

# Douglas County School District Re1



## Financial Plan & Budget

Adopted Budget Book | FY 2016-2017

**Douglas County**  
School District Re1  
620 Wilcox Street,  
Castle Rock, CO 80104  
[www.dcsdk12.org](http://www.dcsdk12.org)

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# Douglas County School District

*Learn today. Lead tomorrow.*





ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

This Meritorious Budget Award is presented to

# DOUGLAS COUNTY SCHOOL DISTRICT RE 1

For excellence in the preparation and issuance of its budget  
for the Fiscal Year 2015-2016.

The budget adheres to the principles and standards  
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, appearing to read 'M. Pepera', written over a horizontal line.

Mark C. Pepera, MBA, RSBO, SFO  
President

A handwritten signature in black ink, appearing to read 'John D. Musso', written over a horizontal line.

John D. Musso, CAE, RSBA  
Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Douglas County School District RE 1  
Colorado**

For the Fiscal Year Beginning

**July 1, 2015**

Executive Director

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# GUIDE TO THE DOCUMENT

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The FY 2016-2017 Financial Plan and Budget for the Douglas County School District RE.1 represents the District's Adopted Budget as voted on by the Board of Education. The purpose of this guide is to familiarize the reader with the layout of this document and provide an overview of what information can be found within each section. It also includes the Adopted Budget Executive Summary.

## Introductory Section

Introduces the Board of Education, Superintendent and Leadership Team for FY 2016-2017 and highlights the District's mission and core values. This section provides an overview of enrollment, funded pupil count growth, historical staffing, overview of employee benefits, fund descriptions of all major funds, as well as a history of student based budgeting.

## Organizational Section

Provides biographies and information about the Board of Education, Superintendent and Leadership Team for FY 2016-2017. Additionally, a summary of educational strategies, programs and services, types of funds, and a budget development timeline are presented. An overview of the Strategic Plan updated for FY 2014-2017, which is the District's main focus, is also discussed.

## Financial Section

Provides an overview of the budget approval process and the legislative impacts that affect how much money the District receives. Detailed information about major revenue sources, budgeted revenues and expenditures for FY 2016-2017, and the District's legal debt margin and outstanding debt are provided. Also included are descriptions and summaries of the funds the District maintains. An excerpt of the Master Capital Plan is included in this section. A detailed fund by fund summary of revenues and expenditures comparing FY 2014-2015 Actuals, FY 2015-FY2016 Actuals (estimated) to FY 2016-2017 Adopted Budget for the 18 funds the District maintains is also included.

### Schools Section

Provides information about programs and services offered by the District and maps of school locations. Also included are school by school detailed financial summaries showing actual monies spent by the schools from FY 2012-2013 Actuals through FY 2015-2016 Actuals (estimated) and includes the FY 2016-2017 Adopted Budget.

### Departments Section

Provides a detailed department by department financial summary from FY 2012-2013 Actuals through FY 2015-2016 Actuals (estimated) and includes the FY 2016-2017 Adopted Budget.

## Informational Section

Provides detailed information about enrollment history and District and school accreditations. An overview of student assessment and a summary of previous years' TCAP and ACT results are also included. Information is provided about college readiness and the District's graduation and dropout rates.

### Demographic Section

Provides detailed information about Douglas County including census, growth and development, major employers and unemployment rates. Also provided is detailed information about property taxes, a tax rate analysis and how these affect school funding.

## Glossary and Appendices

Includes a comprehensive listing of abbreviations, acronyms and definitions. The appendices include supplemental information about the District, Board of Education financial policies and the signed Adopted Budget Resolutions.

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# INTRODUCTORY SECTION



## Adopted Budget Book

FY 2016-2017

# LEADERSHIP TEAM FY 2016-2017

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## Dr. Steven Cook

Acting Superintendent



### Superintendent's Cabinet

<b>Ted Knight</b>	Acting Assistant Superintendent, Elementary & Secondary Education
<b>Randy Barber</b>	Internal Communications Officer
<b>Bonnie Betz</b>	Chief Financial Officer
<b>Brian Cesare</b>	Chief Human Resources Officer
<b>Paula Hans</b>	Public Information Officer
<b>Dr. Ann Johnson</b>	Chief Growth & Development Officer
<b>Matt Reynolds</b>	Chief System Performance Officer
<b>Guatam Sethi</b>	Chief Technology Officer
<b>Vacant</b>	Chief Operating Officer
<b>Vacant</b>	Chief Academic Officer
<b>Vacant</b>	Chief Student Advocacy Officer
<b>Vacant</b>	Legal Counsel

# LETTER FROM SUPERINTENDENT

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August 26, 2016

Members of the Board of Education, School District Staff, and Community Stakeholders:

As Dr. Elizabeth Fagen has ended her tenure as Superintendent for the Douglas County School District (DCSD), please allow me to introduce myself: my name is Dr. Steven Cook, and I am truly honored to serve you as the Acting Superintendent for DCSD! In addition, I am delighted to announce the appointment of the Interim Superintendent, Ms. Erin Kane, who will assume her role shortly. In collaboration with her, I look forward to working with our staff, families, community and Board of Education to provide the best possible educational experience for all DCSD students.

I am very pleased to present to you this comprehensive FY 2016-2017 budget document. This book includes details surrounding our Strategic Plan, specific expenditure budgets for all our District schools and departments, and the Master Capital Plan. As always, we strive to ensure that all fiscal resources are allocated to the priorities of the DCSD Strategic Plan.

We continue to focus on the four strategic planning priorities; Safety, Choice, World Class Education and System Performance. Safety remains our top priority with monies allocated to continue the very successful partnerships with our County law enforcement associated with the School Marshall Program. In addition, we have identified one-time resources for door security hardware at all of our schools in response to new legislation associated with school facility safety.

The Board continues their efforts in providing numerous educational choice offerings with their approval of Parker Performing Arts, a new charter school in Parker. In addition, the very successful STEM Charter school has been approved to expand their programming to include kindergarten through fourth grade. Finally, we have entered into our second year of EmpowerED Choices, a school selector tool that has enhanced each family's ability to research and make informed educational choices for their children.

We continue to provide a world-class education in Douglas County. Our teachers continue to implement the board-approved Guaranteed and Viable Curriculum and implement sustainable learning strategies in our classrooms. These efforts are most evident through our most recent ACT results. DCSD High School ACT average score of 22.5 far exceeds the State average of 20.4. In Douglas County, this is notable as our participation rate on the ACT exceeds 95% of all juniors. Our outstanding educators and support staff are highly responsible for this progress and they deserve professional pay for their work. Again, I am delighted to report that we have authorized pay increases for the fifth year in a row, continuing our focus on attracting and retaining the best educators. Some of our highest performing teachers received a very competitive 4.5% pay increase going into FY 2016 – 2017. Over \$10 million of District resources have been allocated to employee compensation for the upcoming year.

Our Business Services Operation is continuing the focus on system performance with the Workday ERP implementation. Human Resources and Payroll have been live in Workday for over a year now and, in the FY 2016-2017 school year, Business Services will embark on the implementation of Workday Financials functionality which includes Cash Management, Accounts Payable, Sourcing, Contract Management, Accounting, Budget, and Warehouse Inventory. Workday has been adopted by leading corporations such as Cardinal Health, Hewlett-Packard, and Yahoo. DCSD is the 719<sup>th</sup> customer but the first pK-12 public school system to adopt Workday reflecting the District's innovation and drive towards operational excellence in partnership with academic excellence.

I invite you to review this financial plan and budget for the FY 2016-2017 school year while understanding and appreciating the complexities of leading such a large, high-performing organization. Thank you for your dedication to, commitment of, and continued support for Douglas County School District.

Sincerely,



Dr. Steven Cook

Acting Superintendent

## EXECUTIVE SUMMARY

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Douglas County School District is committed to ensuring that all students acquire the knowledge, skills, and dispositions to be responsible citizens who contribute to our society. The District believes it is imperative that all students are able to think critically, think creatively, communicate and collaborate. Additionally, they shall be able to apply these and other 21st century skills they have learned (civic responsibility, resiliency, financial literacy, and health/wellness) in the real world. The District currently serves about 67,000 students across approximately 80 schools including neighborhood, alternative, charter schools and other programs.

The allocation of resources documented in the FY 2016-2017 Adopted Budget clearly drives the implementation of the goals in the strategic plan. Due to increasing revenue at the statewide level, per pupil revenue for FY 2016-2017 has increased \$112 per funded pupil count from FY 2015-2016 to \$7,163. The budget includes salary increases averaging 3 percent for all employees while providing increases up to 4.5 percent for top performing teachers. By aligning the Adopted Budget to the desired outcomes of the District's strategic plan, Douglas County School District can ensure that the programs being funded will have a meaningful impact on the educational outcomes of all students.



## BOARD OF EDUCATION FY 2016-2017



From left to right: Wendy Vogel, Doug Benevento, Meghann Silverthorn, Anne-Marie Lemieux, Judith Reynolds, David Ray. In back row: James Geddes

<b>Name</b>	<b>Position/District</b>	<b>Term Expires</b>
Meghann Silverthorn	President– District G	2017
Judith Reynolds	Vice President – District D	2017
Wendy Vogel	Director – District A	2019
Dr. James Geddes	Director – District B	2017
Anne-Marie Lemieux	Director – District C	2019
Doug Benevento	Director – District E	2017
David Ray	Director – District F	2019

### Mission Statement

The Douglas County School District Board of Education serves as the link between the school system and the community, setting the policies that allow students to acquire the knowledge, skills, and dispositions to be responsible citizens who contribute to our society.

## BUDGET OFFICE STAFF FY 2016-2017

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From left to right: Michael Millican, Josh Curnow, Rebekah Brooks, Shannon Middleton, Scott Smith, Alexandria Borlabi, and Colleen Doan

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**Vision:** To be a nationally recognized leader in School District Budgeting processes that utilize taxpayer dollars in the most efficient, responsible, and innovative ways to support the best experience for our students.

**Mission:** Continue strengthening and building relationships with those who directly and indirectly impact student achievement to become strategic financial partners ensuring maximization of purchasing power to best benefit students.

---

### DIRECTOR OF BUDGET

SCOTT SMITH

### SENIOR BUDGET ANALYST

COLLEEN DOAN

### BUDGET ANALYST

ALEXANDRIA BORLABI

REBEKAH BROOKS

MICHAEL MILLICAN

### FINANCIAL SYSTEMS MANAGEMENT SPECIALIST

JOSHUA CURNOW

### FINANCIAL SYSTEMS ANALYST

SHANNON MIDDLETON

### BUDGET DEPARTMENT GUIDING PRINCIPLES

- Empowerment of site-based decision making by providing timely and accurate recommendations and advice to site leadership
- Continuous improvement of tools, trainings, automation, standardized processes, and position control
- Providing excellent customer service via comprehensive communication, shared responsibility, and understanding customer needs to support site specific goals and aspirations based on programmatic needs



### **Scott Smith | Director of Budget**



Scott Smith joined Douglas County School District as the Director of Budget in June 2013. Prior to joining DCSD, Scott was the Senior Manager of Financial Planning and Analysis and, previously, a Senior Financial Analyst at Denver Public Schools. Scott began his career at the Denver-based investment bank St. Charles Capital as an Analyst focusing on mergers and acquisitions advisory services in the Healthcare and Technology industries. Scott holds a Bachelors in Business Administration with an emphasis in Finance from the University of Colorado at Boulder and a Master of Business Administration from the University of Denver.

### **Colleen Doan | Senior Budget Analyst**



Colleen Doan joined Douglas County School District as a Senior Budget Analyst in July 2014. Prior to DCSD, Colleen began her career in school finance as a Budget Analyst for Denver Public Schools. Colleen holds a Bachelor of Business Administration from the University of San Diego and a Master of Public Administration with a concentration in Local Government from the University of Colorado Denver.

### **Alexandria Borlabi | Budget Analyst**



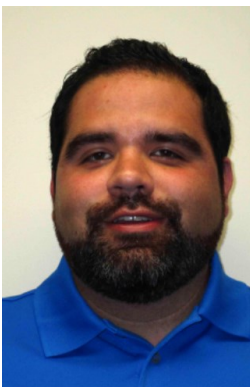
Alexandria Borlabi joined Douglas County School District as a Financial Systems Analyst in June 2014, and in March of 2015 she was promoted to a Budget Analyst. Alexandria holds a Bachelor of Business Administration from the Colorado State University with a dual concentration in Accounting and Marketing.

### **Rebekah Brooks | Budget Analyst**



Rebekah Brooks brings over 15 years of business office knowledge through her experiences managing a hospital billing office, auditing, and construction office management. Rebekah first joined the Douglas County School District as a Payroll Specialist in October 2013. In June of 2015, Rebekah transitioned into the Budget Analyst position. Rebekah holds a Bachelor of Business Administration from Wilmington University.

### **Michael Millican | Budget Analyst**



Michael Millican started working for Douglas County School District as a Budget Analyst in June 2016. He has a Bachelor's degree in Business Administration with an emphasis in Management Information Systems from Regis University. Michael is a Colorado Native and is excited to be working for the District.

## BUDGET OFFICE STAFF FY 2016-2017 Continued

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### **Josh Curnow** | Financial Systems Management Specialist

Joshua Curnow began working for the Douglas County School District in August of 2013. He holds a Bachelor of Science in Accounting from the Metropolitan State University of Denver and an Associates of Arts in Digital Filmmaking and Video Production from the Art Institute of Colorado. He's a third generation Coloradoan and the third member of his family to work for a local school district.



### **Shannon Middleton** | Financial Systems Analyst

Shannon graduated from Colorado State University with a Bachelor's Degree in Fine Arts and an emphasis in Graphic Design. She went back to school and earned her Master's in Project Management with an emphasis in Fraud Management. Before working for Douglas County Schools she worked for The Boeing Company in Renton, Washington, as a Business Process Analyst in International Finance.

## BUDGET OFFICE STAFF FY 2016-2017 Continued

### District News - February 16, 2016

#### DCSD budget team in elite group after winning two prestigious national awards

The Douglas County School District (DCSD) budget team is among a rare few school districts in the nation that have earned budget awards from both the Government Finance Officers Association (GFOA) and the Association of School Business Officials International (ASBO). What makes it even better is that this is the second consecutive year DCSD's budget team has won both honors.

Only 1,491, or 11 percent, of the nearly 14,000 school districts nationwide are selected for GFOA's Distinguished Budget Presentation Award. DCSD is among an even more elite group; one of the 137 selected for ASBO's Meritorious Budget Award.

"It is really something to be proud of," said DCSD Director of Budget Scott Smith. "It reflects on the quality of the team that we have and the amount of work they have given."

Both of these awards, as well as the ASBO award received by the DCSD Accounting team earlier this school year for their Comprehensive Annual Financial Report represent the District's commitment to transparency and meeting the highest principles when it comes to governmental budgeting and reporting.

It is the twelfth time since 2000 that the District has received the ASBO award and the second time it has been earned under Smith's Leadership.

In a congratulatory email, an ASBO staff member said that is "a true reflection of the district's commitment to fiscal integrity."

The 350-page document details plans and budgets within the organization, providing readers with a comprehensive view of the District's financial plans.

*Source:* Full article available at <https://www.dcsdk12.org/dcsd-budget-team-in-elite-group-after-winning-two-prestigious-national-awards>



Left to Right: Scott Smith, Elizabeth Fagan, Alexandria Borlabi, Rebekah Brooks, Colleen Doan, Shannon Middleton, Josh Curnow, Jesse Shaw, and David Ray

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# GOALS & OBJECTIVES FOR DOUGLAS COUNTY STUDENTS



## Elevating Education

Driven by a passion for students and informed by the latest research, the Douglas County School District (DCSD) is elevating American education for the future. We are committed to ensuring our students can learn in a safe environment whether that is physical, psychological, or online. We are dedicated to ensuring that families have the opportunity to select the best school and learning environment for each student. Whichever program they choose will teach the 21st century skills they'll need, like communication, collaboration, critical thinking and creativity, to succeed in whatever college or career they choose. Finally we are committed to defining and measuring what matters most.



## Learn Today, Lead Tomorrow



Our motto has never been more true than today. We are redefining the way we teach our students to ensure they have the skills they need to not only participate in the global economy – but to lead it.

We expect our students to create new businesses and non-profit organizations, to bring new vitality to existing firms and enterprises, to invent new products and processes, and most importantly, to create new economic opportunities for others, both in America and around the world.

## Four areas of focus for the District's new Strategic Plan 2014-2017:

**Safety** - The number one priority of Douglas County School District is the physical, psychological, and online safety of our students and staff.

**Choice** - Douglas County School District has a pioneering spirit in the realm of choice.

**World Class Education** - The goal of World Class Education is to prepare students for the college or career path of their choice.

**System Performance** - The system performance priority empowers the District to define and measure what matters most.

For more information visit <https://www.dcsdk12.org/district/strategic-plan>

## BUDGET APPROVAL PROCESS



### Preparation and Approval of Adopted Financial Plan

The District's annual budget, referred to as the Adopted Financial Plan and Budget, provides the framework for both budgeted expenditures and projected revenues for the year. It translates into financial terms the anticipated use of district resources to provide for the educational programs and services of the District.

The Board of Education assigns to the Superintendent the overall responsibility for budget preparation, presentation and administration. This responsibility is then delegated, as appropriate, to those administrative personnel who have supervisory responsibilities for the operations in each of the schools and departments.

The principal/department head, in cooperation with the faculty of the school/department staff, use a decentralized management process in order to prepare individual budgets. The participation and involvement at the schools of all their community stakeholders, through the School Accountability Committees ((SAC's)) as well as the Board of Education Advisory Committees such as the DAC, FOC and LRPC, is also valued and encouraged.

Information and data used to develop budget figures include: student enrollment projections, per pupil allocations, current staff personnel numbers and average salaries. This information aids the budget office staff in projecting and distributing budget figures. District leadership, under the direction of the Superintendent, provide budget guidelines and instructions to the schools and departments to facilitate their budget development.

In accordance with State statutes and district policy, the proposed annual budget for the ensuing fiscal year is submitted to the Board of Education at least thirty days prior to July 1, which is the beginning of the next fiscal year. Within ten days after the budget is submitted, an appropriate public notification as to the availability of the proposed budget and the public hearing date(s) is posted within the District and published in a newspaper having general circulation within the District. The Board of Education then conducts one or more public budget hearings to present and explain the proposed budget, inviting questions and discussions from those in the audience.

Following consideration of the proposed budget presented by the administration as well as the comments and discussion of those providing testimony, the Board of Education approves the proposed budget, with such changes or revisions as it considers appropriate. The Board of Education then officially adopts the budget and its accompanying resolutions prior to the end of the previous fiscal year, June 30. These official resolutions may be found in Appendix B starting on page 463.

## FUNDED PUPIL COUNT GROWTH

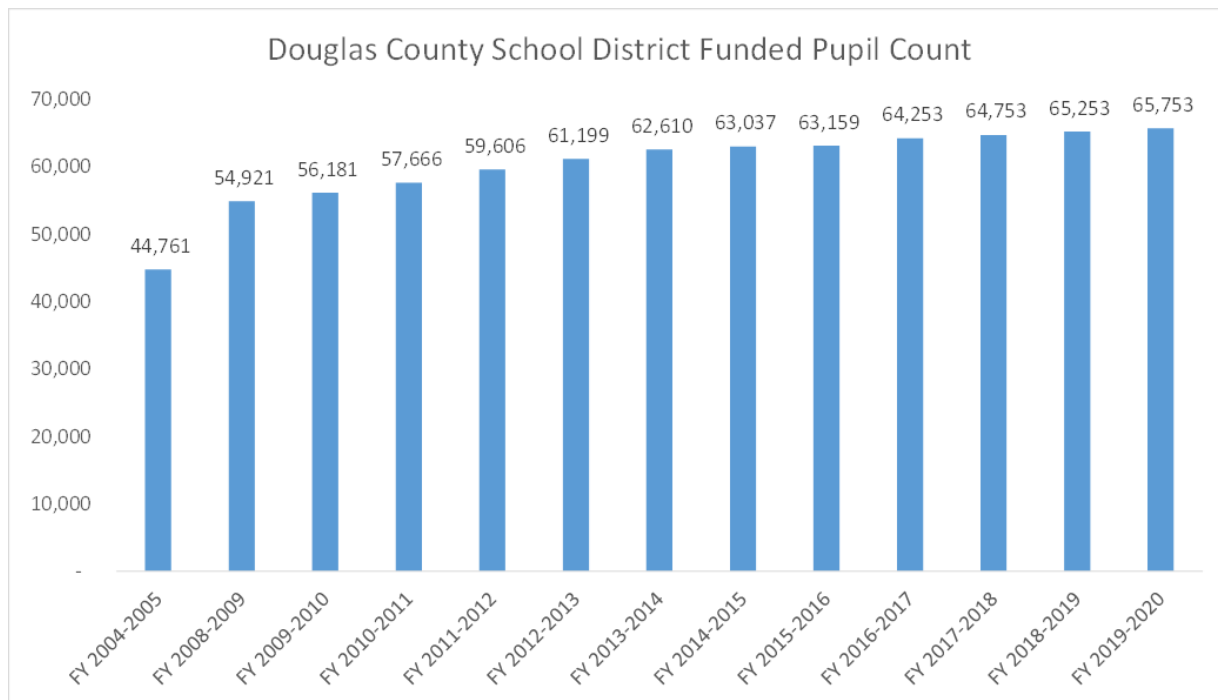
Throughout the FY 2016-2017 Budget Book, Total Program revenue calculations are based upon a funded pupil count (FPC) multiplied by per pupil revenue (PPR). The FPC in FY 2015-2016 was 63,159 which included 2,239 multi-district online students enrolled in eDCSD and HOPE Online. For FY 2016-2017, the FPC is projected to be 64,253, which includes 2,602 multi-district online students enrolled in eDCSD and HOPE Online. This number, however, will not be final until the October pupil count occurs. Projected funded pupil count for FY 2017-2018 to FY 2019-2020 is calculated based on an estimated increase of 500 FPC each year. **Note:** When calculating the District's FPC, kindergarten children count as 0.58 funded pupils and Special Education Early Childhood Education students are counted as 0.50 or part time. Typical Early Childhood Education pupils are not included in the projected FPC. While District-chartered charter school pupils are included, Charter School Institute pupils enrolled in Colorado Early Colleges Parker are not represented in the District FPC.

Funding is based on an annual October pupil count. Each school district counts pupils in membership as of the school day nearest October 1 (the official count day). Districts are given an opportunity to provide documentation that a student re-established membership by October 31st for a student who may be absent on the official count day, but was in attendance prior to October 1st.

The funded pupil count is defined as the District's "On-line Pupil Count" plus the District's Colorado Preschool Program Pupil Count plus the District's Supplemental Kindergarten Enrollment (.08 of the kindergarten headcount), plus the District's ASCENT program pupil enrollment, plus the higher of current year K-12 enrollment or the average of 2, 3, 4, or 5 years K-12 enrollment.

