Reserve	19,847,876	**21,443,566**	1,595,690	8.0%
Retirement	10,400,000	**10,400,000**	0	0.0%
Transportation	4,938,890	**5,283,026**	344,136	7.0%
Technology	2,322,579	**1,446,908**	-875,671	-37.7%
Adult Education	876,736	**845,302**	-31,434	-3.6%
Bus Depreciation	621,820	**655,753**	33,933	5.5%
Tuition	1,232,271	**1,540,029**	307,758	25.0%
Flexibility	49,448	**324,236**	274,788	555.7%
Total K-12	$ 117,241,885	**$ 122,230,561**	$ 4,988,676	4.3%

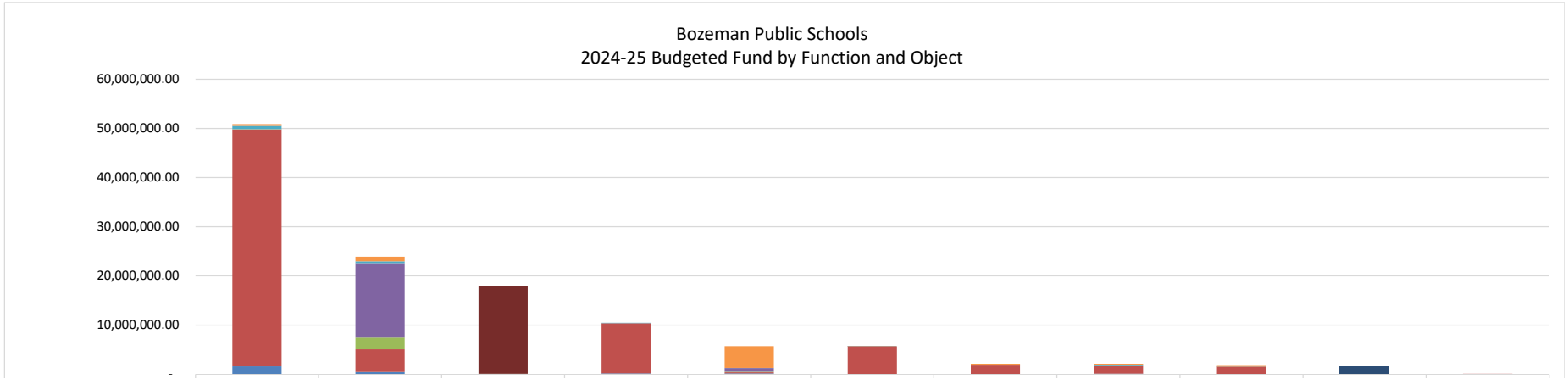
Source: District records

Expenditure Summary

Expenditures in Montana are categorized in several ways, most notably by "function" and "object". *Function* refers to the purpose for which an activity or program exists or is used, while *object* refers to the specific good or service obtained.

Of the $122,230,561 in total budgeted expenditures, the District plans to spend $50,858,927 (41.6%) on Instruction and $73,794,414 (60.3%) on Salaries and Benefits – the largest single function and object amounts, respectively.

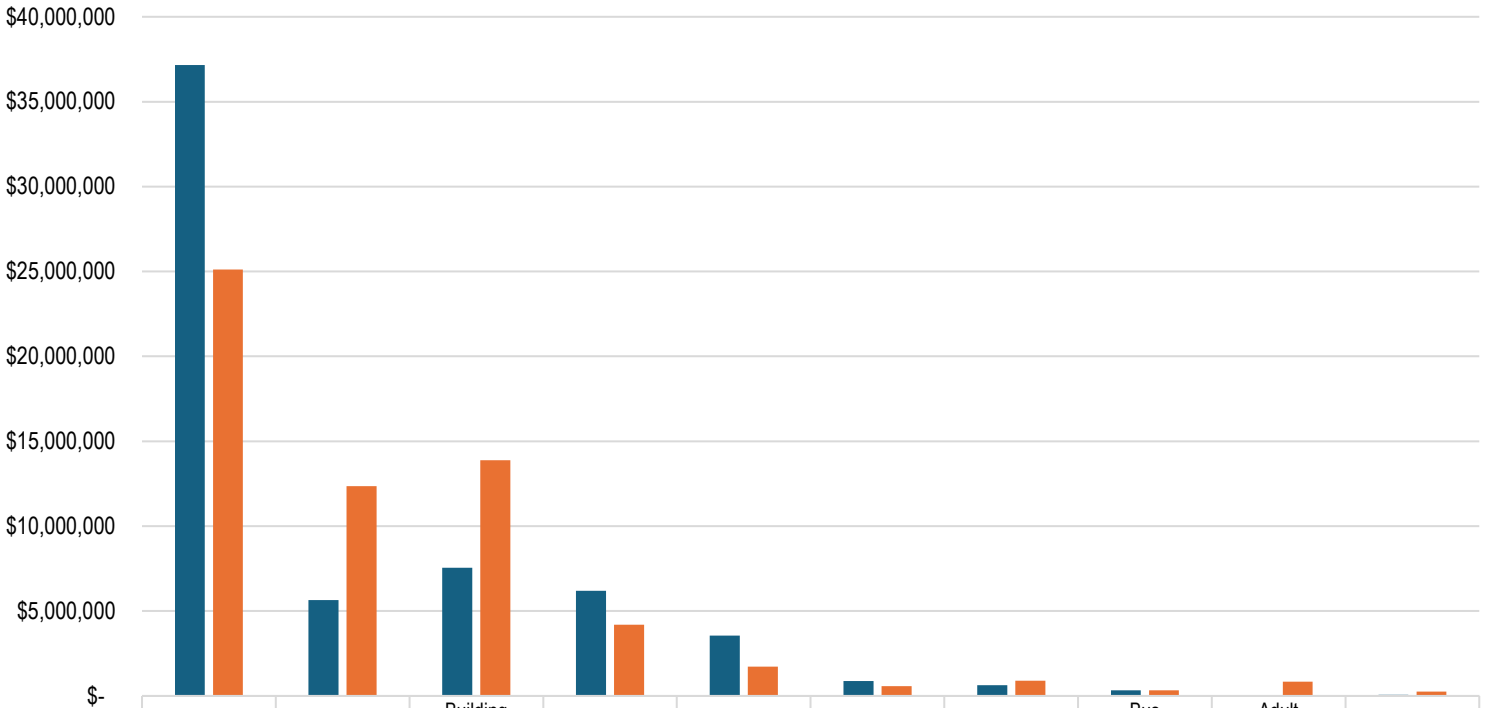
The following graph summarizes total budgeted expenditures by function and object:



	Instruction	Operations & Maintenance	Debt Service	Support Services	Student Transportation	School Administration	Extracurricular Activities	General Administration	Business Services	Other	School Foods
Debt Service			17,873,800.00			200.00					
Other										1,575,503.00	
Other Purchased Services	347,000.00	934,402.00			4,413,857.05	10,100.00	251,679.40	207,711.00	130,104.00		
Prof. & Technical Services	666,148.65	360,000.00		87,037.50	40,500.00	200.00		147,700.00	12,000.00		
Property & Equipment		15,147,548.24			757,393.00						
Property Services	60,637.50	2,360,038.00	130,000.00		92,809.22						
Salaries & Benefits	48,131,919.88	4,629,962.09		10,187,740.19	215,852.86	5,659,418.66	1,809,542.90	1,517,055.98	1,478,221.73	41,540.00	123,160.00
Supplies & Materials	1,653,221.02	478,527.30		206,650.00	226,050.00	3,700.00		149,400.00	112,230.00		

The adopted budgets (i.e., legal spending limit) for each of the Elementary and High School Districts' funds are shown below:

Bozeman Public Schools
2024-25 Spending Authority - All Budgeted Funds



	General	Debt Service	Building Reserve	Retirement	Transportation	Technology	Tuition	Bus Depreciation	Adult Education	Flexibility
Elementary	$37,167,925	$5,655,800	$7,558,318	$6,200,000	$3,553,602	$875,988	$640,991	$327,740	$-	$67,883
High School	$25,120,017	$12,348,000	$13,885,248	$4,200,000	$1,729,424	$570,920	$899,038	$328,013	$845,302	$256,353

Source: District Records

One of the most important scrutinized measures of our General Funds is their 'structural balance': a comparison of planned General Fund costs and the spending authority available to fund them. This year, the Elementary and High School General Funds both have structural imbalances which total to $3,756,196 (6.03%) system-wide:

	Elementary	High School	K-12 Total
Projected General Fund Budget Limit w/ a Vote	$ 37,167,925	$ 25,120,017	$ 62,287,942
Budgeted General Fund Expenditures	$ 40,655,996	$ 25,388,142	$ 66,044,138
Remaining Capacity/(Structural Imbalance)	$ (3,488,071)	$ (268,125)	$ (3,756,196)