Source: Colorado Department of Education

<http://www.cde.state.co.us/cdefinance/fy2015-16brochure>



Source: Colorado Department of Education

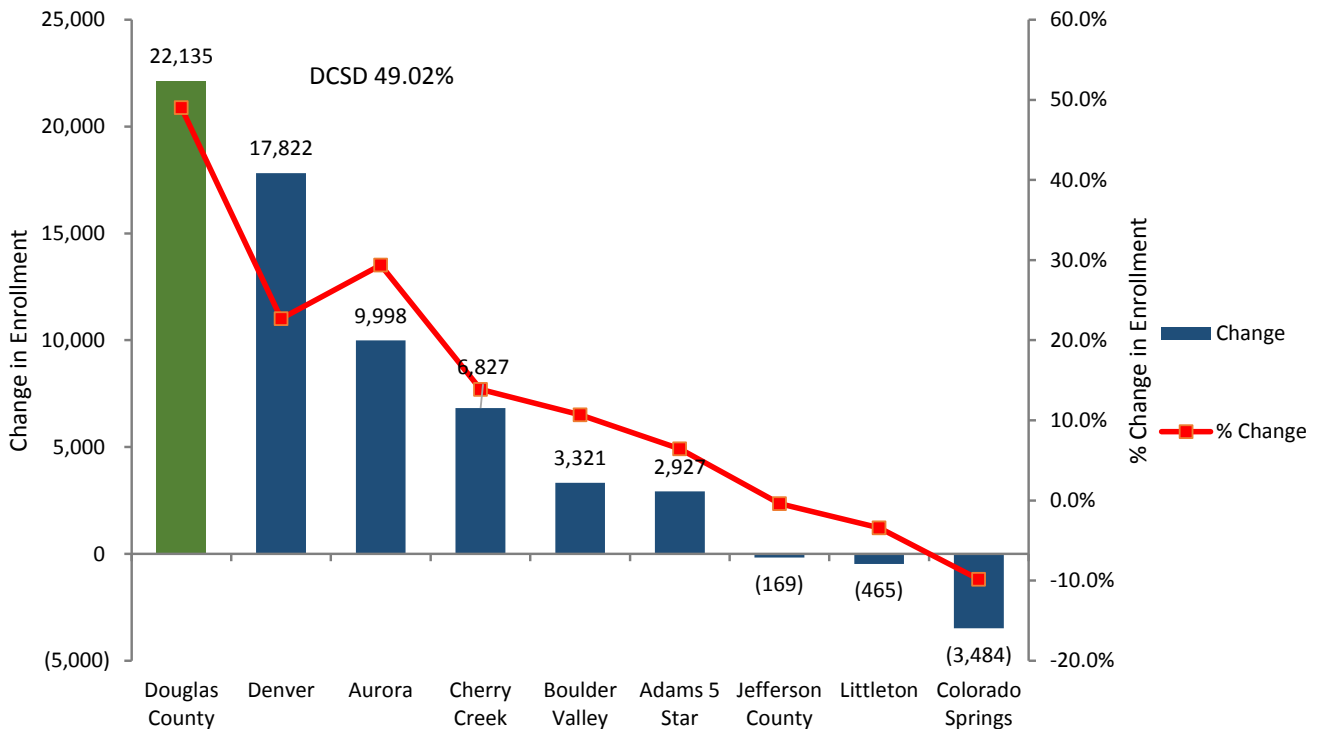
<http://www.cde.state.co.us/cdefinance/publicschoolfinanceactof1994-fy2016-17>

**Note:** Charter School Institute references schools that are located within Douglas County but are not a part of the Douglas County School District. Example: Colorado Early Colleges Parker enrollment is not included in the figure above.

# STUDENT ENROLLMENT INFORMATION

The chart below shows that the District has had the highest increase in pupil membership on the front range at an estimated 49.02 percent increase since 2004 from 44,761 to 66,896 in 2015. This enrollment growth is based on total pupil membership in Douglas County School District. Pupil membership differs from FPC by being a total head count of all students. Therefore kindergarten and early childhood education students are reflected as whole students in this count. However, pupil membership does not include Charter School Institute students as consistent with the methodology throughout the FY 2016-2017 Adopted Budget Book.

### Comparative Pupil Growth Since 2004 Across Front Range Districts



\*Pupil Membership data per CDE



## SCHOOL FINANCE REVENUE SOURCES

### Colorado Public School Finance Act

Douglas County School District receives funding from the State of Colorado through the Public School Finance Act. This Act uses a formula to determine state and local funding amounts for school districts to provide PK-12 public education. These amounts are based on revenues generated from state equalization revenue, local specific ownership taxes and local property taxes. This School Finance Total Program formula funding is budgeted in the General Fund. These revenues account for about 84 percent of revenues in the General Fund. The other 16 percent is comprised of intergovernmental revenues and other local revenue. For FY 2016-2017 local property taxes for the General Fund are expected to be \$145,216,196, specific ownership taxes expected to be \$11,921,809 in formula and \$8,899,090 out of formula, and state equalization revenues expected to be \$303,076,136 after the Negative Factor. The reduction in funding (Negative Factor) happens due to the State's inability to afford the total required funding based on the School Finance Act. In addition to the required funding, DCSD receives Mill Levy Override (MLO) revenue of \$33,713,000 giving a total estimate of \$178,929,196 in local property taxes allocated to the General Fund for FY 2016-2017. MLO occurs when a school district requests to spend more property tax revenues than authorized/required to fund its Total Program. In this event, a district must seek approval from its voters to raise and expend "override" property tax revenues via an additional mill levy. The District has passed four such elections in 1989, 1997, 2003 and 2006.

### Formula Illustration

Total Program Funding received under the Public School Finance Act starts with an annual statewide October pupil count. Generally, pupils in grades 1 through 12 are counted either as full-time or part-time depending on the number of scheduled hours of coursework. Kindergarten, preschool special education, and a limited number of at-risk preschool pupils are counted as part-time. This count is referred to as a Full-time Equivalent (FTE) pupil count as differentiated from Funded Pupil Count (FPC) which counts Kindergarten as .58. Adjustment factors are included based on the cost of living study, personnel costs, the size of the District in comparison to other school districts in the State, and the "Negative Factor." The Negative Factor was introduced in FY 2010-2011 based on a legislative legal opinion in order to reduce statewide funding under the School Finance Act. The Negative Factor for FY 2016-2017 is set at 11.51 percent.

The table below shows the funding calculation for FY 2016-2017:

### FY 2016-2017 SCHOOL FINANCE ACT FORMULA

Statewide base per pupil funding		\$	6,368
Multiplied by District personnel costs factor	x		0.9050
Multiplied by District cost-of-living factor	x		1.244
PLUS		+	
Statewide base per pupil funding		\$	6,368
Multiplied by District non-personnel costs factor	x		0.0950
TOTAL		\$	7,774
Multiplied by District size factor	x		1.0297
Funding per pupil without At-Risk Pupils		\$	8,005
Statutory funding per pupil with At-Risk Pupils		\$	8,095
Negative Factor-Formula Reduction of 11.51%	-	\$	932
Net per pupil funding FY 2016-2017 under HB 14-1298 & HB 14-1292		\$	7,163

# SCHOOL FINANCE REVENUE SOURCES

The Negative Factor is a tool used by the State Legislature to reduce their financial obligation to K12. During the Great Recession, the Legislature did not have sufficient tax revenue to fully fund all programs. In order to balance the budget with regard to K12, the Legislature created the Negative Factor which reduced the State’s contribution to K12 education. For example, if the State contribution to K12 was calculated at \$4 billion and the State could only afford \$3 billion, the Negative Factor would be \$1 billion. This \$1 billion is the “cut” to K12 on an annual basis. The Negative Factor fluctuates on an annual basis based on the State’s ability to fund K12. Currently, the Negative Factor stands at approximately \$831 million. Over the past 7 years, DCSD’s cumulative share of the Negative Factor has been just over \$426 million. In other words, if DCSD were fully funded as contemplated by the School Finance Act, DCSD would have had \$426 million of additional revenue to spend over the last 7 years. Source: <https://www.dcsdk12.org/frequently-asked-questions-master-capital-plan-outreach##>

### Definitions of General Fund Revenue Sources

**Property Taxes:** are calculated by applying the December 2015 mill levy upon the 2015 assessed valuation of residential and commercial property within the District.

**Specific Ownership Tax:** are vehicle registration taxes collected by counties and are shared with school districts and are subjected to economic fluctuations.

**State Equalization:** are revenues received from the School Finance Act dollars allocated by the Colorado General Assembly.

**Categorical (State) Revenue:** are revenues for special education, vocational education, English language acquisition and gifted and talented education programs.

**Charter School Service Revenue:** are revenues charged to charter schools that participate in our purchased services agreement.

**State Charter Construction Grant:** are revenues received from the state that are passed through to the Charter schools.

**Federal Revenue:** are revenues for the Medicaid reimbursement program.

**Other Revenue:** are comprised of District-imposed charges for services, various contributions and donations and interest earnings.

Total Program **Local Share:** is the sum of local property tax (not including MLO) and specific ownership taxes in formula only and are not affected by the Negative Factor. **State Share:** is the state equalization entitlement that decreases due to the Negative Factor.

### DCSD Total Program (After Negative Factor)



\* Calculation Varies due to rounding

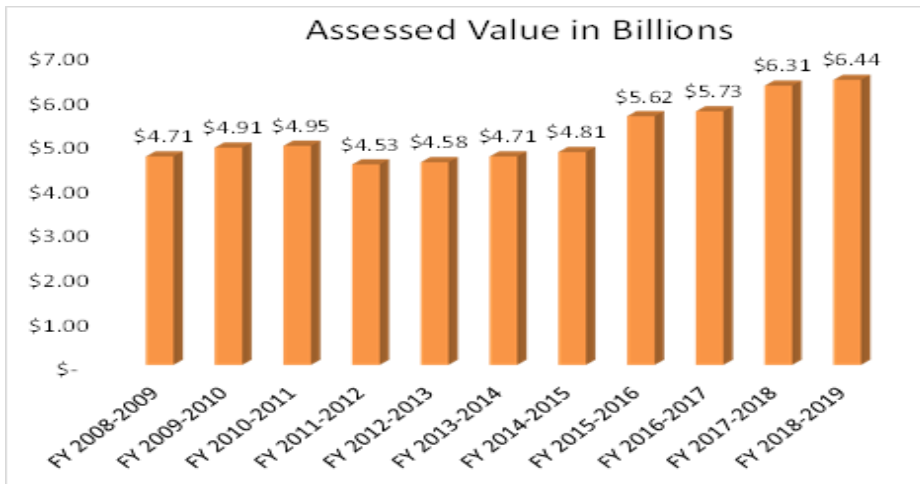
## ASSESSED VALUATION AND MILL RATES

### Assessed Valuation

In Colorado, all properties are revalued every odd numbered year. This is called a reappraisal. When a property is reappraised by the Assessor's Office, they estimate the market value as of the appraisal date, which is set by statute as June 30th of the preceding year. In even numbered years property values stay the same unless intrinsic growth occurs (new commercial and/or residential building). Colorado law requires that residential property be valued using sales from a specific time frame. This time frame, known as the "study period", is a minimum of eighteen months, and may extend up to five years prior to the appraisal date. The Assessor's Office may not include in their analysis any transactions that occurred after the appraisal date.

Source: School District Financials

<https://www.dcsdk12.org/district/transparency>



Assessed values reported through 2015-2016 are as certified in December of that fiscal year. FY 2016-2017 through FY 2018-2019 is estimated at a 2 percent increase for each non-assessment year and 7 percent increase each assessment year.

Property taxes are calculated for the General Fund and Bond Redemption Fund. Property taxes are calculated by multiplying the mill levy or tax rate by the assessed or taxable value of the property. The assessed value is calculated by taking actual value of property multiplied by the assessment rate, which is 7.96 percent for residential property value and 29 percent for non-residential property. Total required mills from the School Finance Act stay constant at 25.440 for Douglas County School District each year whilst Mill Levy Override and Bond Redemption mills fluctuate based on assessed value and revenue requirements.

### Example Home:

Residential Property Value \$300,000	X	Assessment Rate 7.96%	X	Estimated Mill Rate 42.439 for 2016	/1000 =	Annual School Property Tax \$1,012
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Mill Rates by Calendar Year							
	2010	2011	2012	2013	2014	2015	2016*
State Required	25.440	25.440	25.440	25.440	25.440	25.440	25.440
Voter Approved Override	06.814	07.441	07.365	07.151	07.016	05.999	05.999
Abatements	00.390	00.460	00.794	00.344	00.393	00.324	00.324
Bond Redemption	14.246	15.447	15.128	15.342	15.428	10.676	10.676
<b>Total Mills</b>	<b>46.890</b>	<b>48.788</b>	<b>48.727</b>	<b>48.277</b>	<b>48.277</b>	<b>42.439</b>	<b>42.439</b>

\*2016 Mills are estimated and will not be finalized until December 2016

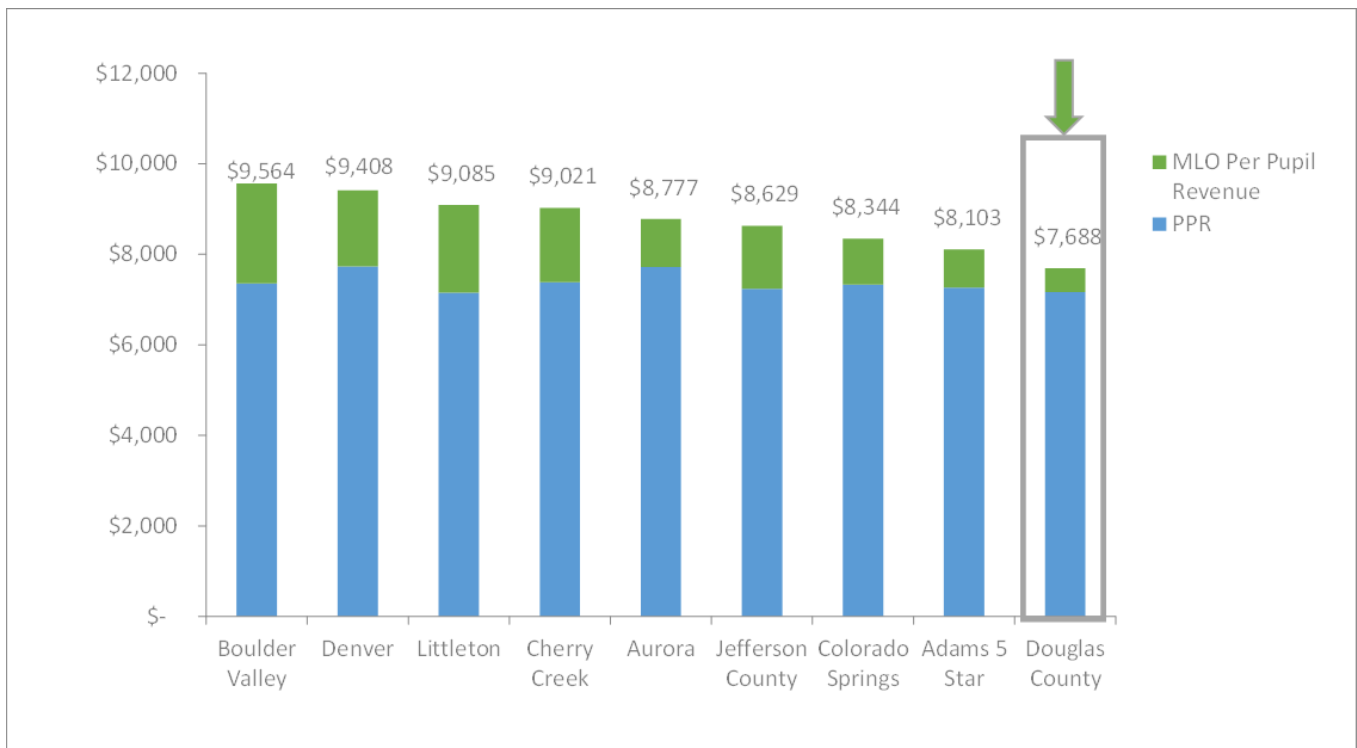
Source: CDE

<http://www.cde.state.co.us/cdefinance/sfmilllevy>

## HOW DOES DCSD MEASURE UP?

Douglas County School District is the third largest school district on the Front Range with a projected FPC of 64,253 behind Denver Public Schools at 86,552 and Jefferson County at 81,405. Douglas County School District, however, brings in the lowest amount of revenue when combining **\*Per Pupil Revenue (PPR)** and **Mill Levy Overrides (MLO)**. MLO occurs when a school requests to spend more property tax revenues than authorized/required to fund its Total Program. In this event, a district must seek approval from its voters to raise and expend “override” property tax revenues via an additional mill levy.

**Comparative \*FY 2016-2017 Combined PPR and MLO Data  
Across Front Range Districts**

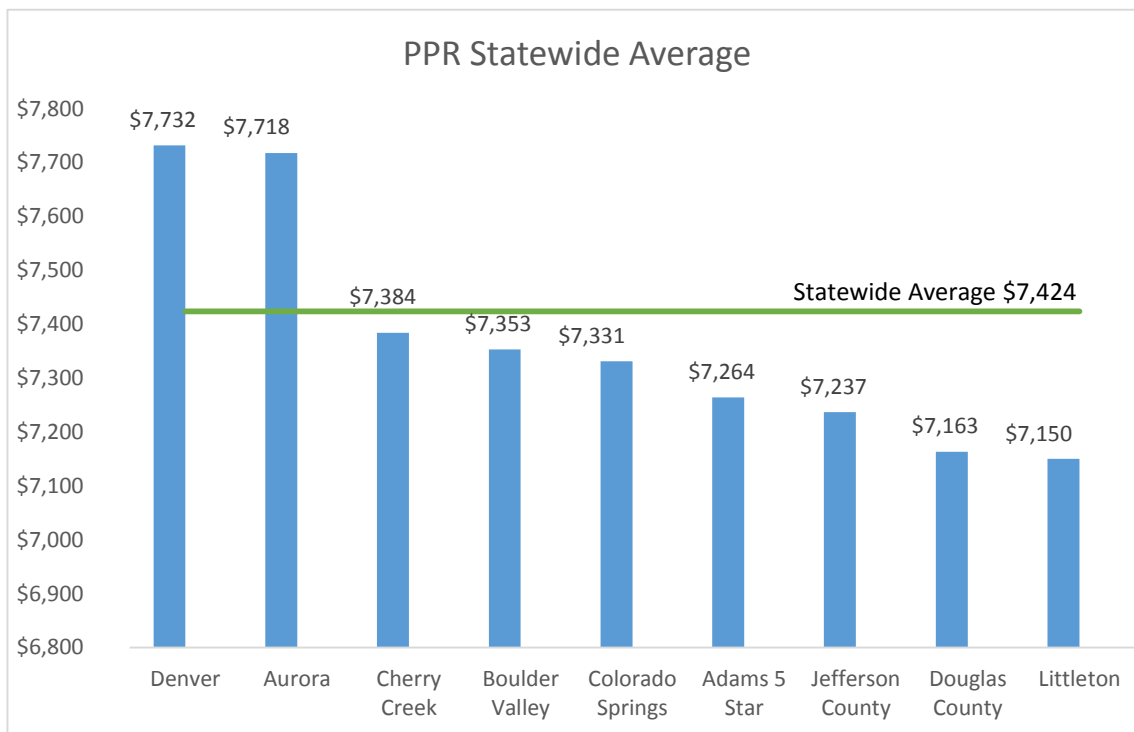


\*FY2016-2017 Per Pupil Revenue per CDE as of 3/21/2016. FY2015-2016 Mill Levy Override revenue received per CDE. Per pupil calculations based on FY2016-2017 Projected Funded Pupil per CDE as of 3/21/16.

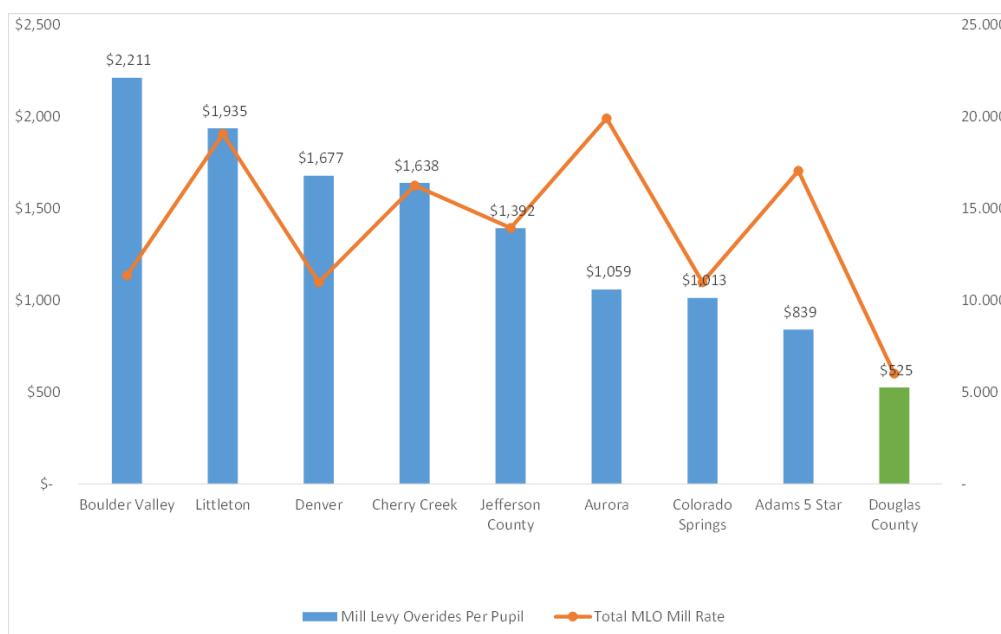
# HOW DOES DCSD MEASURE UP?

\*Although Douglas County School District is the third largest district, DCSD receives one of the lowest amounts of **PPR** on the Front Range at \$7,163 largely due to demographics and at-risk funding. The statewide average in PPR is \$7,424. If the District were to have the statewide average PPR, there would be an additional \$13.6 Million annually for neighborhood schools. The statewide average **MLO** on a per pupil basis is \$1,006 If Douglas County School District received the statewide average MLO, this would mean an additional \$25.6M annually for neighborhood schools.

**Comparative FY 2016-2017 PPR Data Across Front Range Districts**



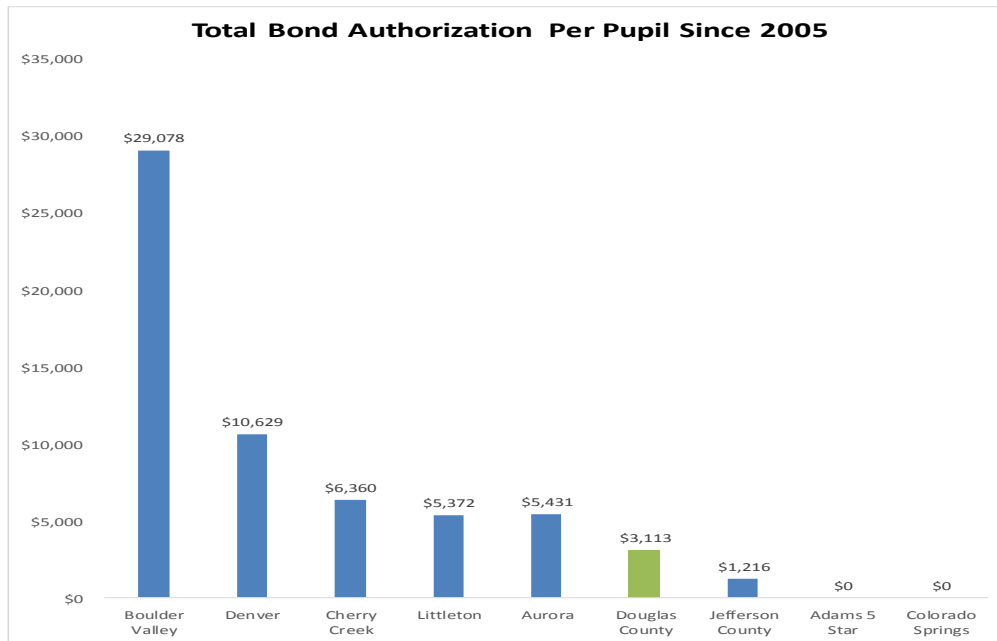
**Comparative FY 2015-2016 Mill Levy Override (MLO) Data Across Front Range**



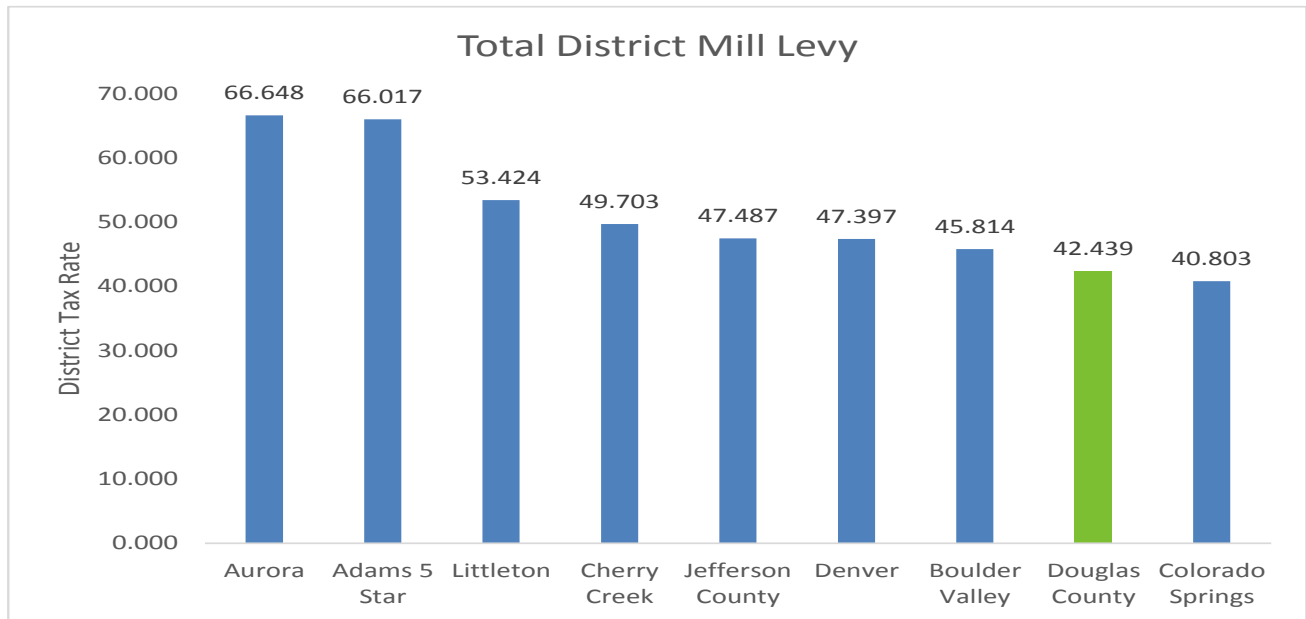
# HOW DOES DCSD MEASURE UP?

Per pupil bond authorization since 2005 shows that Douglas County School District has the fourth lowest per pupil bond authorization at \$3,113 collectively over the past 10 years on the front range in spite of growing at an estimated 49 percent. Additionally the District has the second lowest Total School District Mills for FY 2015-2016 at a rate of 42.439. A mill levy is the assessed property tax rate used by local governments and other jurisdictions to raise revenue in order to cover annual expenses.

**Comparative Per Pupil Bond Authorization Since 2005 Across Front Range Districts**



**Comparative FY 2015-2016\* Total School District Mills (Property Tax Rate) Across Front Range Districts**



\*FY 2015-2016 Mill Levy per CDE

<https://www.cde.state.co.us/cdefinance/sfmilllevy>

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## SHORT FUND DESCRIPTIONS

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### **Combined General Funds:**

#### **General | Fund 10**

The General Fund is the District's largest fund. This fund accounts for all District operations, except where funds are required to be reported separately. The General Fund includes budgets for all schools and most departments within the District.

#### **Outdoor Education | Fund 13**

This tuition-based fund accounts for activity associated with an outdoor learning environment where students are engaged in experiential learning activities. In addition to developing knowledge of the ecological surroundings, students are also involved in problem solving, being creative and constructing meaningful solutions. This fund was previously Fund 54. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

#### **Full Day Kindergarten | Fund 15**

This fund's revenues come from tuition paid by families to access a full day kindergarten program at many of the District's elementary schools. The School Finance Act only provides funding for half day Kindergarten at 0.58 FTE. Included in this fund are reserves designated for tuition scholarships meeting the needs of the District's at-risk kindergarten students. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

#### **Risk Insurance | Fund 18**

This fund accounts for the activity associated with the District's property, liability and vehicle insurance, as well as related loss prevention services. It also accounts for the activity associated with the District's self-insured worker's compensation insurance. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

#### **Transportation | Fund 25**

This fund is used to account for expenditures and revenues associated with student transportation services inclusive of the specialized transportation associated with special education students. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

#### **Capital Projects | Fund 43**

This fund was created in FY 2010-2011 to account for the acquisition of capital assets that were formerly reported in the District's Special Revenue Fund, Capital Reserve Fund 21. Colorado Statute was changed in FY 2010-2011 eliminating the mandate to move 3% of General Fund revenues into the Capital Reserve Fund. This Capital Projects Fund accounts for activity associated with the acquisition of capital assets defined in BOE policy DID: Capital Asset Reporting and Inventories, as those items or groups of items that have a value of \$5,000 or more with a useful life greater than one year. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

### **Special Revenue Funds:**

#### **Nutrition Services | Fund 21**

The Nutrition Services Fund is self supporting and accounts for activities related to preparation of school meals. Due to new CDE regulations related to GASB 68, this fund is now accounted for as a Special Revenue Fund and not an Enterprise Fund. This fund was previously Fund 51.

#### **Governmental Designated Purpose Grants | Fund 22**

This fund accounts for most state, local and federal grants received by the District. Expenditures in this fund are reimbursed; therefore, revenue equals expenditures at the end of the fiscal year.



## SHORT FUND DESCRIPTIONS

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### **Child Care (B.A.S.E) | Fund 24**

The Child Care Fund is self-supporting, and accounts for the activity associated with the District's Before and After School Child Care. These programs are budgeted to be self supporting with revenues derived from program enrollment fees charged on a per-child basis. Similar to Nutrition Services, this fund is now accounted for as a Special Revenue Fund. This was previously an Enterprise Fund, Fund 52.

### **Athletics and Activities | Fund 26**

This fund accounts for all revenues and expenditures directly related to Colorado High School Activities Association (CHSAA) sponsored athletics and activities, as well as other District sponsored activities at middle and high schools.

#### ***Building Funds:***

### **Bond Building | Funds 41 & 44**

The Building Fund is used to account for the management and actual construction of District facilities that are financed by General Obligation Bond (G.O.) proceeds. The beginning fund balance for FY 2016-2017 is \$0. November of 2006 was the last time the District had the taxpayer authority to sell G.O. Bonds.

### **Certificates of Participation (COP) Building | Fund 45**

This fund has been established to account for capital projects funded with the proceeds from the sale of Certificates of Participation. This fund accounts for the activity that will be associated with capital projects identified in the FY 2016-2017 DCSD Master Capital Plan.

#### ***Debt Services & Lease Payment Funds:***

### **Bond Redemption | Fund 31**

This fund serves as the vehicle for recording dedicated property taxes and the payment of outstanding principal and interest on the District's General Obligation bonds.

### **Certificates of Participation (COP) Lease Payment | Fund 39**

Pursuant to CDE Chart of Accounts, this fund is identified for non-voter approved lease payments.

#### ***Internal Service Funds:***

### **Medical | Fund 65**

The District operates a self-funded employee health benefit program where the health claims are accounted for in this fund. In addition, employee medical and dental premium payments to Delta Dental and Kaiser Permanente are also accounted for in this fund. The District establishes each year's premium amounts based on projected medical claims as well as the updated premium charge from Kaiser Permanente.

### **Short Term Disability Insurance | Fund 66**

This fund replaces the District's former fully insured Short Term Disability Insurance (STDI) program. This fund was created in FY 2014-2015 to reflect the District's move to a self-funded plan. The District establishes each year's premium amounts based on projected STDI claims.

#### ***Trust & Agency Funds:***

### **Pupil Activity | Fund 74**

This fund is used to record financial transactions related to school-sponsored pupil organizations and activities. These activities are self-supporting and do not receive any direct or indirect District support.

### **Private Purpose Trust | Fund 75**

This fund accounts for the student scholarships awarded from perpetual the P.S. Miller Trust.

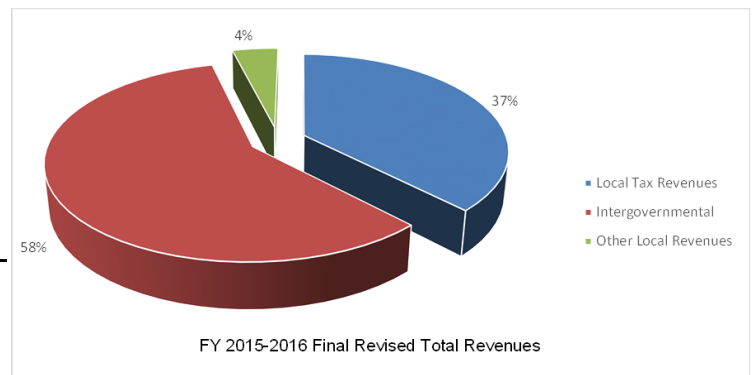
# SUMMARY OF FY 2015-2016 FINAL REVISED BUDGETED REVENUES

The funded pupil count (FPC) in FY 2015-2016 is 63,159, which includes 2,239 multi-district online students enrolled in eDCSD and Hope Online.

Fund	FY 2015-2016 Final Revised Budgeted Revenues					Revenue Per Pupil*
	Beginning Fund Balance	Revenues	Transfers In	Total Sources		
General	\$ 79,989,994	\$ 528,119,196	\$ -	\$ 608,109,190		<b>8,362</b>
Outdoor Education	19,514	798,950	275,000	1,093,464		
Full Day Kindergarten	1,919,756	4,446,245	-	6,366,001		
Risk Insurance	1,296,280	-	4,662,288	5,958,568		
Transportation	2,128,172	7,124,676	14,205,695	23,458,543		
Capital Projects	10,311,883	2,359,280	12,693,026	25,364,189		
<b>Subtotal</b>	<b>\$ 95,665,599</b>	<b>\$ 542,848,347</b>	<b>\$ 31,836,009</b>	<b>\$ 670,349,955</b>		
Certificates of Participation (COP) Lease Payments	1,538,284	13,858,232	1,910,782	17,307,298		
Athletics and Activities	395,743	10,707,221	5,317,406	16,420,370		
<b>TOTAL GENERAL FUND RELATED</b>	<b>\$ 97,599,626</b>	<b>\$ 567,413,800</b>	<b>\$ 39,064,197</b>	<b>\$ 704,077,623</b>		
Bond Building	\$ -	\$ -	\$ -	\$ -		
Certificates of Participation (COP) Building	9,071,898	18,818	-	9,090,716		
Government Purpose Grants	185,120	14,098,255	-	14,283,375		
Bond Redemption/Debt Service	68,501,246	60,063,715	-	128,564,961		
Nutrition Services	921,707	16,906,590	-	17,828,297		
Child Care (B.A.S.E.)	4,998,474	11,349,189	-	16,347,663		
Medical Self Insurance	5,843,138	42,285,032	-	48,128,170		
Short Term Disability Insurance	171,328	683,071	-	854,399		
Pupil Activity & School Discretionary	1,936,334	1,718,188	-	3,654,522		
Private Purpose Trusts	41,312	63,000	-	104,312		

## FY 2015-2016 General Fund Revenues by Type

<b>* Per Pupil Revenue from State</b>	<b>\$ 7,050</b>
Mill Levy Override	534
Categoricals	212
School-Based Revenue	233
SOT out of Formula	141
Charter Purchased Service Revenue	77
Other Local Revenue	116
<b>Total Per Pupil Revenue</b>	<b>\$ 8,362</b>



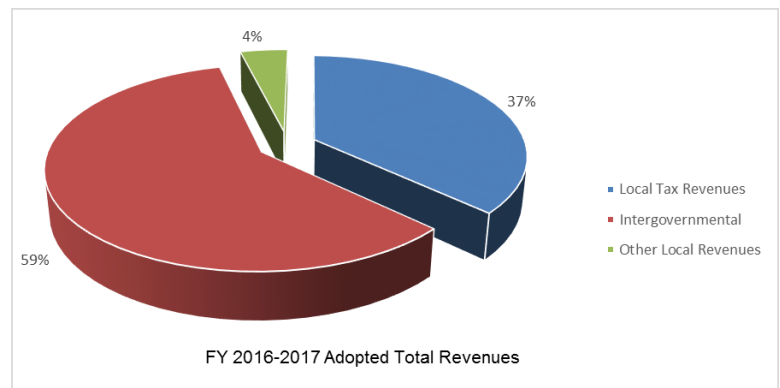
## SUMMARY OF FY 2016-2017 ADOPTED BUDGETED REVENUES

The funded pupil count (FPC) in FY 2016-2017 is projected at 64,253, which includes 2,602 multi-district online students enrolled in eDCSD and Hope Online.

Fund	FY 2016-2017 Adopted Budgeted Revenues					Revenue Per Pupil*
	Beginning Fund Balance	Revenues	Transfers In	Total Sources		
General	\$ 79,360,190	\$ 545,137,247	\$ -	\$ 624,497,437		8,484
Outdoor Education	23,432	874,851	100,000	998,283		
Full Day Kindergarten	1,534,564	4,872,750	-	6,407,314		
Risk Insurance	1,779,031	-	3,862,288	5,641,319		
Transportation	2,582,922	7,156,322	13,560,726	23,299,970		
Capital Projects	10,675,029	-	2,424,874	13,099,903		
<b>Subtotal</b>	<b>\$ 95,955,168</b>	<b>\$ 558,041,170</b>	<b>\$ 19,947,888</b>	<b>\$ 673,944,226</b>		
Certificates of Participation (COP) Lease Payments	2	970,817	3,616,286	4,587,105		
Athletics and Activities	1,156,282	10,213,579	4,985,043	16,354,904		
<b>TOTAL GENERAL FUND RELATED</b>	<b>\$ 97,111,452</b>	<b>\$ 569,225,566</b>	<b>\$ 28,549,217</b>	<b>\$ 694,886,235</b>		
Bond Building	\$ -	\$ -	\$ -	\$ -		
Certificates of Participation (COP) Building	6,556,673	12,000	-	6,568,673		
Government Purpose Grants	185,120	13,264,544	-	13,449,664		
Bond Redemption/Debt Service	58,977,684	52,070,174	-	111,047,858		
Nutrition Services	1,786,801	17,022,400	-	18,809,201		
Child Care (B.A.S.E.)	5,557,700	12,061,748	-	17,619,448		
Medical Self Insurance	5,004,880	44,096,860	-	49,101,740		
Short Term Disability Insurance	305,607	701,844	-	1,007,451		
Pupil Activity & School Discretionary	811,520	1,476,740	-	2,288,260		
Private Purpose Trusts	34,312	60,000	-	94,312		

### FY 2016-2017 General Fund Revenues by Type

* Per Pupil Revenue from State	\$	7,163
Mill Levy Override		525
Categoricals		238
School-Based Revenue		226
SOT out of Formula		139
Charter Purchased Service Revenue		85
Other Local Revenue		110
<b>Total Per Pupil Revenue</b>	<b>\$</b>	<b>8,484</b>



**Mill Levy Override:** previously defined on page 18.

**Per Pupil Revenue from State:** previously defined on page 19.

**Categorical Funding:** in addition to Total Program under the School Finance Act, districts may receive state funding to pay for specific programs designed to serve particular groups of students or particular student needs. For example: Special Education, Vocational Education, English Language Learners and Transportation.

**School-Based Revenue:** monies collected through fundraisers, donations, fees, etc.

**SOT out of Formula:** specific ownership tax out of formula is provided from the District's share of excess specific ownership tax in the county.

**Charter Purchased Service Revenue:** services provided by the District that are purchased by our charter schools.

**Other Local Revenue:** includes other local revenue such as out of district tuition and building rental revenue.

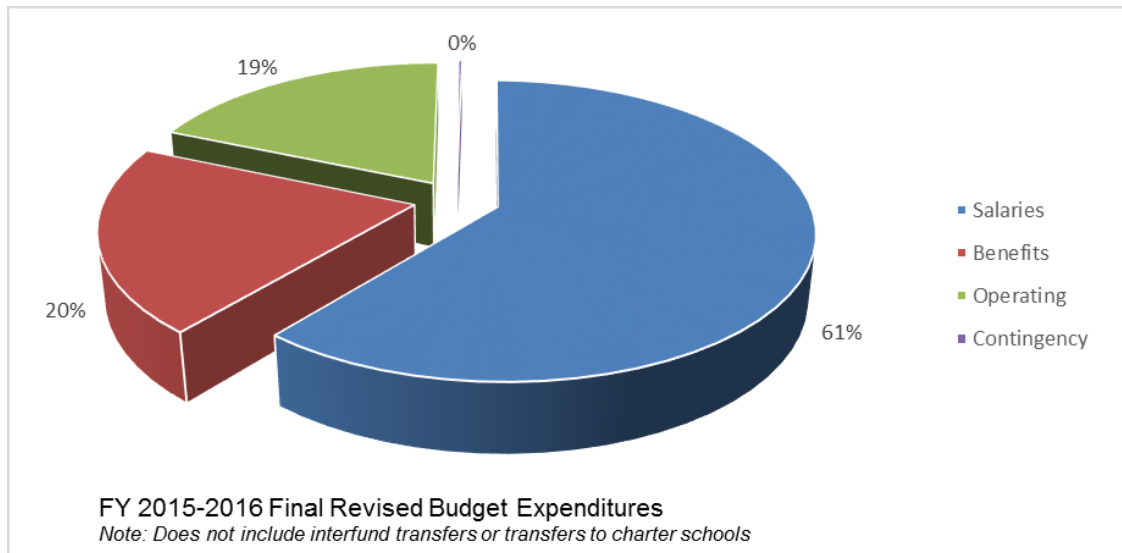
# SUMMARY OF FY 2015-2016 FINAL REVISED BUDGETED EXPENDITURES

Salaries and Benefits account for the largest component of General Fund expenditures at 81 percent of the total.

Fund	FY 2015-2016 Final Revised Budgeted Expenditures & Transfers				
	Budgeted Expenditures	Budgeted Transfers Out	Total Budgeted Activity	Expense Per Pupil	Percent of Budget
General	\$ 534,603,970	\$ 39,064,197	\$ 573,668,167	\$ 9,083	86.1%
Outdoor Education	1,070,032	-	1,070,032		
Full Day Kindergarten	6,366,001	-	6,366,001		
Risk Insurance	5,196,365	-	5,196,365		
Transportation	23,458,543	-	23,458,543		
Capital Projects	22,932,595	-	22,932,595		
<b>Subtotal</b>	<b>\$ 593,627,506</b>	<b>\$ 39,064,197</b>	<b>\$ 632,691,703</b>		
Certificates of Participation (COP) Lease Payments	17,307,296	-	17,307,296		
Athletics and Activities	16,420,370	-	16,420,370		
<b>TOTAL GENERAL FUND RELATED</b>	<b>\$ 627,355,172</b>	<b>\$ 39,064,197</b>	<b>\$ 666,419,369</b>		
Bond Building	\$ -	\$ -	\$ -		
Certificates of Participation (COP) Building	9,071,898	-	9,071,898		
Government Purpose Grants	14,098,255	-	14,098,255		
Bond Redemption/Debt Service	69,682,501	-	69,682,501		
Nutrition Services	17,603,296	-	17,603,296		
Child Care (B.A.S.E.)	16,347,663	-	16,347,663		
Medical Self Insurance	47,902,660	-	47,902,660		
Short Term Disability Insurance	658,880	-	658,880		
Pupil Activity & School Discretionary	3,138,502	-	3,138,502		
Private Purpose Trusts	70,000	-	70,000		

Please note that the table above includes budgeted transfers of \$39.1 million. The General Fund allocation to charters is \$91.8 million. Both of these figures are excluded from the graph below.

## FY 2015-2016 General Fund Expenditures by Object



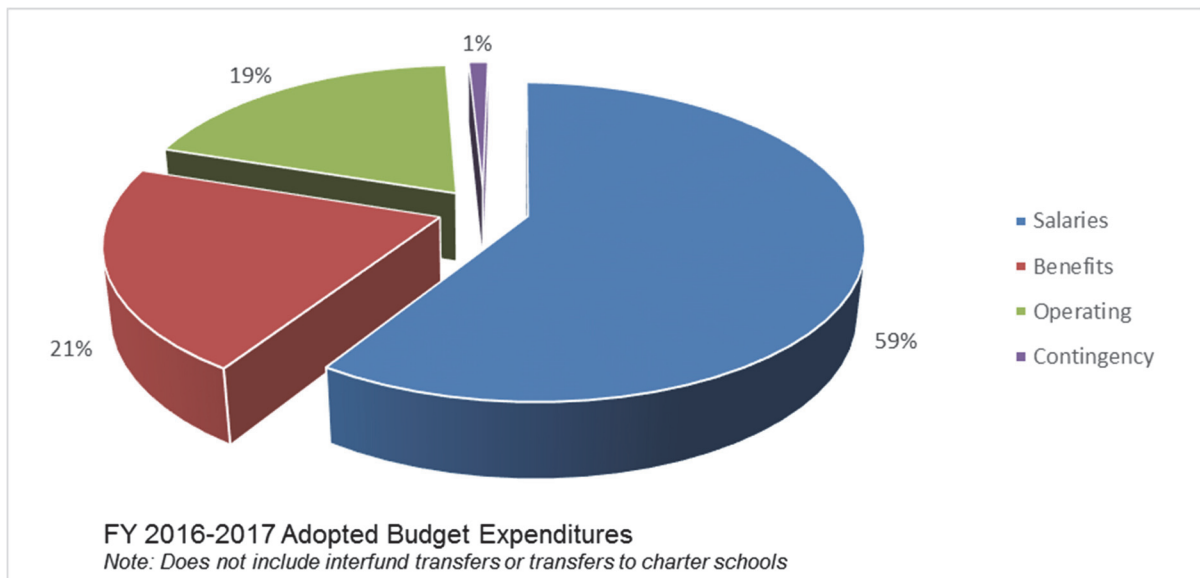
## SUMMARY OF FY 2016-2017 ADOPTED BUDGETED EXPENDITURES

Salaries and Benefits account for the largest component of General Fund expenditures at 80 percent of total.