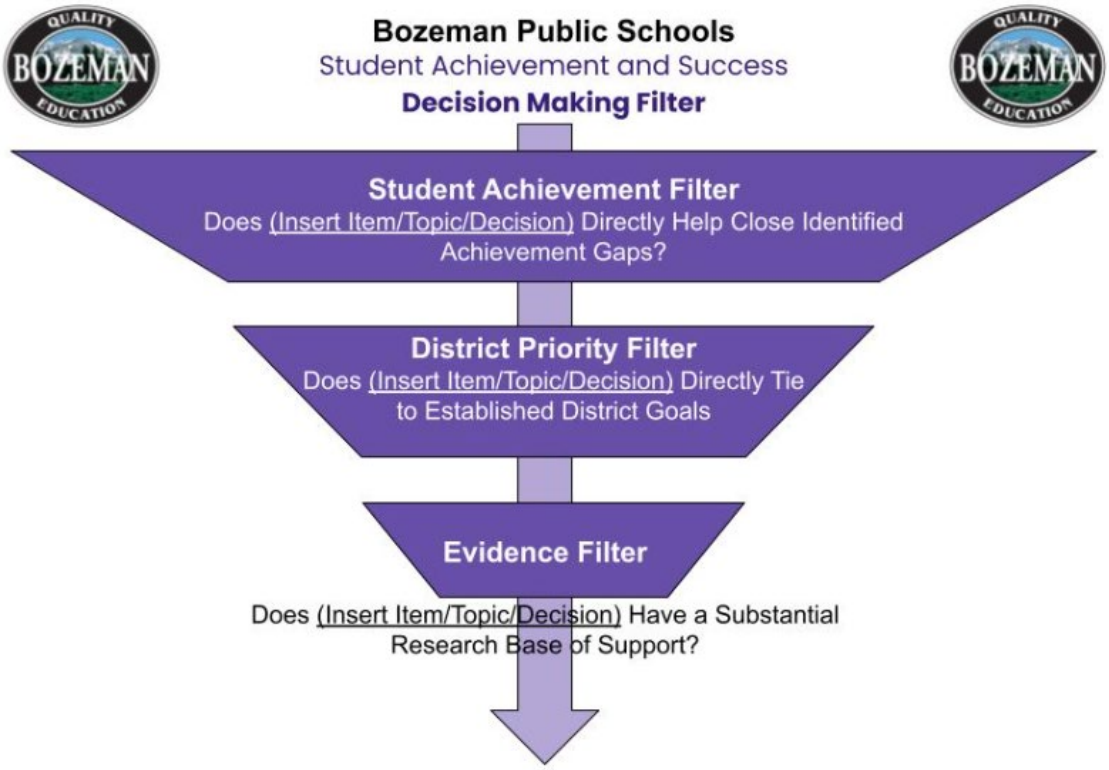
Source: District Records

The structural imbalance was deemed a *Mega Issue* in Spring 2022 and a budget committee was created to tackle budget reductions amounting to $4.1 million per year. The budget committee met from June 2022 through December 2022 and budget reductions were recommended to the Board of Trustees in January 2023. The Board ultimately approved the committee's recommendations.

Significant Trends, Events, and Initiatives

The recommended budget reductions created a list of action items that would roll out to different grade bands over the 2023-24 & 2024-25 school years. The most prevalent change was to reduce 10 FTE in the 6-8 grade bands for the 2023-24 school year, and 10 FTE in the 9-12 grade bands for the 2024-25 school year. In order to run a master schedule with fewer FTE, it was determined that both the Middle School and High School would need to move to a block schedule.

While the Middle School block schedule took effect in 2023-24, the High School block schedule was delayed a year due to the complexity of the 9-12 grade band schedules. The intent of these decisions was to not only reduce FTE for budget savings, but to also increase student achievement based on the Student Learning Decision Making Filter in Policy 3610:



While the middle school was able to reduce their overall FTE by 7, the high school was unable to reduce FTE and stay in compliance with accreditation standards set by the Montana Office of Public Instruction. The enrollment growth at the high school continues to trend upwards and has reached all-time highs over the last several years. Therefore, with the block schedule change, and the increase in enrollment, the high school was unable to reduce the FTE by the budget reduction recommendations. Rather, the high schools were able to change the master schedule, educate more students than ever before, and increase the FTE for the 2024-25 school year by 2.8 FTE. While this was not the original budget reduction recommendation, it was necessary to implement such an increase to stay within accreditation standards and to ensure the District was putting all decisions through the student achievement filter. Without the change to the master schedule, the FTE increase would have been much higher due to the increase in student enrollment.

In addition to the block schedules changes, recruitment and retention have continued to be significant issues for the District. Bozeman is an attractive place to live, and the housing market has skyrocketed since the pandemic. The cost to rent or own a home in Gallatin County has become unmanageable for many people. As

a result, our District has seen the number of applications for all positions dwindle significantly. Where there were once over a hundred applications for a Principal position, we are now receiving less than five applicants for these job postings. In addition, many out of town applicants pull their application once they review the housing costs in the area. To address the changing conditions, the District not only had to address the budget deficit, but has also had to find innovative ways to recruit and retain employees. Union negotiations took place in the spring of 2023, and the District had to take a holistic look at employee compensation–including salaries and benefits–and invest strategically in it to help recruit and retain high quality employees.

Beginning with the 2024-25 school year, the District will offer a "Grow Your Own Teacher" program. This vision of the program is to actively recruit and support Bozeman School District graduates and classified employees who display aptitude and a passion for entering the teaching profession.

The program has two separate pathways. The first is for Bozeman School graduates. This pathway allows for the District to identify students in the middle and high school students and recruit them to take dual enrollment courses in education throughout high school. Once they enroll in college, the District will provide a scholarship for tuition assistance and will encourage these students to work in the District as a Paraprofessional during their college term. This will not only help with the current Paraprofessional shortfall but will also ensure that the District has quality and quantity applicants to choose from for future teaching positions.

The second pathway is for current Classified employees. These are employees of the District that display an aptitude and talent for becoming prospective teachers. Once again, the District will provide tuition assistance for select finalists in order to provide them with a pathway in teaching.

Overall, the District budgeted $25,000 for the first year of this program and received nine applications from current Paraprofessionals for it. The program is financed through the Adult Education Fund and is expected to grow in future years.

Another upcoming initiative the Bozeman Public Schools is taking part in is an enhancement to the Early Literacy program. Since 2015, the District has operated two Running Start Kindergarten programs targeting the early learning needs of four-year-old students in the community. Student enrollment and funding was tied to the exceptional circumstances enrollment provisions in MT law that allowed a district to enroll students in early kindergarten programs. During the 2023 legislative session, *HB352 - Targeted Early Literacy Intervention,* was passed. While the bill sunset the exceptional circumstances provisions in the law that allowed Running Start to operate, it also greatly expanded the opportunities and funding available to MT schools districts to address the literacy needs of students up to third grade. Bozeman Public Schools is very excited to roll-out expanded literacy programming beginning summer 2024. HB352 provides for three options that Districts may choose to implement:

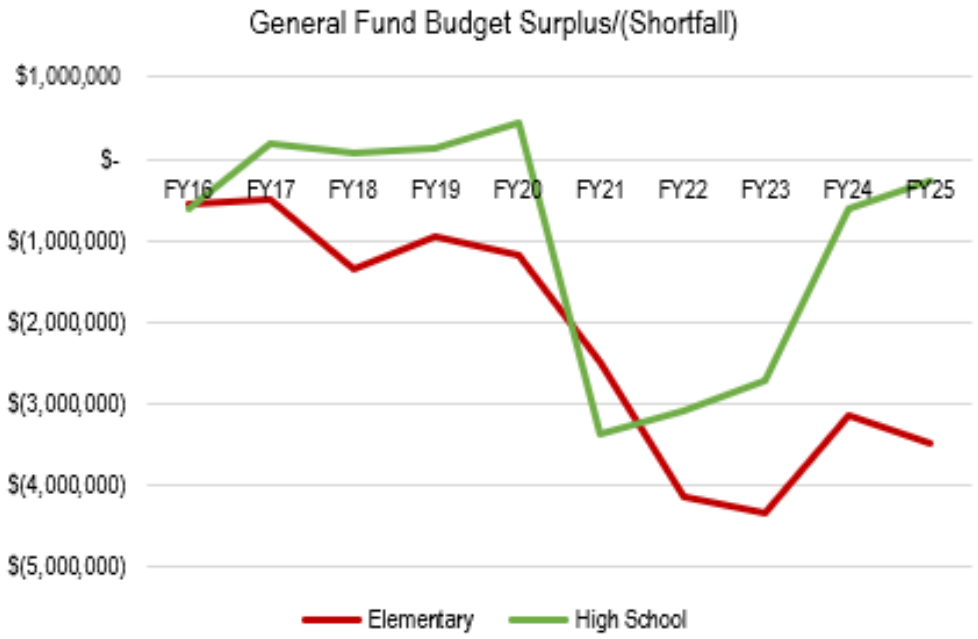
- Jump Start summer school programming for students not proficient with grade level reading skills. Jump Start programming and funding is available for students who are entering kindergarten, first grade, second grade, and third grade.
- Classroom based programming during the school year for four-year-old students who are not proficient with literacy skills.
- At-home technology based programming facilitated by the MT Office of Public Instruction for students not proficient with grade level reading skills.

While the summer Jump Start programming began July 1, 2024, the Bozeman Reads Early Learning Center is scheduled to open in August 2024 for the four-year-old students who are not proficient with literacy skills. The Bozeman Reads Early Learning Center at Morning Star Elementary will be focused on supporting the literacy needs of students prior to entry to kindergarten. The programming is directly tied to the District's early literacy LRSP goal: *85% of all children entering Kindergarten will have requisite literacy skills as measured by Acadience.*

The early literacy programming is intended to be funded through the General Fund; however, the enrollment-related funding for it will not begin until the 2025-26 school years. As a result, the cost of this year's operations—estimated at $400,000—will be paid from one-time funds that had previously accumulated in the Interlocal Agreement Fund.

Another Legislative change was the passage of *HB203 – Open Enrollment*. HB 203 enhances student and parent choice in where children attend school, and it is about ensuring that the educational costs of nonresident students are not transferred onto the taxpayers of a district of attendance. It requires tuition payments from the district of residence to the district of attendance.

Historically, the District has not allowed out-of-district students to enroll without special circumstances. Beginning in 2024-25, Bozeman Public Schools opened its doors to out-of-district students wishing to enroll in our District in accordance with HB203. Each student must go through an application process that is approved or disapproved by the Board of Trustees. Once a student is approved by the Board, the student is then assigned a specific school. The school assignment is based on current in-district enrollment, and where there is classroom availability. While there were certainly unknowns regarding how many students would enroll, the ultimate enrollment increase/decrease with incoming & exiting students has been nearly a wash.