Fund	FY 2016-2017 Adopted Budgeted Expenditures & Transfers				
	Budgeted Expenditures	Budgeted Transfers Out	Total Budgeted Activity	Expense Per Pupil	Percent of Budget
General	\$ 557,517,074	\$ 28,549,217	\$ 586,066,291	\$ 9,146	90.0%
Outdoor Education	974,043	-	974,043		
Full Day Kindergarten	4,872,750	-	4,872,750		
Risk Insurance	4,742,217	-	4,742,217		
Transportation	23,299,970	-	23,299,970		
Capital Projects	10,668,221	-	10,668,221		
<b>Subtotal</b>	<b>\$ 602,074,275</b>	<b>\$ 28,549,217</b>	<b>\$ 630,623,492</b>		
Certificates of Participation (COP) Lease Payments	4,448,823	-	4,448,823		
Athletics and Activities	16,354,904	-	16,354,904		
<b>TOTAL GENERAL FUND RELATED</b>	<b>\$ 622,878,002</b>	<b>\$ 28,549,217</b>	<b>\$ 651,427,219</b>		
Bond Building	\$ -	\$ -	\$ -		
Certificates of Participation (COP) Building	6,568,673	-	6,568,673		
Government Purpose Grants	13,264,544	-	13,264,544		
Bond Redemption/Debt Service	54,661,472	-	54,661,472		
Nutrition Services	16,270,494	-	16,270,494		
Child Care (B.A.S.E.)	12,061,748	-	12,061,748		
Medical Self Insurance	44,451,397	-	44,451,397		
Short Term Disability Insurance	599,119	-	599,119		
Pupil Activity & School Discretionary	1,649,276	-	1,649,276		
Private Purpose Trusts	62,000	-	62,000		

Please note that the table above includes budgeted transfers of \$28.5 million. The General Fund allocation to charters is \$105.1 million. Both these figures are excluded from the graph below.

### FY 2016-2017 General Fund Expenditures by Object



## STUDENT BASED BUDGETING (SBB) INFORMATION

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Beginning in FY 2008-2009, DCSD instituted Student Based Budgeting (SBB) on a District-wide basis. Believing that the best and most informed decisions are made closest to the student, DCSD moved to eliminate the central allocation of resources to schools and instead moved to a site-level decision making process. DCSD made the change to Student Based Budgeting in order to create a more effective, transparent, and equitable funding system across the District.

Student Based Budgeting is a budgeting methodology in which each student in a school brings with them a dollar amount of budgetary authority that the school community has input in how these dollars are spent. This budgeting philosophy has allowed the District to provide more budgetary flexibility and autonomy to each of its neighborhood schools. In a SBB environment, individual schools can choose how to structure their classes, determine staffing ratios, and set non-salary (ex. books, supplies, equipment, etc.) budgets to meet their individual goals. Each school's choices are in the best interest of their students— there is no one size fits all approach.

Historically, schools across the country have been funded on a resource allocation methodology as opposed to a SBB methodology. Resource allocation treats all schools identically and allocates administrators, teachers, and supplies based on total enrollment. Schools have little to no flexibility when it comes to staffing, class sizes, instructional materials, etc. This is a one size fits all approach based on a centrally managed formula.

Conversely, a SBB methodology allows maximum flexibility and autonomy at each school. Schools are able to decide what staffing structure best fits the needs of their particular school. School leaders are empowered to work with their community to determine how to best use their budget dollars based on their student population and programmatic offering. DCSD believes that school leaders are best positioned to understand the needs of their particular school and can most easily assess the return on investment of their budgetary decisions and subsequent spending. This structure also allows decision makers to easily convert their resources to other needs when their budget plans change.

The SBB is comprised of four different allocation sections; Pupil Allocations, Central Discretionary, Central Non-Discretionary, and Other. All except Central Non-Discretionary are “discretionary” meaning the school community of that school is able to decide how to best spend that money. Some schools may choose to have smaller class sizes. Some may choose to hire more Educational Assistants. Some schools may choose to set aside more money for new supplies and equipment. In other words, each school can make the budgetary decisions that best meet the needs of their school and their school alone. The Central Non-Discretionary allocations include Response to Intervention (RTI) and must be allocated accordingly for programs such as Special Education and English Language Learners. These allocations are typically associated with legal requirements.

In addition to providing site-level decision making, SBB also promotes greater equity among school sites. Schools are treated equitably from a funding standpoint with their lone variable being enrollment. Schools that are able to attract more students through the choice process are able to receive more dollars and an overall larger budgetary authority (and thus greater flexibility when it comes to programmatic offerings) than a school that has declining or stagnant enrollment. Further, unspent SBB dollars are able to be carried over from year to year. Schools are not held to a “use it or lose it” mentality and instead are encouraged to think strategically with their budgets. Budgetary amounts that are unspent can be saved from year to year so that schools can save up for a large purpose, implement new programming, or establish a contingency reserve in the event that they have a year with enrollment declining. SBB provides the ability to explain why budgetary dollars are different across school years and why school budgets differ across the District. DCSD believes that school choice is vital to the long term success of our educational system and the SBB budgeting process plays an important role in that belief.

To learn more about the SBB and watch a video demonstration visit: <https://www.dcsdk12.org/financial-services/site-based-budget#overlay-context=>.

## SCHOOL DISTRICT STAFF

The majority of the District's employees are instructional staff members that interact with students on a daily basis. The Administrative staff consists of Principals, Assistant Principals, the Superintendent, Assistant Superintendents, Directors, etc. that provide leadership and direction for each of the District's schools and departments. Certified staff consists of teachers, counselors, nurses, etc. who directly help students achieve their maximum potential. Professional/Technical staff is comprised of central office staff that provide support services to enhance educational opportunities. Classified staff represent the educational assistants, office staff within schools, all crafts, trades, custodians, nutrition services, etc. that also provide services to further enhance educational opportunities for students.

**Note:** Staffing information as of May in each respective year

Historical School District Staffing FTE							
Job Class	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016 *	2016-2017
	Actual	Actual	Actual	Actual	Actual	Actual	Adopted
School Administration	137	132	139	146	146	153	153
Non-School Administration	43	41	42	49	56	55	55
Certified	3,151	3,097	3,162	3,263	3,339	3,393	3,393
Professional/Technical	89	95	116	136	166	175	175
Classified	1,794	1,752	1,777	1,850	1,782	1,811	1,811
<b>Total FTE</b>	<b>5,214</b>	<b>5,117</b>	<b>5,236</b>	<b>5,444</b>	<b>5,489</b>	<b>5,587</b>	<b>5,587</b>

\*At the time of the adopted budget for FY 2016-2017, school level staff has not been finalized. Therefore it is assumed that school level staff will remain flat.

## EMPLOYEE BENEFITS

### Health Care

The District offers four distinct health care choices for our employees in including Cigna/Allegiance PPO, Cigna/Allegiance HDHP, Kaiser HMO, and Kaiser HDHP. The approach to District health care changed dramatically in FY 2009-2010 placing more responsibility on its employees to manage their health care. The District moved from a traditional approach of HMO and PPO to a concept of high deductible health plans and health savings accounts. The Health Savings Account (HSA) plan for FY 2016-2017 includes an annual District contribution of \$1,200 for each eligible employee with single coverage. The District has also added a hybrid self-funded PPO Plan which includes co-payments, deductibles and co-insurance provisions. The Vision Plan is totally voluntary with no District subsidy for employee only coverage. The District currently offers two dental plans. One is basic preventive coverage, paid for by the District, for cleaning, exams and one set of bitewing x-rays per year. The second is a buy-up employee paid plan that includes a full range of dental coverage.

## EMPLOYEE BENEFITS CONTINUED

### Public Employees Retirement Association (PERA)

Since 1931, Colorado PERA has served the retirement needs of our State's public employees. PERA is a hybrid defined benefit plan and serves as a substitute for Social Security for most members. As the 21<sup>st</sup> largest pension plan in the United States, PERA manages over \$69 billion in assets for the benefits of its members and retirees. In 2014, \$3.5 billion was paid to benefit recipients.

PERA also provides its members with a comprehensive benefits package that includes the following:

Lifetime retirement benefits, good portability provisions, voluntary 401k and 457 investment plans, comprehensive disability benefits, survivor benefits, voluntary low-cost life insurance plans, PERACare active/retiree health benefits program (includes health, dental, and vision plans).

Source: Colorado PERA

<https://www.copera.org/sites/default/files/documents/5-58.pdf>

### Douglas County School District's Contribution

The school district contributes a percentage of its total payroll to Colorado PERA according to State law (See table below). In 2004 and 2006, legislation was passed that required employers to remit additional contributions to PERA. These additional contributions are the Amortization Equalization Disbursement (AED) and Supplemental Amortization Equalization Disbursement (SAED). The AED is an additional amount contributed by PERA employers that has gradual increases. The SAED is also an amount contributed by employers and is, to the extent permitted by law, to be funded by moneys otherwise available for employee wage increases. The SAED also has gradual increases. These additional employer contributions, based on the total payroll of PERA members and employees who can elect either PERA or another plan (regardless of the plan elected), are designed to reduce PERA's unfunded liability and amortization period. 1.02 percent of the contribution goes to Health Care Trust Fund to pay health care premium subsidies to benefit recipients who participate in the PERACare Health Benefits Program. The remaining amount is deposited in a pension trust fund established for each division to pay benefits. For FY 2016-2017 Douglas County School District's contribution is expected to be \$56,595,458.



Start Date	Statutory Employer Contribution	AED	SAED	Total Contribution % for the Year
Jan 2010	10.15%	2.20%	1.50%	13.85%
Jan 2011	10.15%	2.60%	2.00%	14.75%
Jan 2012	10.15%	3.00%	2.50%	15.65%
Jan 2013	10.15%	3.40%	3.00%	16.55%
Jan 2014	10.15%	3.80%	3.50%	17.45%
Jan 2015	10.15%	4.20%	4.00%	18.35%
Jan 2016	10.15%	4.50%	4.50%	19.15%
Jan 2017	10.15%	4.50%	5.00%	19.65%
Jan 2018	10.15%	4.50%	5.50%	20.15%

Source: Colorado PERA

<https://www.copera.org/sites/default/files/documents/5-123.pdf>

### Employee Contribution

Colorado PERA members contribute 8 percent of their monthly pay to their Colorado PERA member contribution account. Colorado PERA contributions are tax-deferred, which means they are not considered taxable income for federal and state income tax purposes until they are withdrawn through a refund or monthly benefit. Also, you earn tax-deferred interest on your member contributions and your completed service credit purchases. The interest rate is set by the Colorado PERA Board and is subject to change annually. The current interest rate is 3 percent compounded annually.



# ECONOMIC OUTLOOK

*Source:* Colorado State Government

The “Economic Outlook” is a document prepared by the Governor’s Office of State Planning and Budgeting (OSPB) in June 2016, and written from their voice and not DCSD’s.

## The Economy: Issues, Trends, and Forecast

“A summary of key economic indicators with their recent trends and statistics, as well as forecasts, is provided at the end of this section. The summary of indicators is intended to provide a snapshot of the economy’s performance and OSPB’s economic projections, which are informed by the following analysis of the economy

**Summary** – Although growth has moderated, Colorado’s economy continues to perform solidly overall, especially considering the persistent challenges faced by the oil and gas industry and the sluggish global economy. Colorado’s favorable economic attributes have helped the state perform much better than the other leading oil and gas producing states. The state has among the lowest unemployment rates in the country and demand for workers among Colorado businesses remains strong. However, tight labor market conditions are making it more difficult for businesses to grow, acting as a constraint on the state’s economy.

Rising home values and rents, along with a high rate of immigration, is causing housing construction to ramp up, which will add employment and spending going forward. Further, after slowing during the course of 2015, growth in new business formation appears to have picked up in the state at the beginning of 2016. Persistent low prices for certain crops and livestock, along with weaker agricultural exports, continue to dampen economic activity in many rural areas of Colorado. Furthermore, in the midst of continued low energy prices, the oil and gas industry continues to contract. Employment in the industry in Colorado decreased by over 25 percent through the end of 2015 and will likely decrease by another 15 to 20 percent by the end of 2016. Economic growth for the nation overall continues to be weaker than in previous expansions. Subdued business investment, new business formation, and productivity growth are main factors in the slower growth. Nonetheless, the U.S. economy is performing better than most other developed country economies. Financial conditions remain better than the beginning of the year, signaling a more positive outlook. As the labor market continues to tighten, employment has been growing at a slightly slower pace recently, though there is some indication that wage growth has gained some momentum. The manufacturing sector appears to have improved somewhat over recent months, but growth remains subdued due to sluggish global conditions and the stronger dollar. Other sectors, such as professional and business services and construction, which make up a much larger portion of the U.S. economy, continue to perform relatively better.

**Economic risks** – Although there are no clear indications of an

economic downturn in the United States, the global economy continues to show signs of weakness as growth remains slow and vulnerable to downside risks, which could threaten the current expansion. We note the following items of concern: The path of China’s slowing economy is particularly uncertain; the June 23 referendum in the United Kingdom on staying in the European Union has affected the economic outlook in Europe; stateside, job growth has slowed and business investment remains soft.

## Colorado Economy Overview

Although growth has moderated over the past year, Colorado’s economy continues to perform solidly overall, especially considering the persistent challenges faced by the oil and gas industry and sluggish global economy. Colorado’s unemployment rate is at a lower level than a year ago, and was the 7th lowest among states in May. The state has weathered the contraction in the oil and gas industry better than other states with large oil and gas presences. Businesses outside of sectors tied to oil and gas continue to grow their sales in markets for their products and services, which is supporting continued economic momentum for the state. Many of Colorado’s products are supplied to markets within the U.S. domestic economy, which is performing better than the global economy. However, sectors dependent on energy production and exports continue to struggle.

**Housing construction in the state is ramping up, which will boost the economy going forward.**

Colorado’s stronger population growth, fueled by the influx of younger, higher-skilled workers into the state, is also supporting stronger growth than the nation overall. This population growth, along with growth in home values and rents, is also causing housing construction to ramp up, which will boost the economy going forward.

Colorado’s economic growth in recent years has led to tight labor market conditions. Although this means that Coloradans continue to have more job opportunities relative to the rest of the nation, it is making it difficult for businesses seeking to expand to grow their business, which is acting as a constraint on the state’s economy.

The state is expected to add 63,500 jobs in 2016, a growth rate of 2.5 percent, slower than the 3.5 percent and 3.0 percent growth in 2014 and 2015, respectively, but still above the national job growth rate of 1.8 percent. Colorado’s

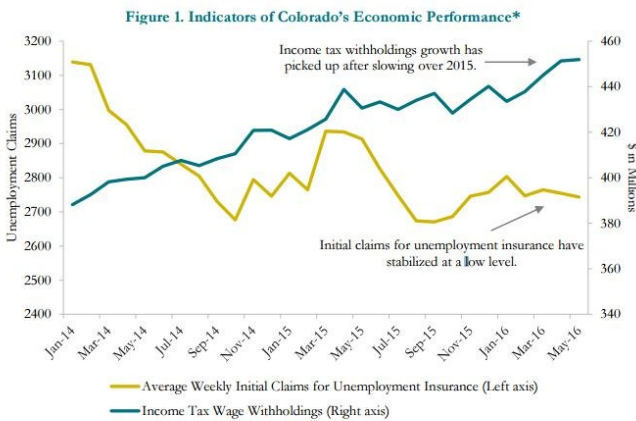
# ECONOMIC OUTLOOK CONTINUED

unemployment rate is expected to average 3.3 percent in 2016, below the nationwide level of 4.8 percent.

**Colorado's economic growth in recent years has led to tight labor market conditions, making it difficult for businesses to grow and acting as a constraint on the state's economy.**

Reliable indicators on the underlying health of the economy show some recent improvement after slowing through 2015 and the first part of 2016 –

Figure 1 shows the trends in initial unemployment insurance claims and income tax wage withholdings, two near-real-time reliable indicators of broad economic performance. After moderating in 2015 and the first part of 2016, wage withholdings growth has recently picked up. Much of the

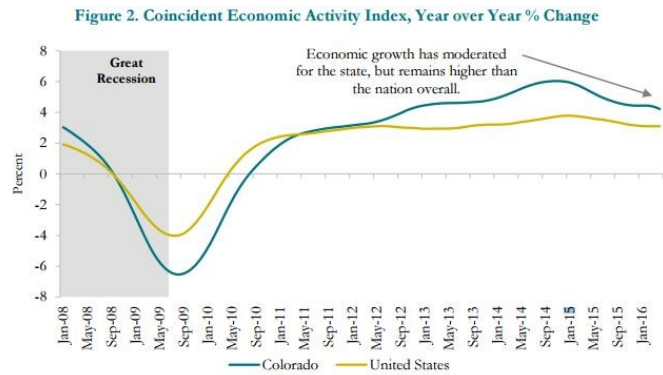


\*Seasonally Adjusted, Three-month moving average  
Source: Colorado Department of Revenue, Colorado Department of Labor and Employment, and OSPB calculations

slower growth starting in 2015 can be attributed to the loss of the high wages tied to the oil and gas industry's activity that combined with a slowdown in overall job growth. Furthermore, after ticking up during the first half of 2015 and again in the first part of 2016, mostly due the oil and gas contraction, initial claims for unemployment insurance have stabilized and remain at a low level. This indicates that demand for workers among Colorado businesses remains strong.

Other measures of broad statewide economic activity show moderated growth for the state, but continued better performance than the nation overall – Colorado's economy has moderated overall as measured by the Federal Reserve Bank of Philadelphia's monthly State Coincident Economic Activity Index. This index is one of the most up-to-date broad measures of state economic activity. The index tends to match growth in a state's gross domestic product (GDP) over time by combining four state-level indicators to track current economic conditions – employment, average hours worked in manufacturing, the unemployment rate, and inflation-adjusted wage and salary disbursements.

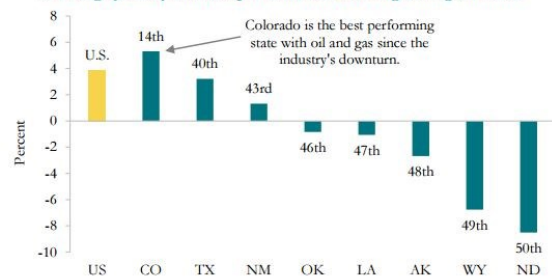
Figure 2 shows Colorado's economy measured by the State Coincident Economic Activity Index compared to the U.S. overall since the Great Recession. Although economic growth has slowed from its robust pace over 2014 and the beginning of 2015, it remains stronger than the nation through April of this



year, the month from which the latest data is available. To help corroborate this data, a recent US Bank survey of small businesses in the U.S. showed that 57 percent of Colorado small businesses indicated that conditions are stronger in the state than the rest of the country, the highest percentage of any of the 11 states surveyed.

Colorado has weathered the oil and gas industry contraction better than other oil and gas states – The loss of wages, investment, and spending from the downturn in the oil and gas

Figure 3. State Coincident Economic Activity Index among Largest Oil and Gas Producing States, % Change January 2015 to April 2016, with Ranking among All States



Source: Philadelphia Federal Reserve Branch, OSPB calculations

industry has reduced economic activity in the state. However, Colorado's favorable economic attributes have helped the state perform much better than the other leading oil and gas producing states. Figure 3 compares the economic performance of each of the leading oil and gas producing states since the beginning of 2015.

New business formation picked up in first part of this year, after growth slowed in 2015 – New business formation is vital for economic vibrancy and job growth. Data on net job creation by age of business from the U.S. Census Bureau, Business Dynamics Statistics (BDS) shows that new firms are responsible for almost all net new jobs in the economy every year. New businesses are also important for productivity gains and innovations in an

economy.

After slowing during the course of 2015, growth in new business formation appears to have picked up in the state in the first quarter of 2016, the latest information available. Data from the Colorado Secretary of State showed that filings of new entities, which mostly consist of limited liability companies and corporations, increased 5.8 percent above the first quarter of 2015. This is an important signal of continued job and economic growth for the state in the near term as it indicates that more people are pursuing entrepreneurial opportunities in the economy.

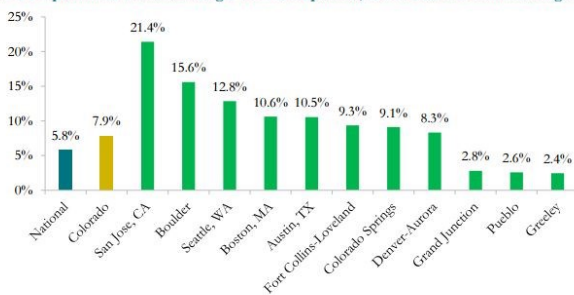
**High-tech activity is less robust, but continues to be positive, helping fuel Colorado's economic expansion**

**New business formation appears to have picked up in the state at the beginning of 2016, an important development for ongoing job and economic growth.**

An important driver of our economy, both now and in the future, is economic activities surrounding ideas, information, and technology. The high-tech sector, comprising of industries with high concentrations of workers skilled in science, technology, engineering, and mathematics (STEM), is the main sector that is developing products using these components. The state's high-tech firms are involved with a wide-range of activities, such as computing and software, data processing, aerospace, medical-related products and services, communications, architecture, engineering, and other professional and technical services. Much of the recent growth in the high-tech sector is being driven by the emergence of mobile devices, social media, cloud computing, and internet search engines.

Colorado has a high concentration of technology-related firms

Figure 4. Proportion of Workers in High Tech Occupations, Select U.S. and Colorado Regions, 2015



Source: Colorado Department of Labor and Employment, U.S. Bureau of Labor Statistics

and workers, especially along the Front Range. Figure 4 shows the concentration of workers in high-tech occupations in 2015 in select metro areas across the country and the state. Areas with higher amounts of high-tech activity generally have better performing economies. Smaller concentrations of high-tech workers in the state's areas outside of the Front Range are one reason they are experiencing less economic growth.

The high-tech industries and the economic activity associated

with them have been an important part of the state's growth in the current expansion.

Because of their innovative activities and higher paying jobs, growth in high-tech industries leads to job growth in other sectors, from doctors and lawyers to services providers. The high-tech sector average wage in 2015 was \$76,260, nearly 50 percent higher than the statewide average for all jobs.

**The high-tech sector has been an important part of the state's economic growth in the current expansion, contributing an estimated nearly 20 percent to total wage growth.**

Growth in total wages paid to workers in the high-tech sector comprised about 14 percent of the growth in all wages that

**Recent data indicate continued job growth in the high-tech sector. The pace of innovation in the sector appears to be strong and the demand for high-tech products and services is expected to continue.**

occurred in the state from 2010 to 2015, based on Quarterly Census of Employment and Wages data. However, considering the multiplier effect of the

sector, which includes economic activity within the high tech sector's supply chain as well as in other industries throughout the economy, the sector contributed an estimated 19 percent to total wage growth over the period. Consequently, any changes in investment and employment in the sector will affect the state's overall economic performance.

The professional, scientific, and technical services industry combined with the information industry provides a proxy measure of recent employment changes in the high-tech sector. Like with overall job growth, the sector's job growth has moderated in the state from the robust pace during 2014, but remains solid through April of this year, the month from which the latest data is available.

Recently, however, some firms in the high-tech sector are having more difficulty raising capital and finding workers for expansion. It also appears that investors are reevaluating some of the valuations of companies in the sector. These

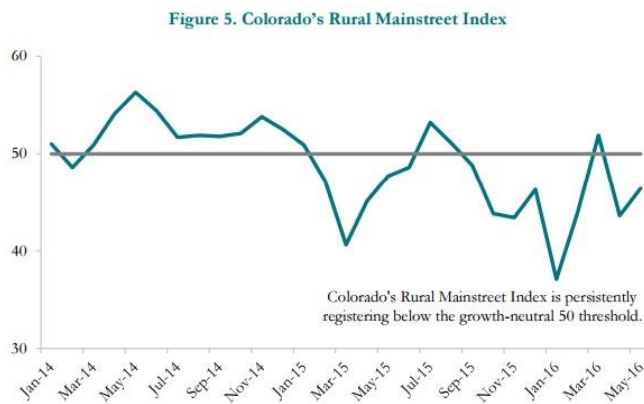
**Nonurban agricultural and energy sector dependent areas of Colorado continue to face challenges due to weaker exports, lower crop prices, and the deep contraction of the oil and gas industry.**

trends will act as a constraint on growth in the sector, but they do not signal an imminent downturn. The pace of innovation in the sector appears to continue to be strong and the demand for high-tech products and services is expected to continue.

Nonurban areas tied to agricultural economies continue to experience weaker economic activity – After having robust years during the 2010 to 2014 period, persistent low prices for certain crops and livestock, along with weaker agricultural

## ECONOMIC OUTLOOK CONTINUED

exports tied to sluggish global conditions and a strong dollar, continue to dampen economic activity in many rural areas of Colorado. Most commodity prices remain below levels considered to be profitable, and the price of corn and wheat are especially low. Reduced earnings in farming and ranching also impact urban areas, such as Denver, that have food processing and marketing activities. However, the recent reprieve in dollar appreciation should provide some relief to crop and livestock exporters and agricultural-dependent economies by supporting earnings from sales in foreign markets.



Source: Creighton University

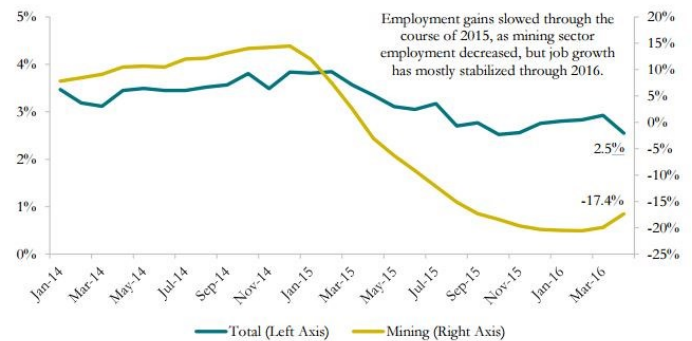
Colorado's Rural Main street Index, published by Creighton University, measures economic activity in rural areas by surveying community banks on current economic conditions and their economic outlooks. The index has posted readings below the 50 level that signifies growth for much of 2015 and 2016 thus far, as shown in Figure 5. The index in May registered 46.4, up from 43.6 in April. The index posted a low of 37.1 in January, and thus conditions have improved somewhat since that time. In addition to weaker agricultural income, some energy industry dependent rural areas have been adversely affected by the challenging conditions in the oil and gas and coal industries.

**After moderating through most of 2015, Colorado employment growth appears to have stabilized** – Employment gains in Colorado slowed over the course of 2015 but have remained relatively stable during the first half of 2016. The downturn in the energy sector and slowdown in manufacturing negatively impacted employment gains across the country, particularly the states that are more heavily energy dependent such as Colorado. However, Colorado's overall labor market was less impacted by the energy and manufacturing downturns and continues to post employment gains that are larger than the nation overall.

Colorado is experiencing a tight labor market, as evidenced by having the 7th lowest unemployment rate out of all states in May. Boulder, Fort Collins, and Denver all have unemployment rates that rank in the lowest 15 percent of all metro areas across the country in April, the latest month from which data is

available. Furthermore, according to a report from the Conference Board concerning online help-wanted ads, the ratio of unemployed persons to online ads was 0.68 in April, the 2nd lowest in the country, behind South Dakota, and roughly half the nationwide average. A ratio below one indicates there are more job openings posted online than unemployed individuals, and is a measure of labor market tightness. The ratio has continued to

**Figure 6. Colorado Overall and Mining Sector Year-over-Year Employment Growth by Month**



Source: U.S. Bureau of Labor Statistics, OSPB calculations

decline over the past year, despite the state's moderating growth and contraction in the oil and gas industry.

As shown in Figure 6, monthly year-over-year job growth rates peaked in February 2015 at 3.8 percent. However, as mining sector employment decreased through 2015, overall employment growth slowed through the year. Employment growth appears to have mostly weathered the job losses in the mining sector as employment gains have remained relatively steady this year. The April year-over-year growth rate in Colorado of 2.5 percent remained higher than the national rate of 1.9 percent and ranks Colorado 12th out of the 50 states and Washington, D.C.

**Jobs in the services sectors, such as professional and business services and financial activities, grew by 3.1 percent year-over-year in April, driving overall job growth of 2.5 percent.**

Employment growth slowing across most sectors in Colorado – Job growth continues in all sectors outside of mining, but growth rates are lower this year than they were last year in most of the sectors, as shown in Figure 7. In contrast to the national trend, where manufacturing jobs are declining, manufacturing jobs in Colorado grew 2.0 percent year-over-year in April 2016. Colorado's relatively healthy manufacturing sector can be attributed in part to the higher amount of in-demand, advanced products that tend to be produced in the state, such as renewable energy-related and aerospace-related products. Employment in the construction industry grew at the fastest rate, 7.2 percent, as demand for construction workers remains high for residential and non-residential construction projects. Construction jobs nationally grew 4.2 percent over the same time frame.

Service related industries, such as professional and business services, education and health services, leisure and hospitality, and financial and information activities, have fared much better than

manufacturing and other goods producing industries recently.

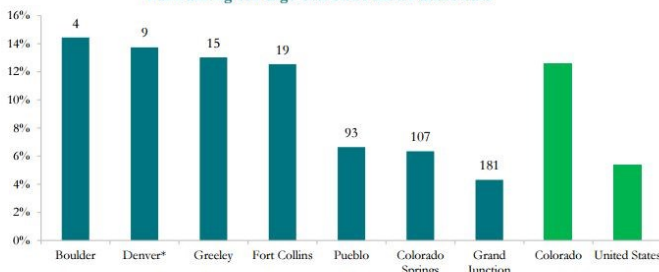
**Low supply of housing in the midst of robust in-migration levels continues to put upward pressure on housing prices in many areas across the state.**

However these sectors have shown some indication of slowing recently. Service jobs, which account for over half of all nonfarm employment in Colorado, continued to grow year-over-year at a 3.1 percent clip in April 2016, though that was lower than the 3.6 percent growth in April 2015. Growth in the services sector helped dampen the impact of losses in the mining and logging industry, where employment is down nearly 18 percent since last April.

**Home prices continue to appreciate at strong rates across Colorado** – Home prices and rental rates continue to increase across most areas of the state at faster than national trends. Furthermore, home prices in the Denver Metro area have grown at the fastest rate among large cities since pre-recession peaks. Population growth fueled by high levels of in-migration, as well as low supply, have contributed to the strong appreciation. Colorado in general, and the Front Range in particular, continues to attract a younger and well educated population. In addition to the outdoor amenities Colorado offers, the labor market is exceptionally tight and the Front Range has relatively high concentrations of high-tech and higher paying employment opportunities.

New housing permit activity increased through the latter half of 2015 and is expected to be strong over the next few years, with housing permits growing by 18.9 percent in 2016 and 9.1 percent in 2017. However, household formation is expected to outpace the level of new homes, which will continue to put upward pressure on house prices. For example, in 2015, Colorado’s population increased by over 100,000 individuals while only an estimated 25,143 new homes, condos and apartments were added, according to the U.S. Census Bureau.

**Figure 14. Percent Change in Home Prices, First Quarter 2015 to First Quarter 2016, Rank among 402 large U.S. cities shown above bars**



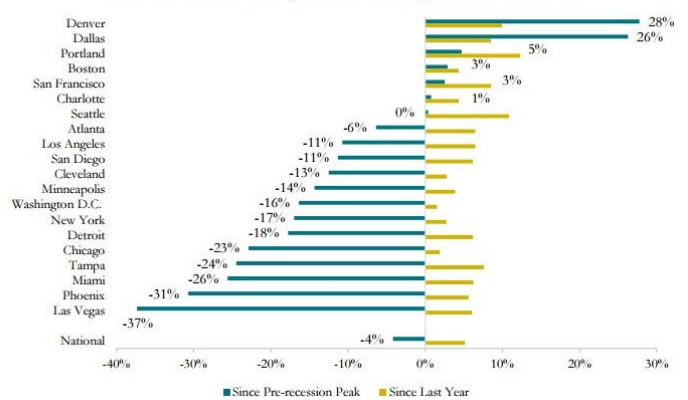
\*Includes Aurora and Lakewood  
Source: Federal Housing Finance Administration, OSPB Calculations

With an average household size of 2.6 people in Colorado, the

state would have needed an additional 38,500 units to accommodate the population increase in 2015, leaving a shortfall of over 13,000 units. Furthermore, these new homes and condos coming on the market, particularly in the Denver Metro area, are priced well above the price that would be achievable by many younger individuals looking to purchase their first house.

The Federal Housing Finance Agency’s House Price Index shows that home prices in all of the largest Colorado cities, except Grand Junction, continued to grow faster than the national average in the first quarter of 2016. Four of these cities ranked in the top 20 for home-price appreciation with Boulder and Denver both in the top ten. According to the National Association of Realtors, Boulder’s median sales price of existing single-family homes of \$479,700 in the first quarter of 2016 was the sixth highest of the 178 large cities tracked by the

**Figure 15. Percent Change in Home Prices in March 2016, Since Pre-Recession Peak (shown next to bars) and Since March 2015**

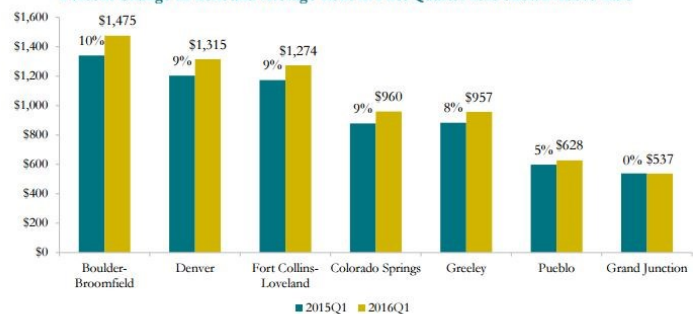


Source: S&P/Case-Shiller Home Price Index- S&P Dow Jones Indices LLC

organization. Denver’s median home price was \$369,000 and Colorado Springs’ was \$239,800 in the same period.

As shown in Figure 15, according to the Case-Shiller Home Price Index, Denver home prices have surpassed their pre-recession levels by the most out of the 20 largest cities that the index tracks. Many of the cities have yet to reach their pre-recession peak levels, with some still over 30 percent below their peak. In

**Figure 16. Average Rent in First Quarter of 2015 and First Quarter of 2016, Percent Change in Rent and Average Rent in First Quarter 2016 Shown Above Bars**

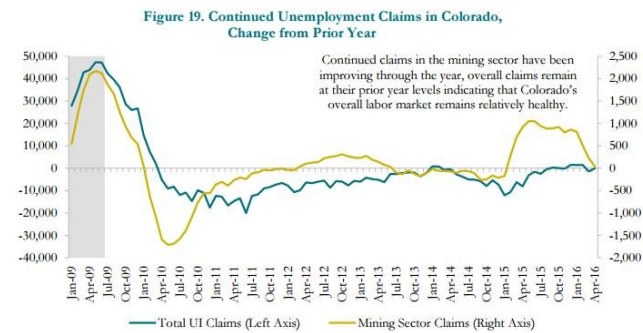


Source: Colorado Division of Housing, Apartment Association of Metro Denver

## ECONOMIC OUTLOOK CONTINUED

many cases, these cities had a much larger housing boom and bust than did Denver. Denver homes tended to not appreciate as rapidly during the national housing boom but have been appreciating much faster during the past few years than most other areas around the nation. Over the past year, only Seattle and Portland home prices appreciated faster than Denver's home prices.

Rents continue to rise in most metropolitan areas with growing disparity across regions – As shown in Figure 16, rents in most large Colorado cities rose over the past year, however growth rates varied dramatically across regions. The Boulder/



Source: Colorado Department of Labor and Employment

Broomfield area saw both the strongest growth and highest average rents. Most cities across the Front Range continue to experience rapidly appreciating rent prices.

**The U.S. economy continues to grow modestly, driven mostly by the stronger services sector. An aging workforce, combined with slower productivity growth and business creation, among other factors, continue to temper economic growth.**

Recent increases in vacancy rates in the Denver and Boulder Metro areas, mostly due to increased supply of multi-family housing units, may temper rental growth rates. However, robust in-migration and new household formation should

continue to lead to growth in rent prices. Vacancy rates in Colorado Springs, Pueblo and Grand Junction all decreased in the first quarter of 2016 which may put upward pressure on rental rates in these cities.

Recent trends in unemployment claims in the mining industry indicate layoffs in the industry have slowed since the beginning of 2016, as shown in Figure 19. Overall unemployment claims in Colorado remain right around their previous year levels indicating that Colorado's job market has been able to withstand the slowdown in the energy sector.

The national economy continues to grow modestly – Although growth continues to be weaker than growth in previous expansions, the U.S. economy is performing better than most other developed country economies. Growth in service-oriented industries, such as professional and business services

and financial activities continue to support the expansion.

Domestic demand has been growing consistently faster than global demand, which has enabled service oriented industries and manufacturing firms that sell products domestically to continue to outperform firms focused on selling products internationally. Recent indicators of consumer spending have been mixed with some indicators showing slowing growth, while others, namely demand for housing, showing continued strength. As the labor market continues to tighten, employment has been growing at a slightly slower pace recently but there is some indication that wage growth has gained more momentum.

According to the Federal Reserve's May "Beige Book," businesses and other contacts across the economy indicated that economic activity continued to expand modestly across most regions and industries in recent months, although the Chicago and Kansas City districts indicated that the pace of growth slowed. Overall, manufacturing activity was mixed, with some regions indicating flat to moderate growth while others indicated slight declines. The energy sector remained weak and oil drilling continued to decrease in the Minneapolis, Kansas City, and Dallas districts. Although employment only grew modestly, tighter labor market conditions were indicated in many districts, which have put upward pressure on wages. Consumer spending and tourism were up in many districts, but others reported mixed or flat activity. Construction and real estate activity generally expanded and the overall outlook remained positive.

Growth during the current expansion continues to underperform relative to previous expansion periods. There are a number of factors contributing to this trend. A few necessary ingredients for economic growth have been generally weaker over the past decade. Growth in business investment continues to come in below historical norms and has been trending even lower recently. Additionally, new business formation, a key ingredient to spur innovation and growth, is at lower levels. The businesses that are being formed have been concentrated in fewer regions across the U.S., which is contributing to the large disparity in growth rates across regions.

The continued slower trend in measured productivity growth has also contributed to the slower growth in the U.S. and other developed countries during this recovery period. Productivity growth is essential for long-run growth in an economy, as it allows economies to use their current level of resources more efficiently. Particularly when coupled with the slowdown in the growth of the workforce, mostly due to changing demographics, a lack of productivity gains inhibit economies from experiencing more robust activity.

Broad measures of economic activity show continued moderate growth – The Manufacturing Composite Index and the Non-manufacturing Composite Index, both published by the Institute for Supply Management (ISM), give an indication

## ECONOMIC OUTLOOK CONTINUED

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of how the overall national economy is performing. The most recent May indices show that both the manufacturing and non-manufacturing sector continued to expand, with both indices remaining in expansion territory. These two indices use data collected from business surveys that gauge activity by tracking key behaviors, such as placing new orders, increasing production volume, hiring new employees, and making deliveries. “



Source: “The Colorado Outlook June 20, 2016 <https://drive.google.com/file/d/0B0TNL0CtD9wXQXdzZXpLQmNJdlk/view>”

# Organizational Section

## BOARD OF EDUCATION



## Adopted Budget Book

FY 2016-2017



# BOARD OF EDUCATION

## Board Of Education

The District is governed by a seven-director Board whose members are elected by the registered electors of the District for staggered four-year terms of office. The District is divided into seven director districts, with one director being elected from each District. The regular biennial election of District directors is held on the first Tuesday after the first Monday in November of odd-numbered years. The Board is a policy-making body whose functions are to establish policies for the District, provide for the general operation and personnel of the District, and oversee the property, facilities and financial affairs of the District. Members of the Board serve without compensation.

Board meetings are open to the public and generally are held on the first and third Tuesdays of every month, beginning at 5:00 p.m. Schedule variations may occur and special meetings may be called by the President of the Board. The meetings are usually held at the District Administration Building, located at 620 Wilcox Street in Castle Rock, CO. Agenda for future meetings and minutes for past Board meetings can be accessed on the District's website. Board members have delegated the District's day-to-day operations to the Superintendent and appropriate staff.

## Accreditation

The District is fully accredited with distinction by the Colorado Department of Education. The District is the only district with 35,000 plus students to have this accreditation in the state. The District is subject to periodic monitoring by the state to ensure continued compliance with accreditation standards. The District, in turn, accredits all its schools each year.

## School District Powers

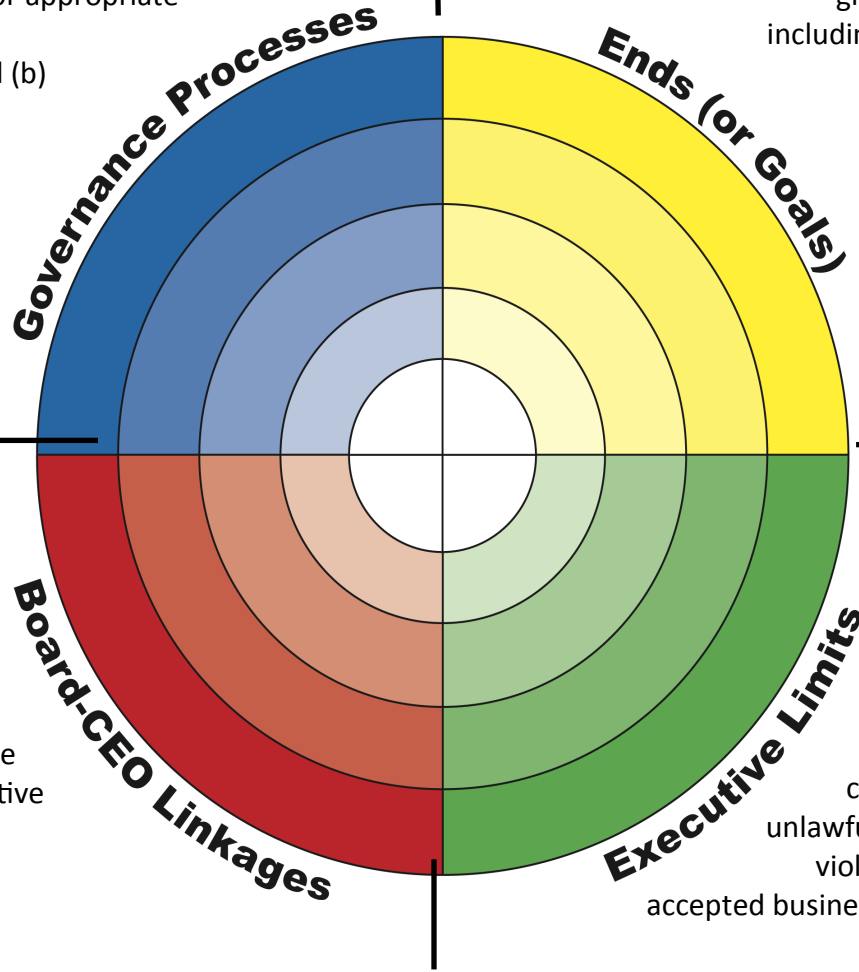
The District is a body corporate with perpetual existence and may hold property in its name for any purpose authorized by law, may sue and be sued, and may be a part to contracts for any purpose authorized by law. State statutes grant to the Board the power to govern the District. General duties which the Board is required to perform include, but are not limited to the following: to adopt policies and prescribe rules and regulations necessary and proper for the administration of the District; to employ all personnel required to maintain the operations and carry out the educational programs of the District; to establish and pay personnel compensation; to determine the education programs to be provided by the District; to prescribe the textbooks for any course of instruction or study in such programs; to define school boundaries, determine the location of each school site; construct, erect, repair, alter and remodel buildings and structures; to procure group life, health or accident insurance covering employees of the District; procure appropriate property damage, casualty, public liability and accident insurance; and provide transportation of pupils enrolled in the District's public schools.



# BOARD OF EDUCATION POLICY GOVERNANCE STRUCTURE

On behalf of the citizens of Douglas County School District, the purpose of the Board of Education is to assure that the District (a) achieves appropriate results for appropriate persons at an appropriate cost, and (b) avoids unacceptable actions and situations.

The Douglas County Board of Education is committed to ensuring a World Class Educational System where all students will be globally competitive, including Communication, Critical Thinking, Collaboration, Creativity and Graduation.



The Board’s sole, official connection to the operational organization of the District, its achievement and conduct is through the District’s chief executive officer (CEO), titled “Superintendent.”

The Superintendent shall not cause or allow any practice, activity, decision, or organizational circumstance that is unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

Douglas County School District’s Board of Education has adopted a new governance structure. It is built on a set of policies that cover the four areas where the Board can most effectively carry out its responsibilities as trustees of the community.

Policies start from the most general statement (outside ring) and become more specific, moving in one layer at a time. The depth of the Board’s involvement can change from policy to policy. Working from the inside allows the Board to define the line between its responsibilities and those of the Superintendent.

For more on district policies see Appendix C or visit <https://www.dcsdk12.org/district/transparency>

## BOARD OF EDUCATION BIOGRAPHIES

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**Meghann Silverthorn | President**  
District G



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Meghann and her husband, Jeff, live in Parker. Meghann is a Colorado native and holds a BS in Aerospace Engineering Sciences and a BA in Political Science from the University of Colorado at Boulder. She has previously worked for the Air Force Research Laboratory. Meghann grew up overseas and has been educated internationally, including in the IB curriculum. Her interests include volunteering for her church's music programs and spending time with her husband.

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## BOARD OF EDUCATION FY 2015-2016 BIOGRAPHIES CONTINUED

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**Judith Reynolds | Vice President**  
District D

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Judi, Scott and their three children live in rural Douglas County. All of their children attend neighborhood schools and are involved in a variety of activities. Judi holds a Masters of Education from East Tennessee State University and a Bachelor of Science in Education from the University of Tennessee, Knoxville. She continues to be involved as a volunteer at her children's schools and is also a volunteer Girl Scout leader and day camp director. Prior to serving on the board, Judi was the recorder for the District Accountability Committee and served on two School Accountability Committees.

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**James Geddes | Director**  
District B

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Dr. Jim Geddes spent most of his childhood in Colorado - Grand Junction and Denver, graduating from Denver's South High School where he participated year-round in varsity athletics. He attended the University of Colorado, earning a B.A. degree, and subsequently moved on to attend the University of Colorado School of Medicine. He spent seven years in surgical training at the University of Texas - Southwestern Medical School (Parkland Hospital, Dallas Children's Medical Center, and Dallas V.A. Hospital). He completed his General Surgery and Cardiovascular and Thoracic Surgery residencies in 1984, and then completed his formal training at the Children's Hospital of Boston (Harvard Medical School) completing a fellowship in pediatric cardiac surgery. He then returned to Texas where he practiced pediatric cardiac surgery until finally returning to his beloved Colorado in the mid '90s, where he continues an active clinical practice now as an acute care general and trauma surgeon. He is currently serving as a C.U. Regent, representing the 6th Congressional District since 2009, with his term ending in January 2015. For the last ten years, Dr. Geddes has resided in the Sedalia area with his wife, Erin, and their two children, Aeva 10 and Gavin 12. He has two adult daughters, Rachel and Andrea. Andrea will attend the C.U. School of Medicine in the fall. He enjoys participating in many various family activities, including hunting, fishing, and traveling, along with serving as the chief chauffeur for the children as they each pursue their several extra-curricular activities.

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## BOARD OF EDUCATION FY 2015-2016 BIOGRAPHIES CONTINUED

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**Doug Benevento | Director**  
District E

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Doug lives in Douglas County with his wife Gwen and daughters Anna and Kate. He is an attorney and received his B.A. from the University of Colorado, his M.A. from Johns Hopkins University and his J.D. from the University of Denver. He has worked as the Executive Director of the Colorado Department of Public Health and Environment and as a Senior Policy Advisor for U.S. Senator Wayne Allard.