Source: District Records

The graph above shows the General Fund structural balance history for the Elementary and High School Districts. The zero line indicates that planned expenditures match available budget authority–a balanced budget. As you can see, both the Elementary and High School budgets had multi-million dollar deficits that underwent thorough review through the budget committee consensus process. While the High School line is now trending upward, the Elementary has increased expenses and flat enrollment. Therefore it is imperative that the District continue to review and change the way that it does business: meaning innovation must be at the forefront of all decisions that are made regarding the education of our children.

While Montana law requires a balanced General Fund budget, there are also budgeted contingency amounts that can be used to fund different sectors of the School District. In 2022-2023, voters approved a new Elementary Building Reserve Safety levy and a High School Building Reserve Safety levy. These were the first Safety levies approved by voters in the State of Montana. These levies give the District the ability to reduce specific expenditures in the General Funds, and pay for them directly from the Building Reserve. As these were permanent levies, the District will have an ongoing offset to the General Fund.

In addition to the Safety Levies, the District asked voters for permanent General Fund levies in both the Elementary & High School Districts for 2024-25, which were approved during the May 7, 2024 election. The District also has the ability to permissively levy funds from Tuition and Transportation funds to support specific programs and departments within the District. The overall funding increase reflects the following significant fund budget changes:

- $3,184,391 increase in the General Funds. The State of Montana establishes caps for school district General Fund spending in the state. At the most basic level, those caps are a function of enrollment and a series of legislatively-determined rates. The legislature increased the funding rates for 2023-24 and 2024-25 by 2.70% and 3.00%, respectively, based on an inflation formula defined in statute. Another reason for the overall General Fund increase is the High School enrollment count. The Legislature meets again in early 2025, and inflationary increases for 2025-26 and 2026-27 are expected to be determined at that time.

  The enrollment at the High School saw an additional 113 students from the prior year (a 4.3% increase). This enrollment increase gave the High School District the ability to ask voters for an over-base General Fund levy of $430,000. The Elementary District was a different story. The K-8 grade band had an overall decrease of 9 students from the prior school year. While the decrease was not significant, it did not allow the District to ask voters for a General Fund increase beyond the inflationary rate approved by the 2023 Legislature. Because of the inflationary increase, the Elementary District had the ability to ask voters for an over-base General Fund levy of $225,000, which they approved in May 2024.

- $1,595,690 increase in the Building Reserve Funds. While the District continues to maintain and budget for Capital Improvement projects, the fund balance reappropriated from FY24 to FY25 has increased the overall budget in Building Reserve Funds. While no large projects were undertaken during the previous fiscal year, it was anticipated that a fund balance would be reappropriated to cover upcoming Capital Improvement projects.

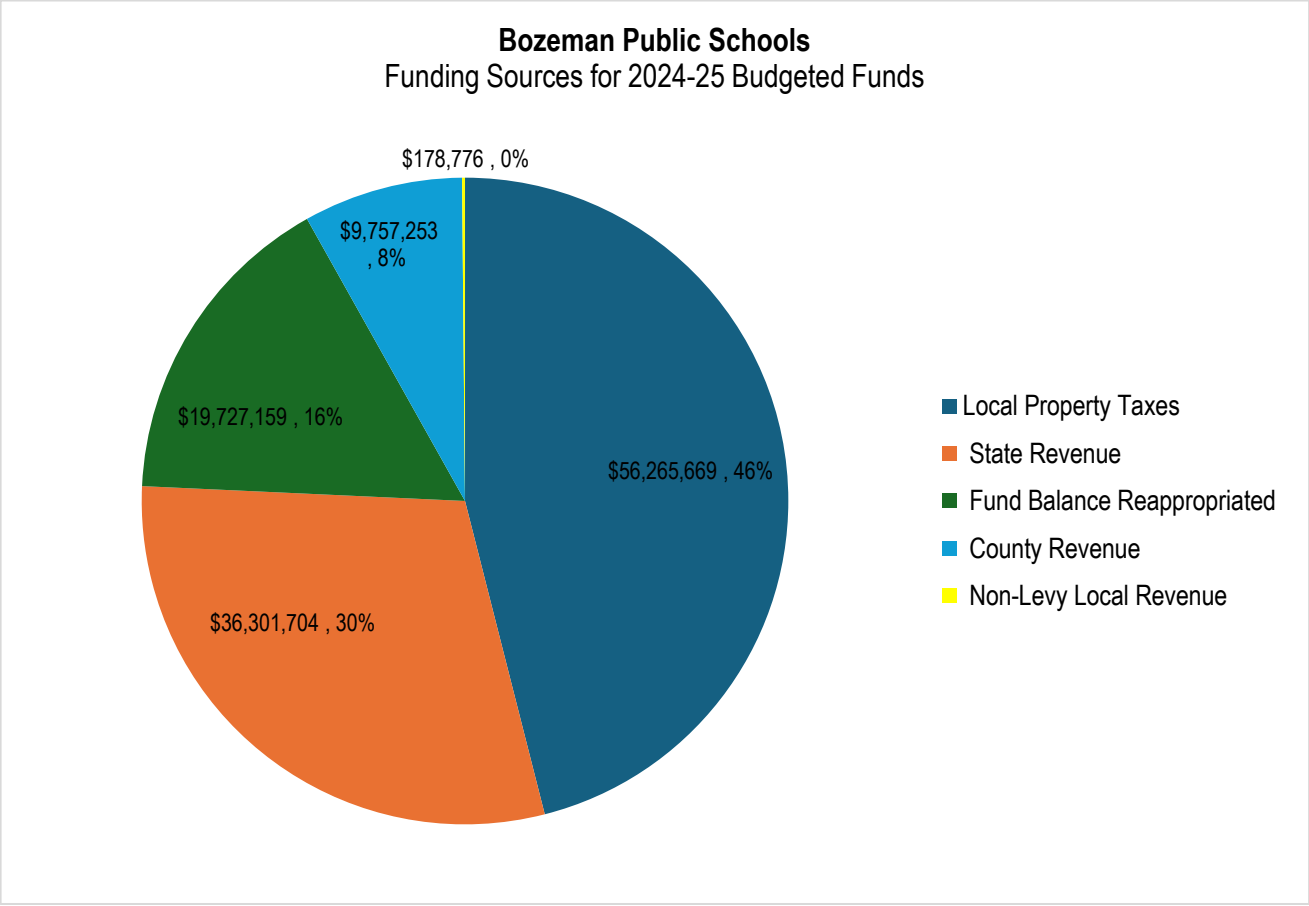
- $344,136 increase in the Transportation Funds. The final year in the First Student transportation contract was 2022-2023. Therefore, the District sent out a Request for Proposal for a new five-year contract. The District received three bids, and the Board of Trustees awarded the contract to the lowest bidder – First Student.

  After living the first year of the contract, First Student approached the Board of Trustees regarding increasing staff wages to ensure all bus routes successfully run each day during the 2024-25 school year. The cost of living in Bozeman is exponentially higher than they originally anticipated with the contract renewal, and they have struggled to hire and retain bus drivers throughout the 2023-2024 school year. Therefore, the Board of Trustees approved increased rates for the remaining four years of the contract. This increase will give First Student the ability to negotiate higher pay rates for the drivers ($40/hour beginning August 1, 2024), and staff the routes throughout the school year. Therefore, an increase in the Transportation Fund budget was required.

- $274,788 increase in the Flexibility Funds. The District was awarded an Advanced Opportunities Grant through the State of Montana. This grant expands personalized career & technical education opportunities for middle and high school students; reduces out-of-pocket costs for students and families in support of a student's post-secondary success; empowers students to actively engage in forming post-secondary success that aligns with their individual interests, passions, strengths, needs and culture; and authorizes elected school boards to use advanced opportunity aid to invest in Montana students by supporting individualized pathways for career and post-secondary. While this increased funding will not impact taxpayers, it is important to notate, as it will pave the way for a bright and productive future for our students.

Revenue Summary

Each budget is fully funded by a combination of fund balance remaining from the previous fiscal year ("fund balance reappropriated") and new revenue, which can come from local property taxpayers or non-levy sources. The $122,230,561 in expenditure budgets adopted for 2024-25 will be funded as follows:



Source: District records

The following table compares these budgeted funding sources for 2024-25 with those budgeted for the prior year:

	2023-24	2024-25	Change
Local Property Taxes	$ 55,252,079	$ 56,265,669	$ 1,013,590
Non-Levy Revenue	44,912,350	46,237,732	1,325,382
Fund Balance Reappropriated	17,077,245	19,727,159	2,649,914
Total	$ 117,241,674	$ 122,230,561	$ 4,988,887

Source: District records

As with the expenditures, the Financial Section of this document details these revenue sources.

Budget Forecast

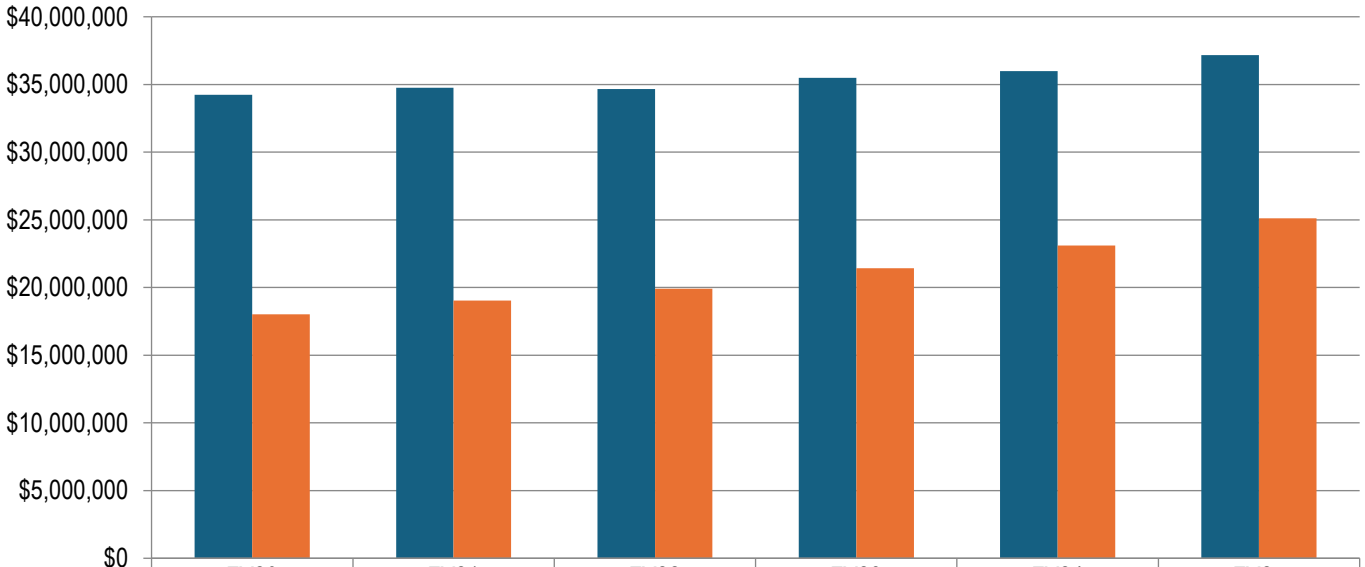
School finance in Montana differs from other states, and even other local governments within the state. Montana school operating budgets are unusual in that they are not contingent on taxable values and tax receipts. Rather, a series of factors--primarily enrollment and a series of legislatively-determined rates--determine our General Fund legal spending authority each year. While we must maintain adequate cash flow, schools can legally spend up to these budget limits without regard to revenue collections.

This system has both advantages and drawbacks. The primary benefit is obvious: districts know their hard spending limits with certainty at the start of each year. There are also drawbacks: in particular, the system essentially mandates year-to-year budgeting and limits our long-range planning ability.

Further, the 2023 Montana Legislature (which meets every odd numbered year) enacted changes that will further detract from schools' ability to plan for the future. In particular, HB36 removed the mechanism for anticipated enrollment increases. This law no longer allows District's to budget for anticipated enrollment increases of 40 or more students. Rather, the funding is based on the October enrollment count if the current year ANB exceeds the district's budget limit ANB for the school fiscal year for three years prior by 110% or more. This significant enrollment increase replaces the anticipated unusual enrollment. The High School District experienced a significant enrollment increase in the 2023-24 year and received additional General Fund dollars for those students.

Given that each year's budget hinges on the prior year's actual enrollment and inflationary rates that change every other year, the system effectively precludes Montana schools from developing long range budgets beyond the next legislative session. As a result of these issues, we do not believe it is in our stakeholders' best interests to project budgets beyond the upcoming biennium. However, due to the requirements within this submission, the District projected rates out as far as three years. While this was done with intention, it is solely based off soft numbers, and no expectation that there will be significant changes in the Legislature in the upcoming year. Therefore, the District does not voluntarily advertise these amounts, as they are not legitimate standards for projecting a future budget. The following graph shows the District's historical and projected General Fund budget amounts:

Bozeman Public Schools
General Fund Budget History



	FY20	FY21	FY22	FY23	FY24	FY25
Bozeman Elem	$34,246,657	$34,746,887	$34,671,905	$35,492,152	$35,996,164	$37,167,926
Bozeman HS	$18,027,833	$19,035,418	$19,909,386	$21,417,282	$23,107,388	$25,120,017

Source: District records

Despite our limited ability to project long-range budgets, the District does have an eye on the future of our operating budgets. As noted above, the District took definitive steps to reduce the budget over a two year period. While the High School General Fund structural imbalance is recovering as enrollment increases, the District is proactively implementing block schedule changes at the High School in 2024-2025 to accommodate the new economies of scale that were lost when the District moved to a two high school model.

The Elementary District is experiencing substantially lower enrollment over the four previous years, and no projected enrollment increases in the foreseeable future. Because of the enrollment decreases, the Elementary District had to act more quickly on the changes necessary to balance the budget. Therefore, the Middle School master schedule change to block scheduling took place effective for the 2023-2024 school year. These changes not only aligned with budget reduction needs, but they also directly advanced our District towards becoming a Professional Learning Community (PLC) District. In addition to the master schedule changes in the Middle & High Schools, the budget committee formulated a list of other budget reduction suggestions that were approved by the Board of Trustees in January 2023. The list of budget reduction recommendations kept students in the center of the room and eliminated as many dollars as possible before impacting the Certified staff FTE.

The District also keeps an eye to the future in its other budgeted funds. Anticipated upcoming changes in those funds include:

- Building Reserve Funds. With the passage of the High School & Elementary Safety levies, the District will receive an additional approximate $2.2 million per year. The purpose of these levies is to offset prior General Fund costs for School Resource Officers, Counselors, and other staff with safety-related duties. While these are permanent levies and are based on taxable value, rather than a set dollar amount. Therefore, these amounts may vary each year dependent on the assessed taxable value. While these may fluctuate, any portion received is a permanent offset to the General Fund.

The District will also continue to monitor its permissive levy abilities as allowed by law, and leverage those levies with anticipated state funding to maximize the buying power and value of the taxpayers' dollars. Currently, the maximum amounts accessible to the Elementary and High School Districts are $463,898 and $265,059, respectively, and these are the amounts included in the current year budget. In addition, the District is able to offset the taxes on $500,000 of the voter-approved $1 million annual transition levy, so only that portion will be levied in 2025.

- Transportation Funds. The newly approved hourly rate increase for the First Student drivers created a budget increase of approximately $344,136. This amount, in addition to the regular annual costs will be permissively levied to cover the expenses of operating home to school transportation.

- Technology Funds. 20-9-533, MCA requires that the amount budged pursuant to levies approved prior to July 1, 2013 may not, over time, exceed 150% of the original cost of the equipment. Because the Elementary levy is based on mills and last year's sizeable taxable value increase in the district, the District will be unable to levy the entire 3 mills for the 2023-24 year. Only 1.98 mills will be levied in that fund to remain in compliance with this depreciation requirement.

- Adult Education Funds. Parent Liaisons are professionals who work in the schools but are paid by THRIVE, a local non-profit. Parent Liaisons do not work directly with students; rather, they facilitate parenting classes, connect parents to community resources and support parent-teacher collaboration to build a bridge between the home and school and position students for success. The District contracts with THRIVE to provide the parent liaison services. Because the parent liaisons are only working with adults, $259,000 more of the contracted cost will be permissively levied through the Adult Education fund. Previously, this cost was spread out between the General Fund, Title I funds, and Adult Education funds. By funding this contract through the Adult Education fund, it alleviates $259,000 from the General Fund.

  In addition, the District is utilizing Adult Education funds for initiatives like the "Grow Your Own Teacher" program, which aims to address teacher shortages by encouraging and supporting current employees and former students to pursue careers in education. These funds provide essential financial resources for scholarships, training programs, and professional development opportunities tailored to adult learners transitioning into teaching roles. The Adult Ed fund will be investing $25,000 in FY25 to alleviate teacher shortages in our community. This targeted funding enables aspiring educators to acquire the necessary skills and credentials, fostering a new generation of teachers who are committed to making a positive impact in our community.

- Tuition Funds. HB203 passed through the legislature during the 2023 session and takes effect in 2024-25. HB203 represents a pivotal shift in school district budgets across the state, significantly impacting financial planning and resource allocation. By restructuring how funds are distributed among districts, HB203 seeks to address disparities and ensure more equitable opportunities for all students, regardless of their geographic location or economic background. The implementation of HB203 necessitates careful consideration and adaptation within school district budgets, requiring adjustments to accommodate new funding mechanisms and compliance requirements. This bill revises education laws and allows students to enroll in the school of their choice, even if it is not within their District boundary. The state funding dollars will follow the student.

  The District allowed for out-of-district applications for students wishing to enroll in the Bozeman Public Schools for the 2024-25 school year. All applications were approved, and although there are new students coming into the District, it is anticipated that approximately the same number of our resident students will opt to leave the District and select a District of choice to attend. Thus, leaving the District with additional guidelines and compliance requirements, but ultimately not having a large impact on the overall budget.

- Bus Depreciation Funds. No significant changes are anticipated.