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**Anne-Marie Lemieux | Director**  
District C

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In 2004, Anne-Marie and her husband, Doug, moved to Highlands Ranch with their children Hannah, who attends Baylor University, and Jack, who attends Highlands Ranch High School. After receiving her Bachelor of Science degree in Elementary Education from Baylor University, Anne-Marie taught elementary school for seven years before becoming a stay-at-home mother, as well as an active school and church volunteer. Anne-Marie is passionate about public education and has dedicated much of her time over the past several years helping develop the community group Douglas County Parents. She enjoys travel, reading, community service and outdoor activities.

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## BOARD OF EDUCATION FY 2016-2017 BIOGRAPHIES CONTINUED

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**Wendy Vogel | Director**  
District A

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Wendy and her husband, Marty, have lived in Highlands Ranch since 2003. They have two children, Ben and Lauren, who are Douglas County students. Wendy holds a bachelor's degree in Psychology from Wake Forest University and a master's degree in counseling from Chapman University. Prior to having children, she worked in federal prisons doing substance abuse treatment and case management. Wendy now owns a quilting business and has served on the Long Range Planning Committee and several School Accountability Committees. Her positions on SACs have included Chair, Recorder and Liaison to the District Accountability Committee.

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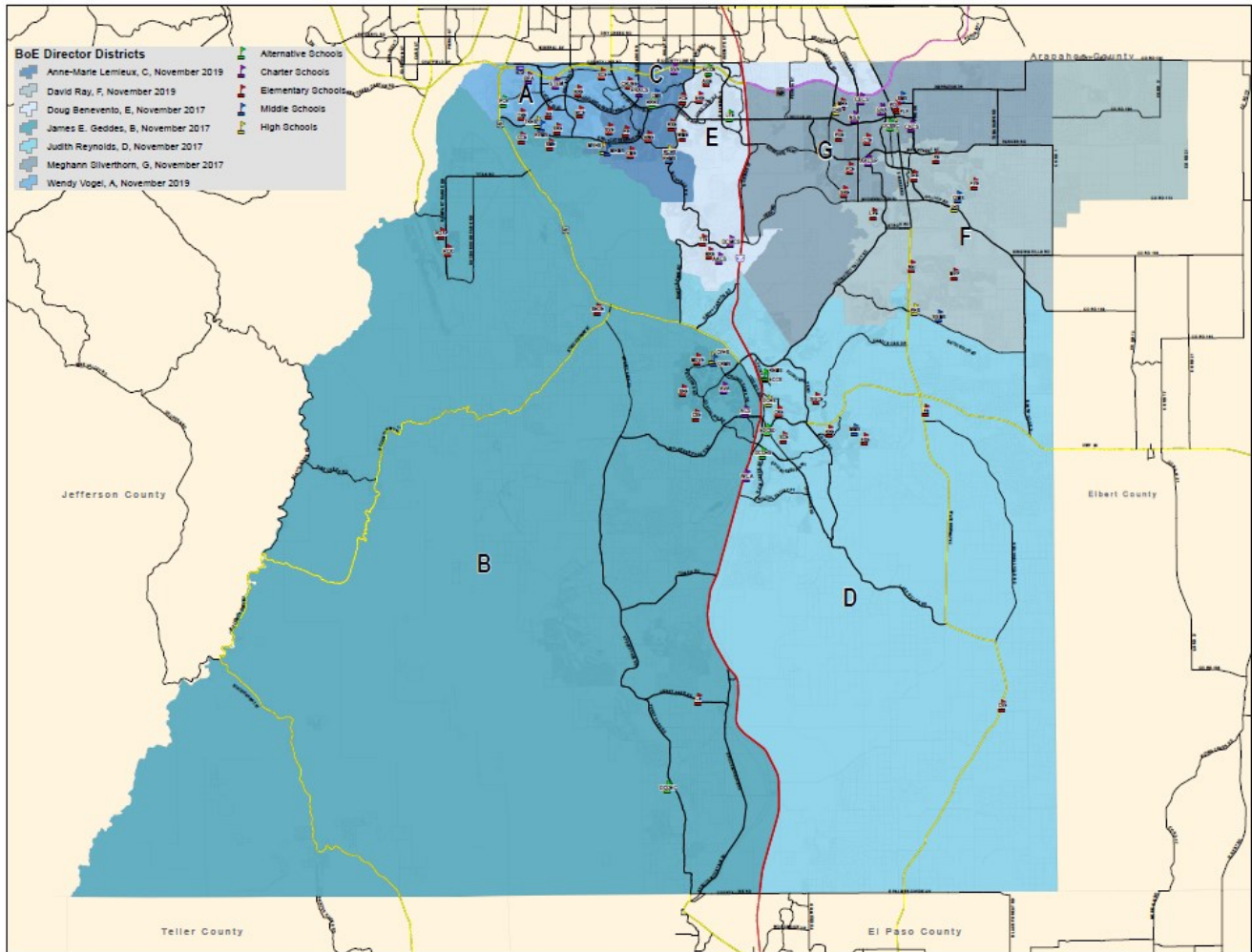
**David Ray | Director**  
District F

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David and his wife Becky, have lived in Parker since 1989. He has two children, Megan and Michael, who attended Douglas County School District from kindergarten through graduation. He is currently working on a master's degree in counseling through Colorado Christian University and is completing an internship at the Denver Rescue Mission. He previously served DCSD as an elementary principal for 23 years, opening three schools (Coyote Creek, Prairie Crossing and Mammoth Heights elementary schools). He served as principal of South Elementary when it was recognized as a National Blue Ribbon School of Excellence. David also helped launch the District's Outdoor Education Program and has served on multiple committees, including: the Fiscal Oversight Committee, Responsive Government Project Team, Human Resources Advisory Council, Building Specification and Review Committee and coordinated the Principal Mentorship Program. His community service has included serving on the Parker Planning Commission, delivering Meals on Wheels and InterFaith Task Force Food Bank. During his free time, David enjoys biking, traveling and spending time with family.

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# BOARD OF EDUCATION DIRECTOR DISTRICTS



## SCHOOLS WITHIN EACH DIRECTOR DISTRICT



**Douglas County School District**  
*Learn today. Lead tomorrow.*

### **Director District A**

**Wendy Vogel, Director**

Bear Canyon Elementary  
Ben Franklin Academy  
Cougar Run Elementary  
Eldorado Elementary  
Northridge Elementary  
Plum Creek Academy  
Ranch View Middle School  
Saddle Ranch Elementary  
Sand Creek Elementary  
S.T.E.M. MS/HS  
Thunder Ridge High School  
Trailblazer Elementary

### **Director District D**

**Judi Reynolds, Vice President**

Castle Rock Elementary  
Cherry Valley Elementary  
Daniel C. Oakes High School  
Douglas County High School  
Early Childhood Center South  
eDCSD: Colorado Cyber School  
Flagstone Elementary  
Franktown Elementary  
Mesa Middle School  
Renaissance Magnet  
Rock Ridge Elementary  
Sage Canyon Elementary  
South Ridge Elementary  
World Compass Academy

### **Director District B**

**Jim Geddes, Director**

Academy Charter  
Aspen View Academy  
Castle Rock Middle School  
Castle View High School  
Clear Sky Elementary  
Coyote Creek Elementary  
Larkspur Elementary  
Meadow View Elementary  
Roxborough Intermediate  
Roxborough Primary  
Sedalia Elementary  
Soaring Hawk Elementary  
Stone Mountain Elementary

### **Director District E**

**Doug Benevento, Director**

Acres Green Elementary  
American Academy Charter  
Buffalo Ridge Elementary  
DCS Montessori Charter  
Eagle Ridge Elementary  
Early Childhood Center North  
Hope Online Learn. Academy  
Lone Tree Magnet  
Rocky Mountain School of  
Expeditionary Learning  
Timber Trail Elementary  
Wildcat Mountain Elementary

### **Director District G**

**Meghann Silverthorn, President**

American Academy – Parker  
Challenge to Excellence  
Chaparral High School  
Cherokee Trail Elementary  
DC Student Support Center  
Global Village Academy  
Gold Rush Elementary  
Mammoth Heights Elementary  
North Star Academy  
Parker Core Knowledge Charter  
Parker Performing Arts  
Pine Grove Elementary  
Pine Lane Elementary North  
Pine Lane Elementary South  
Prairie Crossing Elementary  
Sierra Middle School

### **Director District C**

**Anne-Marie Lemieux**

Arrowwood Elementary  
Copper Mesa Elementary  
Cresthill Middle School  
Eagle Academy  
Fox Creek Elementary  
Heritage Elementary  
Highlands Ranch High School  
Mountain Ridge Middle School  
Mountain Vista High School  
Platte River Academy Charter  
Redstone Elementary  
Rocky Heights Middle School  
Rock Canyon High School  
Sky View Academy  
Summit View Elementary

### **Director District F**

**David Ray, Director**

Cimarron Middle School  
Frontier Valley Elementary  
Iron Horse Elementary  
Legend High School  
Mountain View Primary  
Northeast Intermediate  
Pioneer Elementary  
Ponderosa High School  
Sagewood Middle School



# Organizational Section

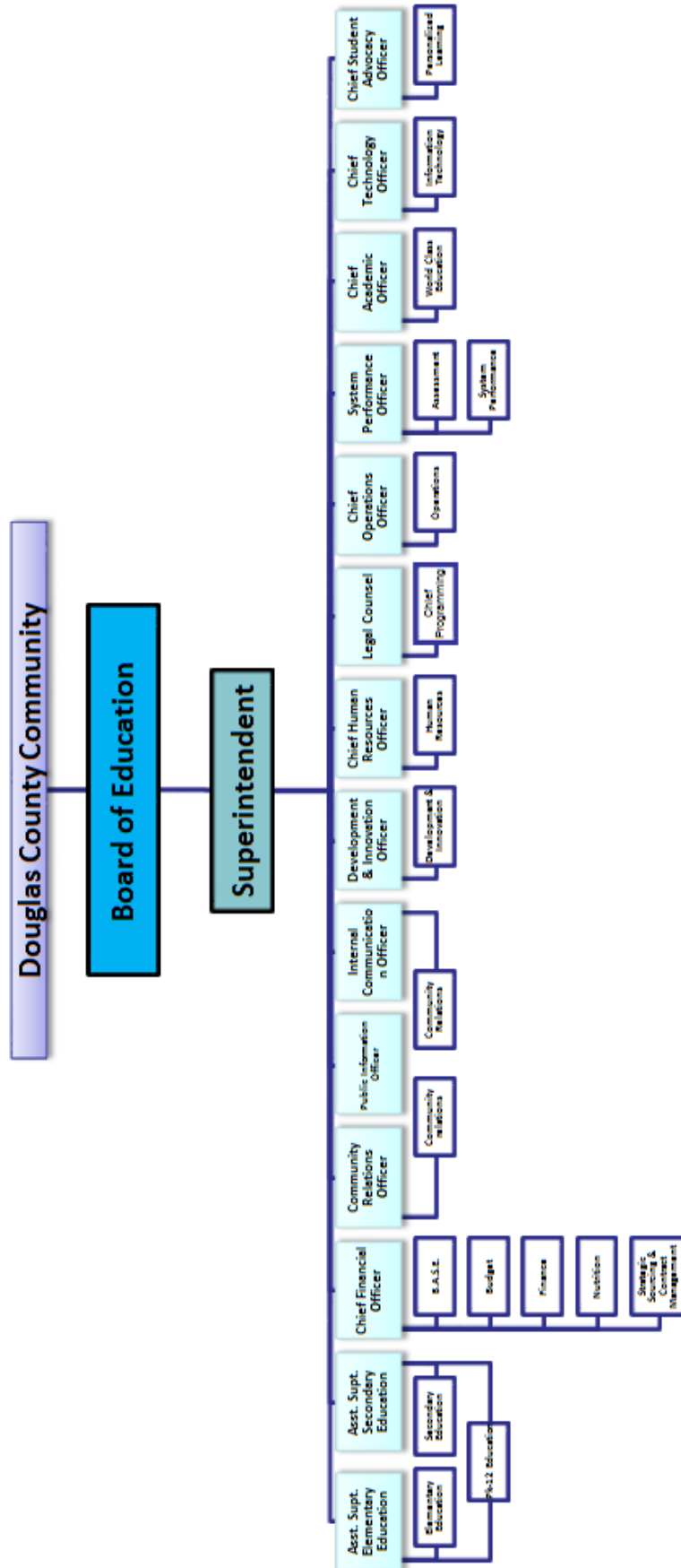
## LEADERSHIP TEAM



## Adopted Budget Book

FY 2016-2017

# DISTRICT ORGANIZATION CHART



## LEADERSHIP TEAM BIOGRAPHIES

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### Dr. Steven Cook | Acting Superintendent



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Dr. Steven Cook has over 25 years of experience as a teacher and administrator, mostly in the state of Kansas. He has taught middle school and high school science classes for 13 years, the last 8 as a high school chemistry and physics teacher. He has 12 years of building-level administration, as a high school assistant principal, a middle school principal and most recently was principal at Cimarron Middle School, here in Douglas County.

Dr. Cook received his bachelor's degree from Kansas State University in Science Education, a Master's degree from Emporia State University and he completed his doctorate at the University of Kansas. He and his wife are excited to make their home here in Colorado.

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## LEADERSHIP TEAM BIOGRAPHIES CONTINUED

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### Ted Knight | Acting Assistant Superintendent, PK-12

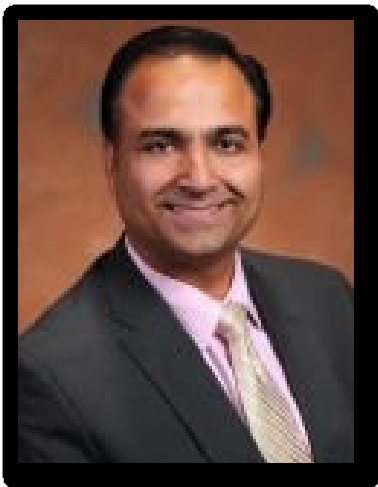


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Ted Knight has been involved in public education for 15 years. An accomplished instructional leader, he has held administrative positions at the elementary, secondary, and central office levels. Ted graduated from the University of Southern Colorado with a Bachelor's degree in Industrial Science and Technology with a minor in Education. Additionally, Ted holds a Master's of Science degree in Curriculum, Instruction and Technology, a Masters of Arts degree in Administration and Supervision, and an Educational Specialist degree in Curriculum Administration. His utilization of systems thinking has successfully led to student achievement increases and his coaching of this practice has brought about substantial improvement in several schools across the state. Recognized as a leader in curriculum, instruction, and assessment, he has developed numerous systems to help schools utilize human capital and enhance school practices.

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### Gautam Sethi | Chief Technology Officer



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Gautam joins DCSD with over 18 years of Information Technology experience. In those years he worked as a technology consultant for companies like Verizon and Johnson & Johnson prior to joining New York City Department of Education (NYCDOE). It was at NYCDOE he discovered his passion for solving deeply complex educational and operational problems using technology. During his 8 years at NYCDOE he managed various IT projects impacting the 1.4 million students and 1,600 schools. He then moved from the largest school district in the US to Atlanta Public Schools (APS) to work in an urban environment with significant equity issues as it relates to technology.

Gautam is deeply committed to enabling the reinvention of American Education at DCSD with the most effective use of technology in collaboration with its educators and students.

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## LEADERSHIP TEAM BIOGRAPHIES CONTINUED

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### Matt Reynolds | Chief System Performance Officer




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Matt Reynolds is currently the Chief Assessment and Systems Performance Officer for Douglas County School District. Matt has 16 years of experience in education working in Alaska, Arizona and Colorado as a teacher, counselor and coordinator. Most recently, Matt has served DCSD as a math curriculum coordinator with World Class Education. In each of these positions, he has served as an advocate for students and is passionate about helping students reach their potential.

Matt has a Bachelor's degree from Montana State University in Secondary Education with emphasis in Science Education. He also holds two Master's Degrees - One in Educational Leadership from Northern Arizona University and one in Counseling from the University of Southern Mississippi.

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### Randy Barber | Chief Communications Officer




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Randy Barber brings his eye for great stories and calm during crisis communication from his 13 years in television news. Before coming to the Douglas County School District in 2011, he worked at Denver NBC affiliate 9NEWS as a multimedia producer, assignment editor and project manager. At KUSA, he coordinated the nation's #1 rated morning news team, produced Where in the Town and Colorado Companies to Watch segments, expanded the station's regional food drive: Cares Colorado Shares, and won an Emmy as part of the team that started the innovative and interactive YourShow.

A Colorado native, he is a proud graduate of Aurora's Rangeview High School and the University of Colorado at Boulder.

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## LEADERSHIP TEAM BIOGRAPHIES CONTINUED

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### Bonnie Betz | Chief Financial Officer



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Bonnie J. Betz was appointed Chief Financial Officer in September 2010. Ms. Betz is a fifteen year school district finance professional, experienced in strategic financial analysis and planning at state, local, school district and school levels. She has held various financial and operational positions within the Arizona Department of Education. She recently served as the Chief Financial Officer for the Tucson Unified School District.

Ms. Betz holds a B.S. in Chemical Engineering from the University of California, San Diego, and a M.B.A from the University of Arizona, Eller College of Business. She also is the recipient of the Eller M.B.A Community Leadership Scholarship.

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### Brian Cesare | Chief Human Resources Officer



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Brian has over 20 years of HR experience. He has worked as a Human Resource generalist for two Fortune 10 companies. His experience includes an in-depth knowledge of performance management processes, organizational development and design, staffing, compensation and culture change. He also has had extensive employee relations experience that includes union and non-union as well as union avoidance. Additionally, he has international experience in staffing, compensation, benefits, and expatriate relations. Brian has a B.A. degree from East Stroudsburg University and an M.B.A. from Syracuse University.

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## LEADERSHIP TEAM BIOGRAPHIES CONTINUED

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### Paula Hans | Public Information Officer




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Paula Hans brings 20+ years of combined experience in media relations, public relations, marketing and broadcast television. Prior to joining the Douglas County School District, Paula served as the News Media Specialist for Aurora Public Schools. Her career started in television news, with stops at 7News and FOX-31 News in Colorado, where she served as the 5 p.m. and 9 p.m. producer. Paula also spent time at a number of additional television stations in other states as a producer and reporter.

Paula is a graduate of the University of Nebraska.

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### Dr. Ann Johnson | Chief Growth & Development Officer




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Dr. Ann Johnson is the Chief of Growth and Development. She has over thirty years experience as a classroom teacher in language arts, building principal, associate superintendent, adjunct professor, Director for Professional Development for Curriculum 21, and Educator in Residence for Rubicon International. In her recent work with Curriculum 21, she provided on site and virtual training in quality curriculum design, Backwards Planning, performance assessments and PBL, integrating the New Forms of Literacy and digital upgrades in the curriculum design process, and developing high performing leadership teams.

Ann has worked extensively with building administrators and building leadership teams to train them in the goal setting process, development of implementation and professional development plans, and assessing the effectiveness of the training design and the impact on instruction in the classroom. She has served as a virtual coach to building administrators and leadership teams across the country as they work to develop the capacity to lead changes in their schools.

Ann has authored materials on the professional development, curriculum design, and most recently the Leading the New Literacies: Digital, Media, Global. She has also worked with companies to design virtual and online training opportunities for teachers and administrators.

Ann has a master's degree in Curriculum and Instruction and a doctorate in Educational Leadership which targeted implementing complex change.

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## LEADERSHIP TEAM VACANCIES

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**Vacant** | Chief Operations Officer

**Vacant** | Legal Counsel

**Vacant** | Chief Student Advocacy Officer

**Vacant** | Chief Academic Officer



# POLICIES & FINANCIAL PLAN DEVELOPMENT



**Adopted Budget Book**

**FY 2016-2017**

## DISTRICT POLICIES

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### Policy: DB—Annual Budget

#### I. Policy Statement

The Board of Education (BOE) recognizes that the extent and quality of educational services affect, and are affected by, the financial condition of the District. A proposed budget, developed under the direction of the superintendent, shall be presented to the BOE no later than June 1 for the next fiscal year. Together with the proposed budget, a statement shall be submitted describing the underlying assumptions applied in creating the budget, the major objectives of the District's educational program for the ensuing fiscal year, and the manner in which the budget proposes to fulfill such objectives.

The proposed budget shall include details surrounding fund balance, reserves and contingencies as well as a three year budget forecast. The format and procedures used in developing the budget must meet requirements of the State Board of Education as set forth in the Financial Policies and Procedures Handbook for public school districts in addition to Colorado Revised Statutes and Governmental Accounting Standards Board (GASB) regulations.

#### II. Proposed Budget Development Guidelines

##### A. Fund Balance

1. The District shall provide an estimate of the end-of-year fund balances to be carried forward to the ensuing year as a beginning fund balance(s). Fund balance measures the net financial resources available to finance expenditures in future periods. Pursuant to Colorado State Statutes and GASB 54, the Superintendent shall ensure that Fund Balances are accounted for within the following guidelines:

- a. Non-spendable fund balance: This category includes District assets that will never convert to cash (e.g., prepaid items, warehouse inventories), assets that will not convert to cash soon enough to affect the current period, and/or resources that must be maintained intact pursuant to legal or contractual requirements.
- b. Restricted fund balance: This category is used to describe the portion of fund balance that reflects resources that are subject to externally enforceable legal restrictions such as the State of Colorado's TABOR Reserve requirement. Such restrictions typically are imposed by parties altogether outside the School District.
- c. Assigned fund balance: This category accounts for the portion of the fund balance that reflects the District's intended use of resources as determined by the BOE or designee. When it is appropriate for fund balance to be assigned, the BOE delegates this authority to the Superintendent and/or the Chief Financial Officer. For all funds other than the General Fund, amounts in excess of non-spendable, and/or restricted fund balances shall be reported as assigned.
- d. Unassigned fund balance: This category accounts for the portion of the fund balance left in the General Fund, that is in excess of what can properly be classified in one of the three categories already described. This unassigned General Fund Balance will be maintained to provide the District with sufficient working capital and a margin of safety to address unexpected critical needs without borrowing. This Unassigned Fund Balance category may only be appropriated by resolution of the BOE.

In circumstances where an expenditure is to be made for a purpose for which amounts are available in multiple fund balance classifications, the order in which resources will be expended is as follows: restricted fund balance, followed by assigned fund balance, and lastly, unassigned fund balance.

2. A proposed budget shall not provide for expenditures, interfund transfers, or reserves in excess of available revenues and beginning fund balance.

## DISTRICT POLICIES

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3. A proposed budget that includes any portion of beginning fund balance to be used to cover expenditures, interfund transfers, or reserves, shall be accompanied by a “specific resolution” adopted by the BOE authorizing the use of that portion of the beginning fund balance in the District’s budget. This resolution shall specify at a minimum:

- (a) The amount of the beginning fund balance to be spent under the budget;
- (b) The purpose for which the expenditure is needed; and
- (c) The District’s plan to ensure the use of beginning fund balance will not lead to an ongoing deficit.

### B. District Reserve Requirement

1. The District’s General, Capital Projects and Insurance Reserve Funds shall be developed with adequate appropriated monies for unforeseen contingencies.

2. The proposed budget shall ensure that the District holds restricted General Fund or cash emergency reserves in the amount required under the provisions of Section 20(5) of Article X of the State Constitution (the TABOR Reserve); except the BOE may secure a letter of credit from an investment grade bank for all or a portion of the emergency reserve as long as the BOE filed a letter of intent with the State Treasurer and the Department of Education.