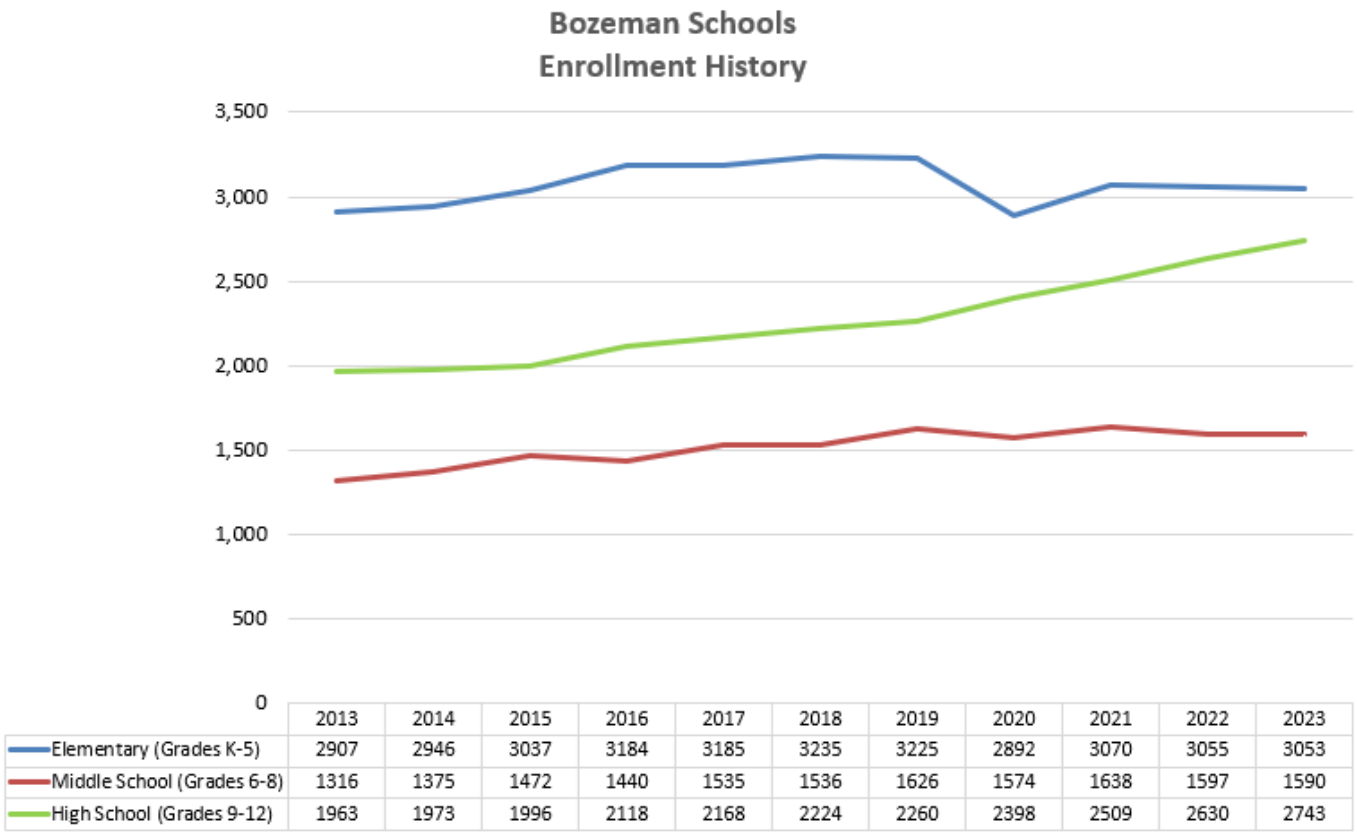
These changes are primarily the result of known or expected events and the execution of long-term plans. It is important to note, however, that unexpected changes can occur that might significantly alter these projections.

INFORMATIONAL SECTION

This section of the budget document includes information on enrollment, taxation, personnel, and debt.

Enrollment

Enrollment represents the single most important factor in determining the District's General Fund operating budget. The Bozeman community continues to grow. Despite the community's growth, the Bozeman School District's elementary enrollment has leveled off for the foreseeable future. Official enrollment counts take place the first Monday in October as well as the first Monday in February. The District utilizes the October data to annually review the enrollment trends and to make projections for future years. In October 2023, the K-8 elementary saw a decrease in enrollment, the high school numbers once again set new record highs. The K-5 decrease is the fourth drop in enrollment in the last five years: the exception came in 2021 when the K-5 elementary gained back some of the enrollment that was lost from the COVID pandemic. However, the 2023 numbers decreased by 9 students from last year's count. As a result, K-5 enrollment remains approximately where it was in 2015. While the District expects one more year of growth within the High School, it is anticipated that future years will level out in grades 9-12.



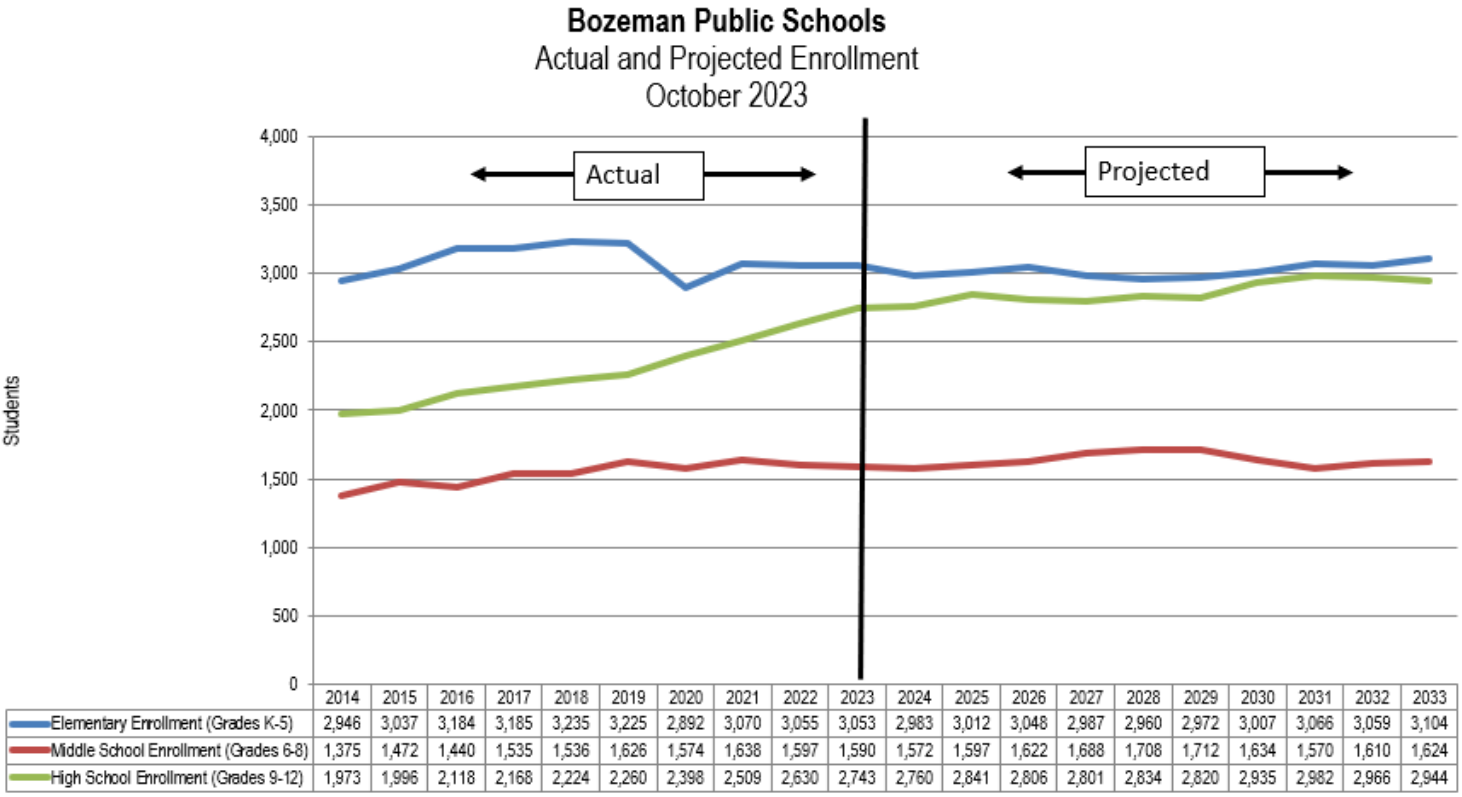
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Elementary (Grades K-5)	2907	2946	3037	3184	3185	3235	3225	2892	3070	3055	3053
Middle School (Grades 6-8)	1316	1375	1472	1440	1535	1536	1626	1574	1638	1597	1590
High School (Grades 9-12)	1963	1973	1996	2118	2168	2224	2260	2398	2509	2630	2743

Source: District records

Overall, the District expects enrollment to decrease by 71 students (< 1%) from 2023-24 to 2024-25:

	October 1, 2023 Actual Enrollment	October 1, 2024 Anticipated Enrollment	Anticipated Change
Elementary (grades K-5)	3,053	2,983	(70)
Middle School (grades 6-8)	1,590	1,572	(18)
High School (grades 9-12)	2,743	2,760	17
Total (K-12)	7,386	7,315	(71)

Source: District records



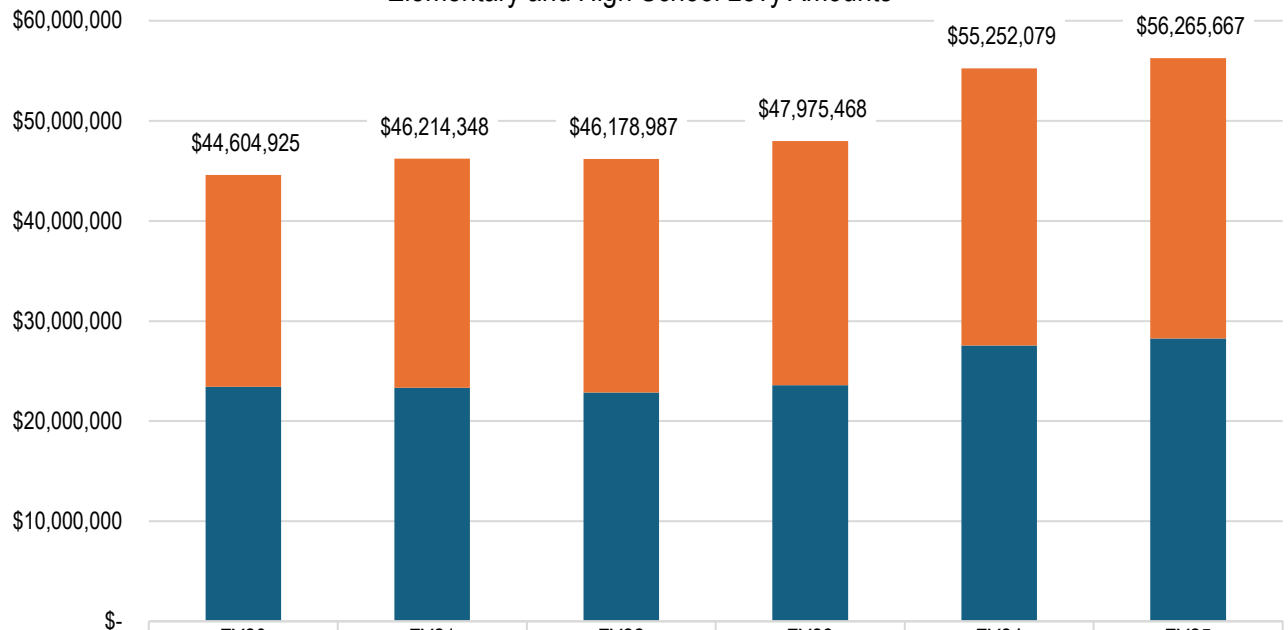
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Elementary Enrollment (Grades K-5)	2,946	3,037	3,184	3,185	3,235	3,225	2,892	3,070	3,055	3,053	2,983	3,012	3,048	2,987	2,960	2,972	3,007	3,066	3,059	3,104
Middle School Enrollment (Grades 6-8)	1,375	1,472	1,440	1,535	1,536	1,626	1,574	1,638	1,597	1,590	1,572	1,597	1,622	1,688	1,708	1,712	1,634	1,570	1,610	1,624
High School Enrollment (Grades 9-12)	1,973	1,996	2,118	2,168	2,224	2,260	2,398	2,509	2,630	2,743	2,760	2,841	2,806	2,801	2,834	2,820	2,935	2,982	2,966	2,944

Source: District records

Taxation

Montana does not have a general sales tax, and income tax revenue goes directly to the State Department of Revenue. As a result, local property taxes are a primary funding source for school budgets. As Bozeman's budgets grow, local property tax levies continue to increase as well. The FY 2024-25 budget is funded by $56,265,669 in property taxes, an increase of 1,013,590 (1.8%) from FY2024. The following graphs detail those amounts by District and then by fund:

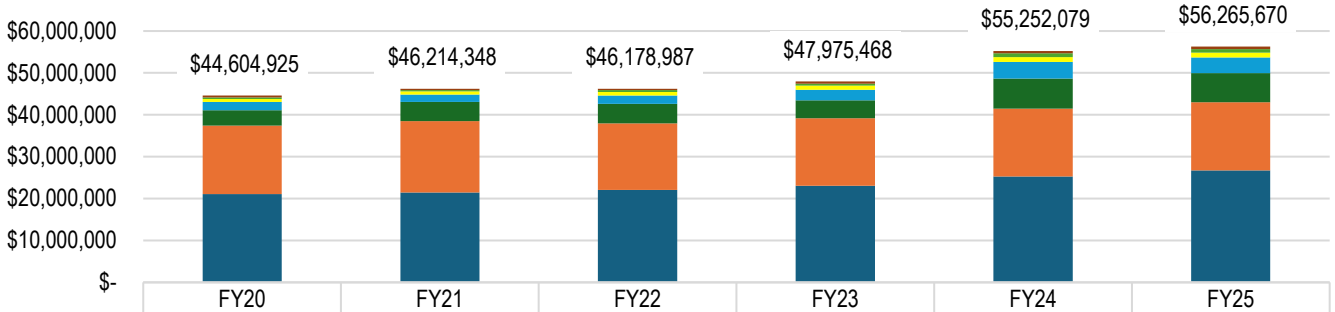
Bozeman Public Schools
Elementary and High School Levy Amounts



	FY20	FY21	FY22	FY23	FY24	FY25
High School Levy Amount	21,163,524	22,882,232	23,323,415	24,388,855	27,681,552	28,012,217
Elementary Levy Amount	23,441,401	23,332,115	22,855,572	23,586,613	27,570,526	28,253,450
K-12 Total Levy Amount	$44,604,925	$46,214,348	$46,178,987	$47,975,468	$55,252,079	$56,265,667

Source: District records

Bozeman Public Schools
K-12 Levied Dollars - All Funds



	FY20	FY21	FY22	FY23	FY24	FY25
Flexibility	-	-	-	-	-	-
Tuition	490,110	280,000	279,426	550,868	584,369	583,449
Bus Depreciation	-	-	-	-	-	-
Adult Education	314,296	314,296	459,181	459,502	865,526	828,414
Technology	758,603	775,062	872,257	971,065	1,148,627	1,122,884
Transportation	1,977,274	1,774,749	1,985,750	2,537,854	3,965,370	3,749,507
Building Reserve	3,650,000	4,601,770	4,645,469	4,294,137	7,245,613	6,991,582
Debt Service	16,371,644	16,993,600	15,892,839	16,131,501	16,147,405	16,264,544
General	21,042,998	21,474,871	22,044,065	23,030,541	25,295,168	26,725,290
Total Levied Dollars	$44,604,925	$46,214,348	$46,178,987	$47,975,468	$55,252,079	$56,265,670

Source: District records

The largest tax changes occurred in the General and Debt Service funds. Together, these funds account for 100% of the 2024-25 tax increase. 2024-25 was a non-reappraisal year for the property values in the District boundaries, yet there was an overall decrease in property valuation by 1.6% and 1.25% in the Elementary & High School Districts respectively. While new construction continues within the District boundaries, the high appraisals from 2024 caused more property owners to protest their assessed value increase, and secure lower taxable values—and taxes—than they were originally assessed. Therefore, even with new construction, the amount of protested taxes decreased the overall taxable value within the District boundaries – a very rare phenomenon for Gallatin County. The decrease in taxable value decreases the total dollar amount that the District is able to levy when the levies are based on mills; however, the majority of the levies are based on fixed dollar amounts. Therefore, the decreased taxable value and the increase in dollars levied will result in increased taxes for most taxpayers.

- General Funds: $1,430,122 tax increase. In May 2024, voters approved a $250,000 and $430,000 permanent annual increase to the Elementary and High School General Fund levies, respectively. The voted increases were authorized due to the Legislatively approved inflationary increase (3.0%), an increase in High School enrollment, and the approval of Bridger Charter Academy. This approval was essential to the funding of an additional Basic Entitlement. The remainder of the increase occurred in the permissive BASE taxes as required by state law. As a result of these factors and—importantly—the decrease in taxable value, General Fund mills will increase of 4.63 mills (7.0%).

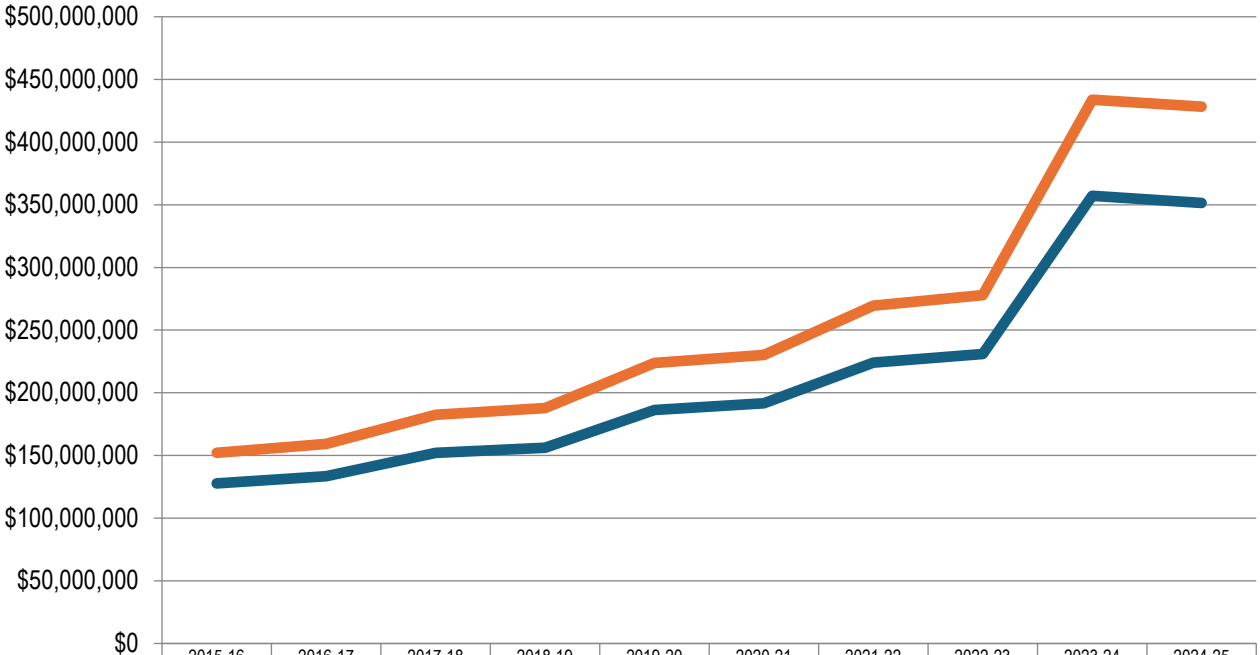
- Debt Service Funds: $117,139 tax increase. This fund incurred the only other tax increase of the budgeted funds. While bond levies are holding stable from FY24 to FY25, the lower-than-average tax collections and an increase to Special Improvement Districts (SIDs) costs necessitated Debt Service Fund levies to increase over the previous year.

State law requires Montana schools to provide notice in March each year of any anticipated increases to certain permissive (i.e., nonvoted) levies in the ensuing year. The estimates are nonbinding and levies required to be covered by this notice constitute a small percentage of the District's actual levies. Additionally, taxpayers may not understand the difference between voted and permissive levies, or know that the presented levies are not a complete picture of the District's taxes. To reduce confusion and improve transparency, the District includes all of its levies in the notice.