3. If the BOE elects to meet the TABOR Reserve requirement with the letter of credit option, the costs for this letter of credit shall be covered from monies appropriated explicitly for such purpose.

### C. Contingency Requirement

1. At a minimum, the adopted budget for the coming fiscal year shall ensure that the District appropriates in the General Fund a contingency in an amount equal to at least one percent of the amount budgeted to the General Fund.

2. If at any time moneys are to be expended from the General Fund contingency created pursuant to paragraph 3.a, such monies cannot be expended absent BOE approval unless:

- (a) Any single expenditure from the General Fund contingency is less than \$1M; and
- (b) The total amount of expenditures from the General Fund contingency within the fiscal year totals less than half the amount of the originally appropriated contingency (0.5 percent).

3. Any monies expended from General Fund contingency shall be restored in the immediately succeeding fiscal year to a full one percent of the amount budgeted for the succeeding year’s General Fund.

Compliance with and level of reserves and contingencies contemplated by this policy shall be examined every year as part of the budget development process to determine if modifications are prudent in view of uncertainties in current and future revenues and expenses.

#### NOTE:

The format and procedures used in developing the budget must meet requirements of the State Board of Education as set forth in the Financial Policies and Procedures Handbook for public school districts.

Adopted: June 16, 2009

Revised: October 25, 2011

#### LEGAL REFS.:

Colorado Constitution, Article X, Section 20

C.R.S. § Title 22, Article 44, Part 1 School District Budget Law

C.R.S. § Title 22, Article 44, Part 2 Financial Policies and Procedures

Letter of Credit: First Amendment dated July 1, 2010 between Douglas County School District

RE-1 and JPMorgan Chase, and extended for FY 2011 and FY 2012

#### CROSS REFS:

DBG: Budget Adoption Procedures

## DISTRICT POLICIES CONTINUED

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### **Policy: DBG—Budget Adoption Procedures**

A proposed budget, developed under the direction of the Superintendent, shall be presented to the Board no later than June 1 for the next fiscal year. Together with the preliminary budget, a statement shall be submitted describing the major objectives of the District's educational program for the ensuing fiscal year, and the manner in which the budget proposes to fulfill such objectives.

The Board shall notify the public that it has received a proposed budget from the administration. The proposed budget shall be available for public inspection at the Office of the Superintendent, and public notices shall be posted to that effect.

It shall be the Board's responsibility to review the proposed budget in open session, make such changes as it deems necessary, and adopt a budget and appropriation resolution no later than June 30 for the ensuing fiscal year.

Once the budget is adopted, it shall become the plan and legal authority for receiving and expending money during the fiscal year, except that, the Board may review and change the budget with respect to both revenues and expenditures prior to October 15 of the fiscal year for which the budget was adopted.

#### **Authorization for Revenue Increase**

The District may call an election to seek voter approval of an increase in the District's authorized revenue base, in accordance with applicable law. If the District is authorized to raise and spend additional local revenues, the Board may adopt a supplemental budget.

Current practice codified 1978

Adopted: October 3, 1978

Repealed by the Board and re-enacted and revised by the Superintendent: December 3, 2002

Revised: October 9, 2009

#### **LEGAL REFS.:**

Colo. Const. Art. X, Sec. 20

C.R.S. 22-44-103

C.R.S. 22-44-107 through -110

C.R.S. 22-54-108

#### **CROSS REF.:**

EL 1.5 Financial Planning and Budgeting

## DISTRICT POLICIES CONTINUED

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### Policy: DID—Capital Asset Reporting and Inventories

Colorado Revised Statutes (C.R.S.) 22-45-101(2), 22-45-112, 29-1-506(1) and generally accepted accounting principles (GAAP) require that certain records be maintained relating to the acquisition and disposition of assets. All capital assets received and/or disbursed by the District shall be accounted for carefully and accurately, shall be reported and accounted for in the appropriate funds, and shall be done in a manner that is easily reviewed and lends itself to auditing.

The Superintendent shall be responsible for receiving and properly accounting for all capital assets of the District.

The District shall complete an annual inventory of all capital assets as defined below:

1. Capital assets are defined as tangible real or personal property with a life longer than one year and a unit cost or donated value that equals or exceeds \$5,000; or
2. Assets with an individual value less than \$5,000 but are purchased in aggregate amounts for a District-wide benefit in which the total purchase exceeds the capital asset threshold of \$5,000.

Current practice codified 1978

Adopted: date of manual adoption

December 3, 2002

Revised April 23, 2007

Proposed Revision: May 17, 2012

Revised and re-enacted as Board policy: June 5, 2012

LEGAL REF:

C.R.S. 22-45-101(2)

C.R.S. 22-45-112

C.R.S. 29-1-506(1)

## BUDGET AMENDMENT PROCESS

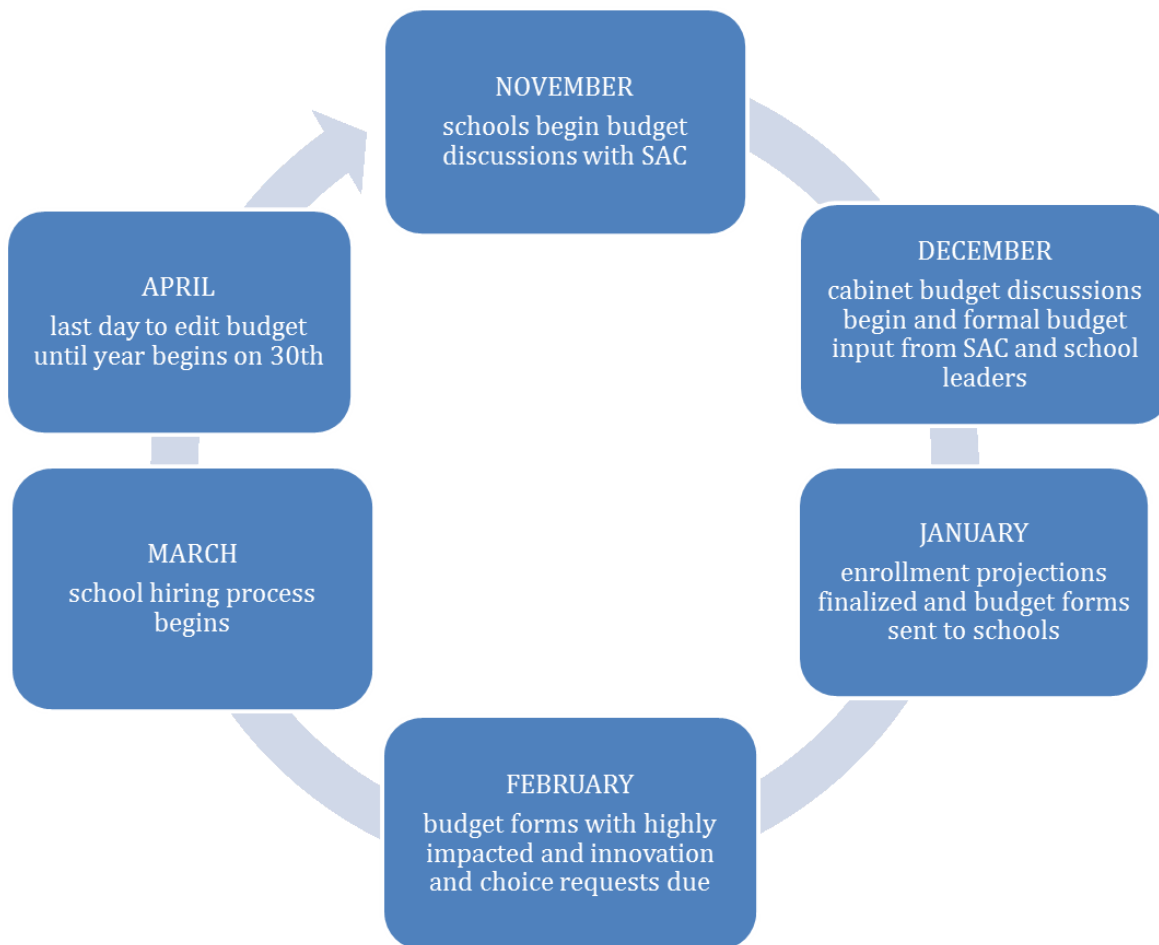
### Amendment or Revisions of Adopted Financial Plan

The District’s financial plan, adopted in June of the year prior to the budget year, may be amended by the Board of Education prior to December 31<sup>st</sup> of the current year; by state statute C.R.S. 22-44-110 (5). Management may only amend individual school, departmental and program line items within the budget. The Board of Education may revise the total budget for any of the funds due to unforeseen circumstances which did not exist at the time of the original budget adoption, such as emergencies or unanticipated revenues.

Amendments of the total budget amount or amendments changing the amount appropriated by funds needs the approval of the Board of Education. The description of the reasons that necessitated the budget amendment and the related amount(s) to be revised are included on a Board of Education resolution. Following consideration of the resolution and comments of the public, the Board of Education approves or amends as necessary the budget resolution or does not approve the resolution. If approved, the revised budget amounts are then incorporated into the District’s budget and accounting system and controls.

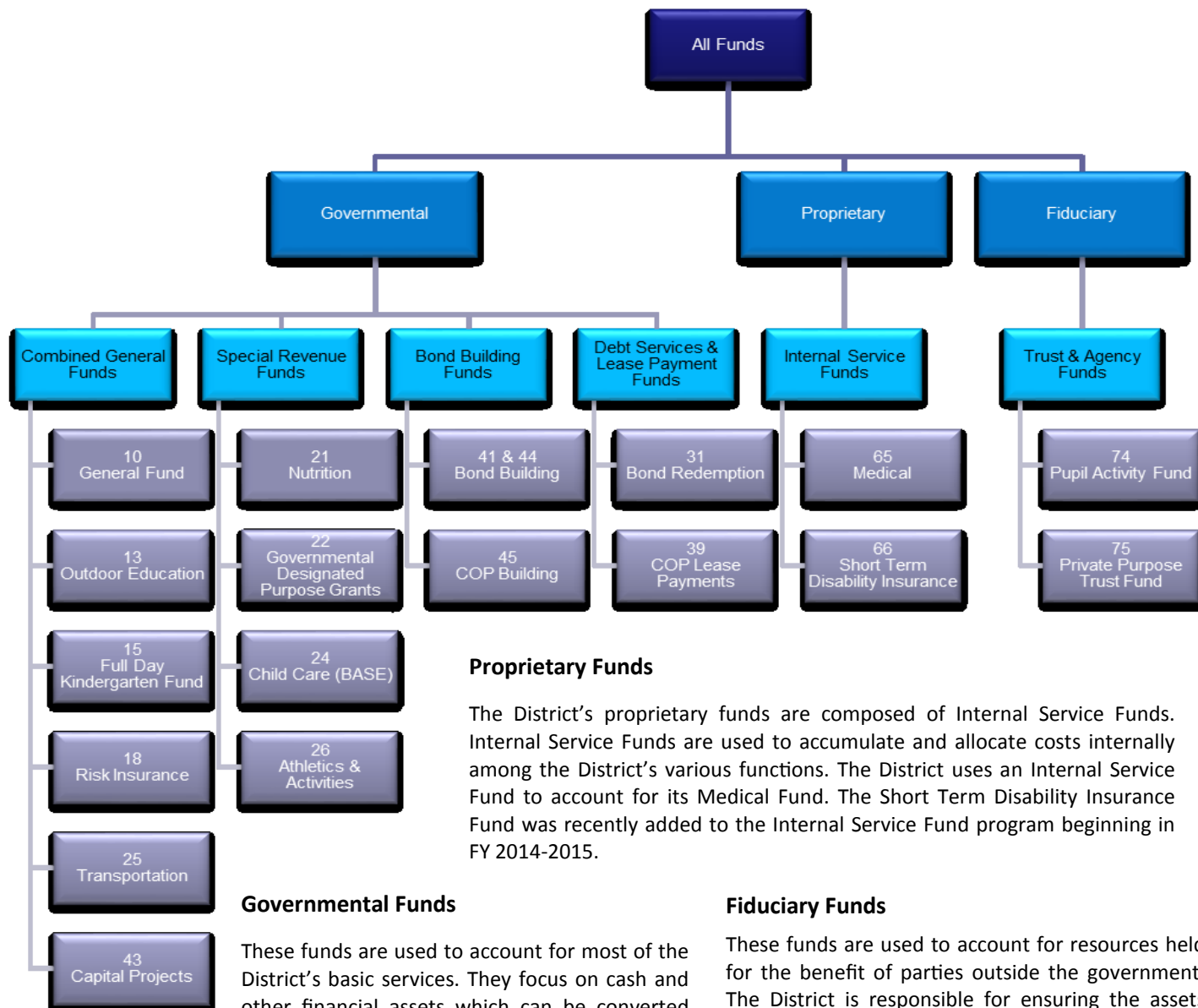
In accordance with State of Colorado Revised Statutes, after the adoption of the budget, the Board of Education may review and change the budget, with respect to both revenues and expenditures, at any time prior to January 31 of the fiscal year for which the budget was adopted.

## BUDGET DEVELOPMENT TIMELINE



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# TYPES OF FUNDS



### Proprietary Funds

The District's proprietary funds are composed of Internal Service Funds. Internal Service Funds are used to accumulate and allocate costs internally among the District's various functions. The District uses an Internal Service Fund to account for its Medical Fund. The Short Term Disability Insurance Fund was recently added to the Internal Service Fund program beginning in FY 2014-2015.

### Governmental Funds

These funds are used to account for most of the District's basic services. They focus on cash and other financial assets which can be converted into cash flow in and out and the balances that are left at year-end that are available for spending. These funds provide a detailed short term view of the District's operations and the services it provides. These funds are supported by Colorado state equalization, property taxes, state categorical, educational curriculum fees, interest earnings and grant revenues. Including special revenue funds.

### Fiduciary Funds

These funds are used to account for resources held for the benefit of parties outside the government. The District is responsible for ensuring the assets reported in the Agency Fund, Fund 74, held on behalf of and at the discretion of students and staff at the schools, are used only for their intended purpose. Fiduciary Funds are not included in the government wide financial statements because the resources of those funds cannot be used to support the District's own programs. The District uses Fiduciary Funds to account for its Agency and Private Purpose Trust Funds. The accounting used for Fiduciary Funds is much like that used for Proprietary Funds.

## CLASSIFICATION OF FUND REVENUES AND EXPENDITURES

Revenues and expenditures are classified using an account code structure defined by the Colorado Department of Education (CDE). Fund revenues must be classified by fund, source and grant/project. Expenditures must be classified by fund, location, program, object, job classification and grant/project. Balance sheet accounts must be classified by fund, equity/liability/asset and grant/project. For detailed information on the account code structure refer to Appendix A, *Chart of Accounts*.



## BASIS OF BUDGETING/ACCOUNTING

### Modified Accrual Basis for Governmental Funds

Modified accrual is essentially accrual accounting, modified to recognize the governmental environment and unique accounting measurement objectives. Under the modified accrual basis of budgeting, revenues are recognized in the fiscal year in which they become both measurable and available to finance expenditures of the current period. Expenditures, rather than expenses, are recorded to show the decreases in net financial resources of the current period. Debt service requirements are accounted for as expenditures in the year of payment. Appropriations not spent lapse at the end of the fiscal year. Equity is referred to as fund balance under this basis of accounting.

### Accrual Basis for Proprietary Internal Service Funds and Fiduciary Funds

Under the accrual basis of budgeting, most transactions are recorded when they occur, regardless of when cash is received or disbursed. This is essentially the same as in commercial accounting. Under the accrual basis, revenues are recorded when earned and the related income is collected or considered to be collectible. Revenue or income is considered to be earned when the related services have been performed or goods have been sold. Under the accrual basis of budgeting, expenses are recorded when the liability for the payment of the expense has been incurred. The following list summarizes the basis used for budgeting purposes for each fund of the District:

<b>Type of Fund</b>	<b>Budgeting Basis</b>
<b>Governmental Funds</b>	
General	Modified Accrual
Risk Insurance	Modified Accrual
Full Day Kindergarten	Modified Accrual
Transportation	Modified Accrual
Capital Projects	Modified Accrual
COP Building	Modified Accrual
COP Lease Payments	Modified Accrual
Government Purpose Grants	Modified Accrual
Bond Building	Modified Accrual
Athletics & Activities	Modified Accrual
Bond Redemption	Modified Accrual
Nutrition Services	Modified Accrual
Child Care (B.A.S.E)	Modified Accrual
Outdoor Education	Modified Accrual
<b>Fiduciary Funds</b>	
Pupil Activity	Accrual
Private Purpose Trust	Accrual
<b>Proprietary Funds</b>	
Medical Fund	Accrual
Short Term Disability Insurance	Accrual

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# Organizational Section

## DISTRICT OVERVIEW



**Adopted Budget Book**

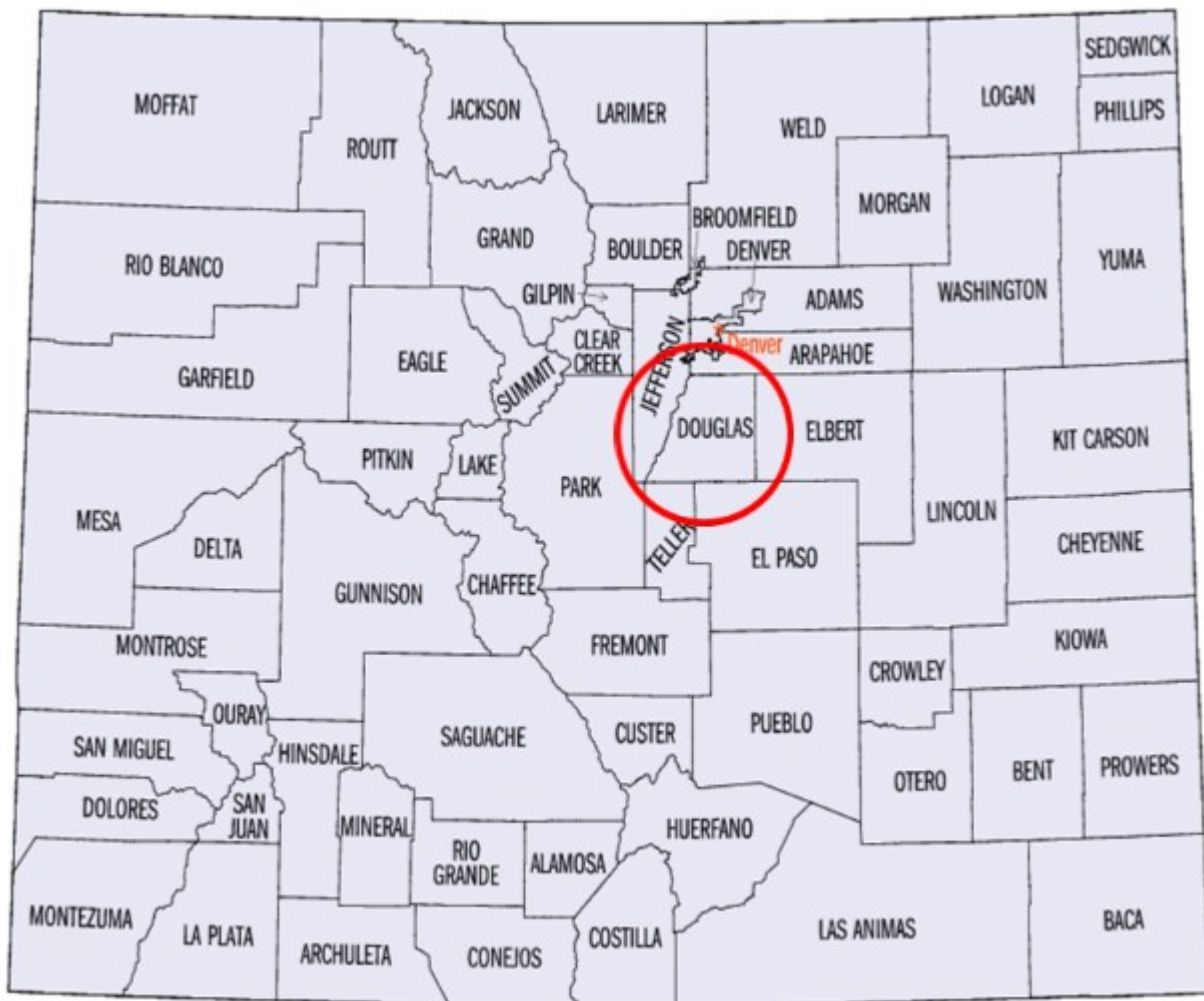
**FY 2016-2017**

# DOUGLAS COUNTY SCHOOL DISTRICT

## Current Size

Douglas County School District encompasses over 850 square miles and is the third largest school district in Colorado serving approximately 67,000 students in grades preschool through twelve.

The District operates forty-eight (48) elementary schools, nine (9) middle schools, and nine (9) high schools. Additionally, the District includes fifteen (15) charter schools spread over (16) campuses—including two American Academy campuses, two (2) magnet schools, one (1) alternative high school, one (1) night high school, one (1) online school, and seventy (70) preschool sessions. District facilities equate to over six million square feet of space.



# MISSION AND CORE VALUES

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## MISSION & VISION STATEMENT

The vision of the Douglas County School District is to help students acquire the knowledge and abilities to be responsible citizens who contribute to our society.

## CORE VALUES

Our core values remain constant in an ever-changing world. They provide the foundation for our work, and influence how we conduct ourselves and engage with others.

### Educational Excellence

High expectations are the focus of everything we do. We challenge all people to acquire a foundation of knowledge and academic skills, and to achieve their highest potential.

### Human Diversity

Varied beliefs and backgrounds strengthen a public education system. We respect differences which contribute to a better society for all human beings.

### Individual Potential

Individuals develop within an environment that nurtures intellectual, social, emotional, physical and aesthetic growth.

### Lifelong Learning

Education is a process that begins at birth and continues throughout life. We foster curiosity, motivation and the desire to learn that extends beyond school settings.

### Productive Effort

The pursuit of greater knowledge and more powerful thinking demands hard work, perseverance and commitment.

### Shared Responsibility

The partnerships among parents, students, staff and community members are characterized by mutual commitment and collaborative effort.

### Ethical Behavior

Our actions are distinguished by the highest standards of personal behavior, including trust, honesty, fairness, integrity and mutual respect.

### Continuous Improvement

Our District, its systems and processes will be subject to continual scrutiny and improvement. We will be recognized for management by fact, results focus and a long-range outlook.

# COMMITMENTS

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## Our Commitments

Our Commitments summarize our promises to our students, parents, employees, and community. They are based on our Core Values and provide a broad philosophy that filters our daily work.

**Commitment to our Students.** Douglas County School District is committed to the success of our students as lifelong learners and critical thinkers. We value all students as individuals with visions of their own futures and connections to the world, and we will guide them toward their full potential. DCSD will encourage our students to build meaningful relationships with their peers, teachers, administrators, and staff. DCSD is committed to providing our students with physically and emotionally safe educational environments, the necessary tools for learning, and the freedom to explore their many options in life.

**Commitment to our Parents and Families.** Douglas County School District is committed to welcoming, encouraging and supporting parents and family members as key partners in the education of our students. We value parents' ideas, opinions and concerns, knowing they have an understanding of how issues and events affect their students and families. DCSD will keep our parents and families engaged and informed with current information. DCSD is committed to providing our parents and families with choices to meet each student's individual learning needs.