The 2024-25 notice was posted in the Bozeman Chronicle on March 14, 2024 and is included as Appendix II in this budget document.

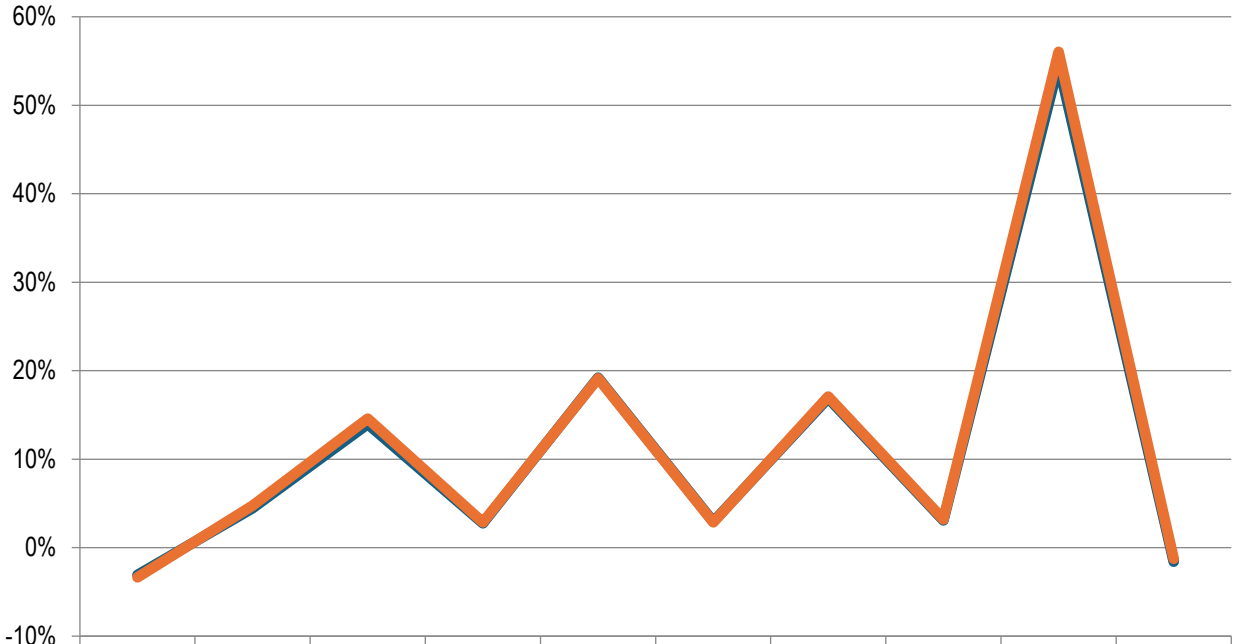
Fortunately, the Bozeman School District benefits from a strong tax base to support the School District's revenue requirements. The Districts saw taxable values dip for the first time in over 15 years in 2016-17—the result from the Montana Department of Revenue's periodic revaluation and the 2008 recession. Taxable values are now reassessed every two years. The more recent assessment period occurred in 2023-24 and increased taxable value by 54.61% and 56.03% in the Elementary and High School Districts, respectively. 2024-25 was a non-assessment year, and the taxable value decreased for the first time since 2016-17. However, this decrease was different than previous years, as it was not during a re-appraisal period. Therefore, the amount of taxes protested exceeded the newly taxable properties being built in the area.

Bozeman Public Schools
Taxable Value History



	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	127,702,815	133,379,457	151,994,908	156,191,478	186,201,043	191,687,364	224,085,702	231,009,258	357,169,589	351,458,223
	152,115,661	159,327,210	182,556,412	187,815,184	223,747,892	230,172,095	269,441,207	278,036,597	433,828,230	428,396,363

Bozeman Public Schools
Taxable Value Growth Rates

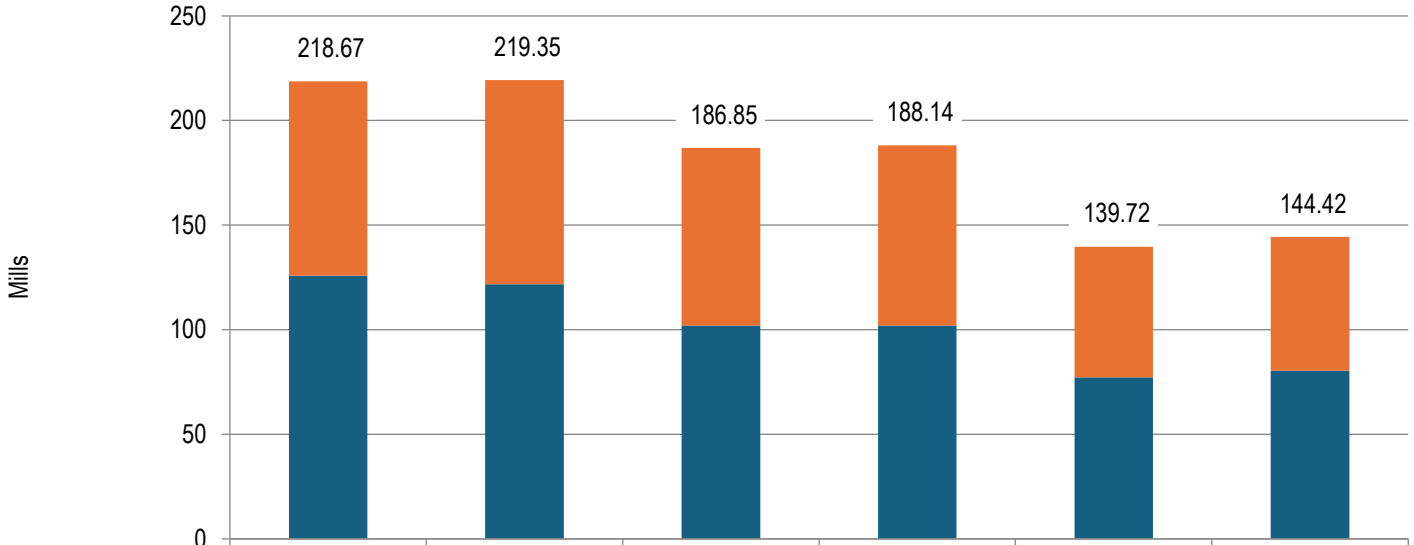


	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
	-3.08%	4.45%	13.96%	2.76%	19.21%	2.95%	16.90%	3.09%	54.61%	-1.60%
	-3.35%	4.74%	14.58%	2.88%	19.13%	2.87%	17.06%	3.19%	56.03%	-1.25%

Source: Montana Department of Revenue, District records

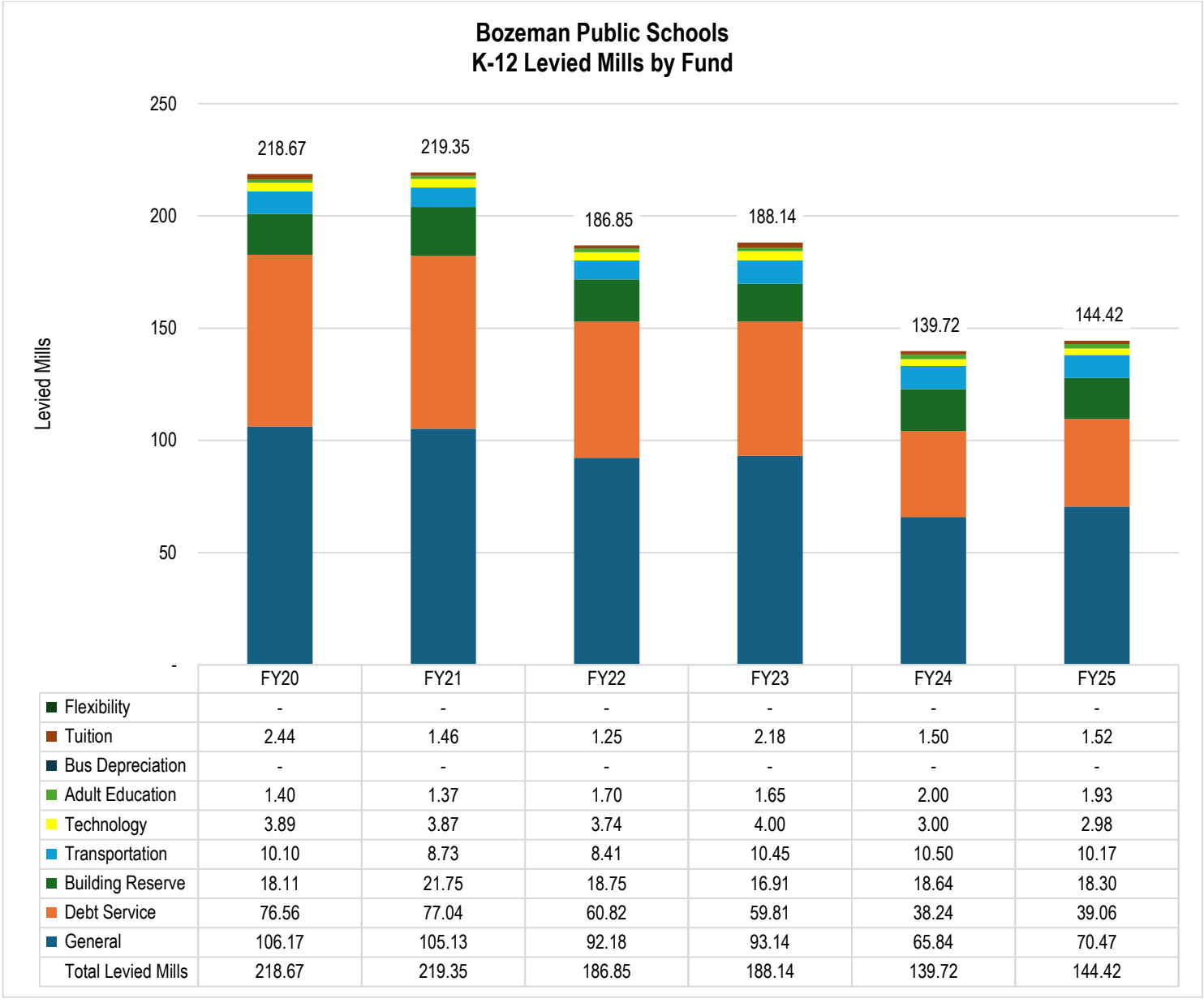
Although the large taxable value increase in 2023-24 decreased the overall mills levied last year, the protested taxes resulted in taxable value decreasing for 2024-25, and therefore the number of mills required to levy increased slightly for the 2024-25 fiscal year. While the number of mills are increasing, the majority of levies are based on flat dollar amounts and with the decrease in taxable value, it is necessary to levy additional mills to generate the levy amounts. Therefore, the District will see a 1.83% increase in overall dollars levied, with an increase in mills of 3.33%. This results in a total overall increase of $1,013,590 and a total overall increase of 4.65 mills in the Elementary and High School Districts combined:

Bozeman Public Schools
Elementary and High School Levied Mills



	FY20	FY21	FY22	FY23	FY24	FY25
High School Mills	92.77	97.61	84.86	86.05	62.51	64.03
Elementary Mills	125.90	121.74	101.99	102.09	77.21	80.39
Total Mills	218.67	219.35	186.85	188.14	139.72	144.42

Source: District records



	FY20	FY21	FY22	FY23	FY24	FY25
Flexibility	-	-	-	-	-	-
Tuition	2.44	1.46	1.25	2.18	1.50	1.52
Bus Depreciation	-	-	-	-	-	-
Adult Education	1.40	1.37	1.70	1.65	2.00	1.93
Technology	3.89	3.87	3.74	4.00	3.00	2.98
Transportation	10.10	8.73	8.41	10.45	10.50	10.17
Building Reserve	18.11	21.75	18.75	16.91	18.64	18.30
Debt Service	76.56	77.04	60.82	59.81	38.24	39.06
General	106.17	105.13	92.18	93.14	65.84	70.47
Total Levied Mills	218.67	219.35	186.85	188.14	139.72	144.42

Source: District records

Personnel Resource Changes

The Bozeman School District staff is divided into four primary employee groups: certified, classified, professional, and administrative. Full Time Equivalent (FTE) history for each group is as follows:

Employee Group	FY19 FTE	FY20 FTE	FY21 FTE	FY22 FTE	FY23 FTE	FY24 FTE	FY25 Projected FTE
Certified	475.4	484.6	527.3	530.3	538.16	527.68**	529.64**
Classified/Prof	317.9	312.1	278.47	298.7	283.15	320.0*	318.76*
Administrators	28	27	27	28.1	29	28	28
Total	**821.3**	**823.7**	**832.77**	**857.1**	**850.31**	**875.68**	**876.4**

* Classified and professional staff are grouped together for purposes of this chart because positions often change classification over time.

** The District's budgeting methods often cause budgeted FTE to vary from actual staffing levels. The variance is caused by a combination of:

- Pool budgeting for certain employees. For some employee types, the District allocates a certain amount of money because FTE is not known and cannot be determined at the time the budget is adopted. For example, the 2024-25 Elementary General Fund budget includes $150,000 for Overflow Paraprofessionals based on historical cost trends. While the FTE associated with these employees is included in the historical data, actual staffing levels for the current year will be determined when school starts and actual enrollment numbers are known.

- The District pays for some staff and programs out of special purpose "non-budgeted" funds reserved for a specific use. However, the District's adopted budget does not include these special purpose funds. As a result, the FTE associated with these programs typically are included in the actual historical counts but not in the adopted budget.

- Some positions are included in the budget, but not filled unless enrollment warrants them.

In addition, each group is defined differently. A basic breakdown of the differences between groups is:

- Certified Staff. Certified staff includes staff licensed in a position that requires a certificate. In Bozeman, this group includes classroom teachers, counselors, librarians, physical and occupational therapists, and school psychologists.
- Classified Staff. Classified staff includes most hourly, non-exempt staff employed by the District. Classified positions include custodians, paraprofessionals, food service staff, and secretaries, and administrative support.
- Professional Staff. Professional staff represents a diverse group of seemingly unrelated employee functions. Professional employees can be either FLSA exempt or non-exempt, and they do not have union representation.
- Administration. Bozeman Public Schools Administration includes the district superintendent, principals, central office administration.

The District reviews staffing levels along with projected enrollment at each location during the Spring to ensure adequate time to recruit new hires over the summer. While reviewing staffing levels, the District always looks to the State accreditation standards to ensure the required staffing levels are met. The District anticipates little to no growth in the Elementary District, and a small increase in High School students during the 2024-25 school year. The staffing model reflects the class offerings available at each location. While staffing changes were made in previous years to accommodate the economies of scale, the budget reductions and anticipation of schedule changes in the 2024-25 school year actually slightly increased the FTE from 2023-24. That was not what was previously in line with the budget reduction agreements at the high school level. It was previously determined that when the two High Schools switched to block scheduling in 2024-25, they would reduce by approximately 10 FTE. However, due to the 111 student increase in 2023-24, even more teachers would have been necessary if the switch to block scheduling had not occurred.

Department	2024-25 Budgeted FTE	2023-24 Actual FTE	Change
Art	8.00	7.1	0.9
Business	3.17	2.9	0.3
Family & Consumer Science	3.05	3.0	0.0
World Languages	10.66	10.2	0.5
Language Arts	23.39	26.6	(3.2)
Math	22.67	22.2	0.5
Music	5.34	5.4	(0.1)
Health Enhancement	12.33	12.6	(0.3)
Science	17.25	16.7	0.6
Social Studies	20.25	20.7	(0.4)
T & I	8.17	8.0	0.2
BioMedical Science	3.16	2.9	0.3
Special Education	20.00	18.0	2.0
Library	4.00	4.0	-
Counseling	8.00	8.0	-
Specialists	9.40	9.6	(0.2)
Study Hall	2.42	-	2.4
Total Certified FTE	181.3	177.9	3.4
Administrators	7.0	7.0	-
GRAND TOTAL	**188.3**	**184.9**	**3.4**

Source: District records

In addition to the FTE increases at the High School level, the District undergoes a process each year to determine staffing for all K-12 grade bands. This process includes reviewing each grade level within each school, and ensuring it meets the accreditation requirements set forth by the State of Montana. In addition to reviewing classroom enrollment, the District also reviews school based enrollment and Paraprofessional allocations for the number of students within each school. Para allocations are determined on growth, reduction, or maintaining enrollment within each school and para-allocations are set accordingly. Because of the stagnant enrollment within the K-8 District, no Paraprofessional Allocation changes were made for the ensuing school year.

Although the District does its best to forecast the needs for the upcoming year, additional positions may be added when the school year begins and actual enrollment counts are known.

Debt Changes

While the Bozeman School District was quite active in the debt market over the last decade, it appears that trend will not continue in the immediate future. The District currently operates eight K-5 elementary buildings, and our latest projections indicate those buildings will not reach capacity until 2031. Middle School Enrollment continues to maintain status quo, while the High School enrollment continues to increase. Following the opening of Gallatin High School in 2020, the enrollment numbers between the two high schools will not hit the functional capacity of the buildings for many years to come.

The total outstanding debt the District currently carries is not anticipated to change in the foreseeable future in either the Elementary or High School Districts. Currently, the total Principal debt is $34,205,000 in Elementary, and $104,530,000 in the High School. With no future bond issues in the works, it is anticipated those numbers will continue to decrease as the semi-annual payments are made. The High School will have two separate bond issues paid off in FY26, and it will reduce the overall tax impact by about $1,800,900.



District Sources

OTHER INFORMATION

Awards

The Governmental Finance Officers Association (GFOA) awards a Certificate of Achievement for *Excellence in Financial Reporting* to government units whose annual comprehensive financial reports achieve the highest standards in governmental accounting and financial reporting. The District received the award for the 34th consecutive year for Fiscal Year 2022 in January 2024. While the financials are audited by an external firm, the Financial Report is created internally and submitted to the GFOA to be held in consideration for the prestigious award.

In addition, the Association of School Business Officials has awarded its *Meritorious Budget Award* to the Bozeman School District for each of its budget documents since fiscal year 2015-16. The award is a prestigious national award recognizing conformance with the highest standards for preparation and presentation of the budget document.

In order to receive this award, a school district must publish an easily readable and efficiently organized budget document, whose contents conform to the program standards. The *Meritorious Budget Award* is valid for a period of one year. We believe this budget document again meets the requirements for the award and we are submitting it to ASBO to determine its eligibility for this certificate and designation. We will submit this document not only to seek ASBO's prestigious award, but also to benefit from the suggestions for improvement put forth by their review panel.

Acknowledgements

We would like to express our appreciation to the Board of Trustees for their concern in providing transparency to the patrons of our school district and thereby contributing their support to the development of one of the best education finance operations within the State. The preparation of this report could not be accomplished without the efficient and dedicated services of the Board, Administration, and the entire school district staff. To those personnel who assisted and contributed to its preparation, thank you!

The District has a long history of excellence in public education and transparency and prudent stewardship of taxpayer finances. We remain committed to each of those values. To that end, please contact Lacy Clark at (406) 522-6045 or lacy.clark@bsd7.org if you have questions or need additional information.





District Sources