**Commitment to our Employees.** Douglas County School District is committed to respecting and supporting all employees. We value the skills and experiences our colleagues possess – qualities which allow them to meet high expectations and fulfill varied responsibilities. DCSD empowers our employees to make decisions about students' successes in a collaborative environment. We encourage staff members to embrace the choices they have in career and professional development opportunities. DCSD is committed to retaining our staff through competitive compensation and by promoting an environment in which employees share their passion for their work.

**Commitment to our Community.** Douglas County School District is committed to engaging our community members as partners in providing a world-class education for our students. We value the support of our community to graduate well-rounded citizens who will make meaningful contributions to our society. DCSD will responsibly use the taxpayer resources provided by our community, acting as good neighbors and in the best interest of our students. DCSD is committed to being honest stewards of the property entrusted to us by our community, and will be accountable to them through transparent dealings and the academic growth of our students.

## EDUCATIONAL STRATEGIES

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### Early Childhood Education

Douglas County's kindergarten program was the first in the nation to meet a rigorous accreditation process set out by the National Association for the Education of Young Children (NAEYC). Since that time, we have continued to provide cutting edge training and support for our kindergarten program as we implemented Standards Based Education in accordance with state requirements.

Kindergarten in neighborhood schools is provided for all students on a half-time basis. Most schools provide a half-day program and some provide an all day, alternate day program. Some schools are also able to provide full day kindergarten on a tuition basis and a tuition based enrichment program to accommodate kindergarteners on a full-time basis. Many schools also provide before and after school care, also on a tuition basis.

The Douglas County School District preschool program is comprised of 70 classrooms located in all areas of the county. The majority of the 48 neighborhood elementary schools house a preschool program as well as some high schools, the Early Childhood Center and the Cantril building. The Douglas County preschool curriculum is developmentally appropriate, addresses 21st century skills and aligns with Colorado State Standards. Each preschool includes tuition paying, at risk and students with special needs. Registration for preschool occurs in January of each year, but applications are accepted all year long based on space availability.

Additionally, DCSD provides free developmental screenings and evaluations for children from birth to five years of age through the District Child Find program. Specific information for both preschool registration and Child Find appointment requests can be found at [www.dcsdk12.org](http://www.dcsdk12.org).

### Elementary School Education

Douglas County's neighborhood and charter elementary schools foster the academic achievement of all students. Highly trained and motivated teachers help students read with understanding, write with clarity and use mathematics to solve problems. In addition to academics, our students are encouraged to have a strong sense of responsibility and personal worth, while being respectful of themselves and others. They should have a factual knowledge of the world and be able to apply that knowledge to new situations. Parents are valued as partners in fostering each child's achievement.

Individual student needs are met through a range of strategies, such as personalized learning, flexible grouping and differentiated instruction, as well as gifted and special education. Formal and informal assessments are essential ingredients for high quality individual instruction.

Students are continually assessed throughout the year, and the data is used to determine student progress toward meeting outcomes in accordance with the District Guaranteed and Viable Curriculum. On standardized tests, Douglas County elementary students consistently out-perform state and national averages.

### Middle School Education

The mission of Douglas County School District middle schools is to ensure academic achievement, wellness, and safety for all students, as well as provide programming and the environment to meet the academic, social, emotional, and physical needs of each young adolescent.

Douglas County School District middle school program provides: curriculum that is relevant, challenging, integrative, and exploratory; multiple and varied teaching and learning approaches that respond to student diversity; assessment and evaluation programs designed to promote quality learning; flexible organizational structures to support meaningful relationships and learning; school-wide efforts and policies to foster health, wellness, and safety; and multifaceted guidance and support for students. In addition, all middle schools provide an interscholastic athletic program and various clubs and activities for student engagement.

Douglas County School District's nine middle schools have the flexibility to implement specialized programs and initiatives within District framework. District performance on standardized testing consistently exceeds State averages. Both students and parents discover an unwavering focus on academic programs with dedicated middle-level educators who appreciate and answer to the unique needs for this age group, while at the same time, affording students the opportunity to have choice, explore their passions and discover how they best learn.

## EDUCATIONAL STRATEGIES CONTINUED

### High School Education

Douglas County School District has one of the state's highest graduation rates, lowest dropout rates, and excellent student performance on standardized tests, annually exceeding state and national averages. Approximately 80 percent of Douglas County's high school graduates attend a four-year college. Other students prepare for post-high school endeavors by pursuing career and technical education, work/study programs and internships.

High schools offer a compelling mix of core classes and elective choices to meet the needs of approximately 17,000 9th through 12th-grade students. Schools embrace their local communities and serve as a hub of activity in the main areas of Castle Rock, Highlands Ranch and Parker. Schools offer teams and clubs that are devoted to sports, performing arts, debate and many other special interests. Teachers and staff members support student efforts in an environment of ongoing professional development.

Our high schools encourage responsibility, confidence, creativity, investigation and critical thinking. They value diversity and promote a community of responsible, engaged learners.

### Diploma and Graduation Requirements

To receive a diploma and graduate from a high school in the Douglas County School District, a student must earn a minimum of 24 credits. A student attending a Douglas County high school using an accelerated block schedule must earn a minimum of 26.5 credits. These academic requirements reflect the minimum program which a student can complete and still earn a high school diploma. For the majority of high school students, particularly those students who are planning post high school education, pursuit of a challenging academic program is the most important consideration.

A unit of credit is defined as the amount of credit given for the successful completion of a course that meets at least 40 minutes daily five days per week for one year (36 weeks) on a traditional schedule, or a four or more hour college semester hour course (1 credit); the equivalent time is 120 clock hours. One half credit is given for successful completion of a class which meets at least 40 minutes daily five days per week for one semester (18 weeks) on a traditional schedule, or a two or more hour college semester hour course. Non-traditional schedules will be translated to this standard for the purpose of determining course credit.

Douglas County students will begin accruing credits towards earning a diploma and graduation upon completion of high school level courses as identified in IKF-R.





## Academic Requirements

A. To receive a diploma a student must meet all of the following:

- Earn a minimum of 24 units of credit or 26.5 units of credit in an accelerated block.  
Specifically, students must successfully complete:

### Core Curricular Areas Credits Required

Language Arts	4.0
Mathematics	3.0 *
Science	3.0
Social Studies	3.0
Practical Arts	1.0
Fine Arts	1.0
Physical Education	1.0
Speech Communication	<u>0.0 **</u>
Total Core Required	16.0
Electives	8.0
	10.5 accelerated block

### TOTAL CREDITS REQUIRED 24.0 or 26.5 accelerated block

\*At least one of the three credits of mathematics must include Algebra 1.

\*\*District approved alternative model for Speech Communications.

- Document a minimum of twenty hours of community service while enrolled as a high school student as identified in I KF-R.

B. To earn credit in a class, students must demonstrate proficiency on the Douglas County School District Content Standards embedded in the course. Documentation that these standards have been achieved will be through teacher judgment based on District assessments, end-of-course tests or other measurements, as well as meeting other stipulated course expectations. Students who do not achieve these standards will be enrolled in courses or programs as prescribed by the school principal and faculty.

Students identified as disabled and having an Individual Literacy Plan (ILP) may demonstrate that they have met the Douglas County Content Standards by successfully completing the standards identified in their Individual Education Plan (IEP). Course content and/or graduation requirements may be adjusted for those students identified as disabled, under the Individuals With Disabilities Education Act through the IEP process.

C. With prior approval of the high school principal, up to a total of six credits of approved correspondence, college/university courses (for 11th/12th grade students only through the post-secondary options act), and/or on-line courses from an accredited educational institution, to be determined and identified in Administrative Policy IKF-R, may be used to meet either the electives or required portion of the academic requirements to receive a diploma.

## PROGRAMS AND SERVICES

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The District provides a full range of PreK-12 educational school programs and services including basic education in elementary, middle and senior high schools, special education for handicapped students, online educational options, vocational education and other educational programs for approximately 67,000 students. About 3,000 of these students enroll in one of DCSD's online learning schools, eDCSD (Colorado Cyber School) or Hope Online. Both online schools enroll students from kindergarten through twelfth grade, offering a valuable alternative to the traditional education environment.

Each school provides information about specific programs, services, and activities offered on their individual school websites. To access the school websites, visit the District website at: [www.dcsdk12.org](http://www.dcsdk12.org)

### ALTERNATIVE SCHOOLS

#### Cloverleaf Home Education

Cloverleaf Home Education is a District-sponsored home school enrichment program for students in grades K-12. Parents remain the students' primary instructional providers, with Cloverleaf supplementing their efforts in such areas as science, language arts, drama, and math. Homeschool students participating in the Cloverleaf program receive supplemental instruction and educational materials at no cost, and are taught by licensed District personnel. The District receives a portion of state per pupil revenue for Cloverleaf students participating in the program to offset the District's costs.

#### Daniel C. Oakes High School

Daniel C. Oakes High School is the District's comprehensive alternative high school, designed to meet the needs of over 130 students each quarter who are looking for an alternative path toward achieving a high school diploma. Founded in 1987, Daniel C. Oakes High School is dedicated to providing a learning community with a focus on personalized instruction (12 students per class). Daniel C. Oakes students meet the District graduation requirements in a small school environment that engages them in their own learning, fosters resiliency and connects them back to the environment through an outdoor program of canoeing, backpacking, rock climbing and working in the rivers and mountains of Colorado, Utah and Arizona. Daniel C. Oakes operates on a year-round modified "A" track calendar. Due to the high demand for this choice program, this school has an application and acceptance process and usually has a waiting list.

#### Rocky Mountain School of Expeditionary Learning (RMSEL)

A public school of choice, RMSEL is a vital partnership of five Denver-area school districts: Aurora, Denver, Cherry Creek, Douglas County and Littleton; and two non-profit organizations actively involved in the renewal of public education: Outward Bound and the Public Education and Business Coalition. Expeditionary Learning captures the power of Outward Bound principles and research about best practices and combines them in the classroom to promote high academic achievement and character development.

#### Eagle Academy

Eagle Academy is DCSD's afternoon/evening high school dedicated to serving the needs of high school students seeking an alternative path to earning a high school diploma. Eagle students attend school Monday through Thursday from 3:15 – 9:00 pm and must also be employed, involved in a vocational training program or volunteer regularly for a minimum of 6 hours a week. Smaller class sizes, personalized instruction and a family atmosphere are the hallmarks of the Eagle Academy community that rekindles a student's desire and passion to learn. To be considered for admission to Eagle Academy, students must be between the ages of 16 and 20 years old and have attempted at least one year of high school. Eagle accepts new students each quarter on a first come first served basis until 140 student slots are filled. Students wanting to be placed on the waiting list to attend Eagle Academy must complete and submit their application before being considered for enrollment by school officials.

#### Home Schooling

Authorized by legislative declaration, home schooling is defined as the sequential program of instruction taking place in a home, which is provided by the child's parent or by an adult designated by the parent. Although home schooled students are required to participate in nationally-normed testing periodically, home schooling is not under the supervision and control of a school district.

## PROGRAMS AND SERVICES

This educational program is not intended to be, and does not qualify as, a private or non-profit school. Home schooled students must register with a school district to be exempt from compulsory attendance requirements

### Renaissance School

Located in Castle Rock, Renaissance is a K-6 Expeditionary Learning Outward Bound public school that enrolls students from all parts of Douglas County in a lottery system. Expeditionary Learning/Outward Bound Learning Expeditions engage students in an inquiry approach through active learning, support literacy, promote character development, create a sense of adventure, spark curiosity and foster an ethic of service. The subject matter of a Learning Expedition is derived from Colorado and Douglas County School District content standards and Guaranteed and Viable Curriculum. Renaissance operates on a modified calendar. Wednesdays are half-days to allow for teacher development in this approach. District busing is available from satellite stops in Parker.

### Lone Tree Elementary School

Lone Tree Elementary is a nurturing learning environment preparing future leaders for a globally connected, interdependent world. Our goal is to grow responsible citizens who learn by doing, who exemplify the Lifelong Guidelines and LIFESKILLS, and who work and learn collaboratively. Lone Tree provides a rich learning environment that engages the senses, encourages civic-mindedness, and fosters critical thinking. Our students engage in real world learning today so they are prepared for tomorrow.

### eDCSD – The Colorado Cyber School

eDCSD uses a combination of the nation's leading online curriculums used by thousands of students across the country, that are high-tech, high-touch comprehensive learning packages offering flexible, dynamic and adventurous learning opportunities for students including: Lincoln Interactive, Fuel Education and Connections Learning. We deliver instruction in 3 types of learning environments: Virtual-Mentored, Independent, and Blended creating a learning ecosystem tailored to meet individual student needs. Course work is highly aligned to the Douglas County Guaranteed and Viable Curriculum and provides student ownership, voice and choice while honing skills in creativity, collaboration, critical thinking and communication.

### Charter Schools

Douglas County School District has fifteen authorized charter schools with two American Academy Campuses. Charter Schools enroll students from across the district on a lottery or wait list basis. Charter Schools focus on a specific delivery model ranging from the Montessori philosophy to Core Knowledge by E.D. Hirsch. Our Douglas County charter schools include: Academy Charter School K-8; American Academy Pre K-8; Aspen View Pre K-8; Ben Franklin Academy Pre K-8; Challenge to Excellence K-8; DCS Montessori; Global Village Academy; Hope Online Learning Academy K-12; North Star Academy K-8; Parker Core Knowledge Pre K-8; Platte River Academy K-8; SkyView Academy Pre K-12 and STEM Middle/High Academy; and World Compass Academy. In addition, Parker Performing Arts School will be opening in the fall of 2016. Charter options exist in all three regions of Douglas County – Castle Rock, Highlands Ranch and Parker.

## OTHER PROGRAMS

### Special Education

Special Education programming is driven by the unique individual educational needs of students with disabilities and procedures required by federal and state mandates. On average, in Douglas County Schools, the cost of special education is 2 to 2.5 times the amount spent on students without disabilities. Approximately ten percent of Special Education funding comes from the federal government and sixteen percent provided via the State. The balance of approximately seventy-four percent is derived from local district sources.

The special education population is very diverse. It includes students who have been found eligible for special education under Colorado disability categories such as intellectual disability, specific learning disability, serious emotional disability, visual impairment, hearing impairment, physical disability, speech/language impairment, other health impairment, autism spectrum disorder, developmental delay (students age 3-8) or multiple disabilities. The vast majority of Special Education students attend

## PROGRAMS AND SERVICES CONTINUED

neighborhood schools and spend a majority of their school day in a general education setting. Douglas County Schools undertake the responsibility of:

- 1) Identifying children with suspected disabilities, conducting evaluations, determining eligibility for special education and providing specialized instruction and related services
- 2) Collaborating with multi-disciplinary teams (including parents) to develop written Individualized Education Programs (IEP);
- 3) Ensuring that students with disabilities are educated in the “least restrictive environment” commensurate with their needs;
- 4) Notifying parents in writing about identification, evaluation, special education services and educational placement of their child

### School-to-Career

School-to-Career prepares students for life and the world of work by blending relevant workplace competencies with academic rigor. This unique partnership among schools, businesses and community organizations offers the following resources for students (grades 7-12):

- Educational and Career Planning (ECP) with access to internet based CHOICES career guidance system
- Internships for high school seniors
- Job shadow opportunities such as participation in construction Career Day
- Post-secondary educational campus visits including access to the CU Conference on World Affairs
- Junior Achievement classes
- College Ready Dual Enrollment Courses
- Career and Technical Certification Courses

School-to-Career also offers staff development courses to educators from Douglas County and other districts. These courses are Workplace Institutes for Educators and Healthcare Institutes for Educators. In addition to a district-level coordinator, the system includes an advisory committee and site coordinators/committees at each middle and high school in Douglas County.

### International Baccalaureate Program

The International Baccalaureate (IB) diploma is a pre-university course of studies, leading to examinations, for highly motivated secondary schools students between the ages of 16 and 19. Its comprehensive two-year curriculum is geared toward high school juniors and seniors seeking a challenging educational experience that promotes international understanding and includes high standards for achievement. The Douglas County School District offers two IB Diploma Programs, one at Douglas County High School and one at ThunderRidge High School. In addition to the high school diploma programs, Douglas County School District expanded IB Programming to the middle and elementary school levels. The Middle Years Program is offered at Mesa and Ranch View Middle Schools. The Primary Years Program is offered at Rock Ridge, Roxborough and South Ridge Elementary Schools.

### Gifted Education

- **Neighborhood Schools Gifted Programming**

Gifted Programming at neighborhood schools varies among the sites, depending on student need and the school improvement plan. Classroom teachers collaborate with support staff to design content extensions, challenge units, and independent projects to extend and deepen student learning. Services to students are both direct and indirect and may include co-teaching, team teaching, compacting, tiered assignments, flexible and cluster grouping projects. The identification process utilizes a body of evidence approach including cognitive ability, academic achievement, parent, student, and teacher input. The data gathered during the identification process is used to determine appropriate programming services for the student.

- **Discovery Program**

## PROGRAMS AND SERVICES CONTINUED

The Discovery Program is a self-contained magnet program for highly gifted learners in grades 2-6 and is located regionally at 4 elementary school sites in Douglas County. The program is intended for those students who require intensity of instruction and acceleration beyond what can reasonably be expected from the regular school program.

### Reading Recovery

Reading Recovery is a short term one-to-one intervention for our most at-risk first grade students. The goal of Reading Recovery is to reduce the number of first grade students who have difficulty in reading and writing, creating a successful pathway for future learning. By intervening early, Reading Recovery helps close the achievement gap between the lowest-achieving students and their peers before the gap becomes too large to bridge. The power of Reading Recovery is the one-on-one instruction tailored to meet students' personalized learning needs. Reading Recovery teachers are highly trained in this intervention process and collaborate with classroom teachers to best support the students in becoming proficient readers. Through a collaborative decision-making process, small group interventions for students are also supported by the Reading Recovery teacher.

### The Douglas County Student Support Center

The Douglas County Student Support Center (DCSC) is a community resource intended to support students that are expelled and/or at-risk. This collaborative team oversees expulsion specialists, serves on truancy reduction boards, writes grants and interfaces with community, juvenile justice and school-based providers to advocate and support students and families in need. In addition, DCSSC offers a voluntary District funded 10-20 week strength-based transition program intended to support 7-12th grade students expelled or at-risk of expulsion for behavior, truancy, and or substance abuse. The program was founded under the principals of Restorative Practices and incorporates behavioral interventions that promote personal accountability as well as positive culture and climate. The students enrolled in the program attend for approximately seven hours a day and receive instruction from licensed and certified teachers and social workers in the areas of character education, empathy, anger management, and social skills. In addition to regular classroom instruction and online credit retrieval opportunities, students meet with a contracted mental health and/or substance abuse counselor for an average of 4 hours each week. Students are required to participate in service learning programming as well as outdoor education and therapeutic poetry workshops. Career Education is offered through direct instruction and enhanced by career talks, mock interviews, resume writing, college visits, 4-way testing (ethical dilemma problem-solving paradigm) in coordination with volunteers from community-based partnerships. In order to provide family support and to continue strengthening family bonds, student progress meetings are required every other Monday evening from 6:00-7:30 p.m. and Family Appreciation Nights occur monthly. Due to our positive outcomes, the Colorado Department of Education has requested that we present our programming at several state conferences in an effort to share effective prevention/intervention strategies. Furthermore, in October 2009, Gil Kerlikowske, Director of the White House Office of National Drug Control Policy traveled to Colorado to visit our program and solicited information regarding our effectiveness. The goal of the program is to assist in removing individual barriers so that students are more available for learning.

### English Language Development (ELD)

English Learners (ELs) are served through a variety of programming options based on their individual needs using the Response to Intervention (RtI) framework to guide decisions. Practices include collaboration, coaching, co-teaching, direct English language development, and content instruction. Intensity of services is determined using the collaborative problem-solving approach embedded in the RtI framework.

English as a Second Language (ESL) teachers and content teachers make instructional decisions to ensure English language development and content learning occurs throughout the school day. The role of the ESL Teacher is determined by the school's needs on an individual and group level. All ELs have an English Language Learner Plan addressing individual student's specific ELD needs.

### STARLab Program (Success Through Automated Resources)

The STARLab program provides students in grades 9-12 with opportunities for remediation and credit recovery in math, science, social studies, and language arts. This program is delivered through Odysseyware (web-based curriculum) and also online curricular opportunities for credit recovery to meet specialized curricular opportunities. The decision as to which platform to use is based on student need and web access opportunities in each individual school.

## PROGRAMS AND SERVICES CONTINUED

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### Wings Program

The Wings program is a one-year academic experience focusing on the challenges of pregnancy and parenthood. The goal of Wings is to keep pregnant and parenting teens in school, working toward a high school diploma or a GED certificate. This program is also committed to furthering academic and/or vocational training after graduation. Students may remain in their home high schools, or transfer to Douglas County High School where the program is located. The Wings program is open to any pregnant or parenting teen (male and female) who is enrolled in any Douglas County School.

### Post-Secondary Option (PSEO) and Concurrent Enrollment Opportunities

The Post-Secondary Option Act allows high school students to enrich their high school experience by concurrent enrollment in approved college courses. In these courses tuition costs are reimbursed by the District for fall and spring only via the use of a PSEO application. Students must be enrolled in a District high school concurrently.

### Career and Technical Education

Career and Technical Education offers training in occupational programs for high school and post-secondary students. It provides individual training for entry-level employment, skill upgrading and re-entry training. There is an application process for these programs due to high demand. Due to limited funds, a lottery system for the reduced number of funded slots has been instituted.

### Advanced Placement/Honors Program

Advanced Placement courses offer students an opportunity to receive college credit at certain institutions while still in high school. Upon successful completion of Advanced Placement exams, students are able to transfer these credits to many post-secondary institutions. Courses include subjects such as English, history, calculus, art and chemistry. Honors courses also add academic rigor to challenging coursework and provide special recognition to students along the way.

### Summer Programs

Tuition-based summer programming is available for all Douglas County School District high school and middle school students. The middle school program offers sessions at every site to familiarize incoming students with the buildings and scheduling, as well as address strategies for success in study skills, self-motivation, goal setting and positive life choices. Additionally, some middle school sites offer classes in reading, writing and math. At the high school level, summer school classes assist students in meeting content standards and credit recovery.

### School to Work Alliance Program

This program is an alliance between Douglas County School District and the Colorado Division of Vocational Rehabilitation. The goal of the School to Work Alliance Program (SWAP) is to assist individuals ages 16-25 in obtaining career path employment. The SWAP program is looking for youth that have had some prior vocational or volunteer experience that are exiting the school system and are focused on competitive employment. Among our candidates are graduating high school students, prior graduates, and young adults working towards their GED and those that did not complete high school. Qualifying participants typically have experienced varying barriers to employment including: mild learning disabilities, emotional disabilities and, physical handicaps. Some examples of services provided by SWAP are exposure to various career options such as: On the Job Training (OJT), apprenticeship opportunities, and short term training programs. SWAP also provides assistance with resume writing, job seeking skills, interviewing techniques and job retention.

## PROGRAMS AND SERVICES CONTINUED

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### Outdoor Education Center - Stone Canyon Outdoor EdVentures

In 2011 the Douglas County Commissioners purchased the Emily Griffith Opportunity Center outside of Larkspur, with a vision of entering into a partnership with DCSD to provide students with the opportunity for local outdoor education. The partnership also provides future access to Rampart Range in the Pike National Forest. The property, which Douglas County donated to the school district, consists of 15 structures on 99 acres in southwest Douglas County. The goal of Stone Canyon Outdoor EdVentures is to provide an innovative approach to curriculum and instruction that creates an immersive and engaging educational setting where students can thrive. While they use nature to convey a number of science concepts to students, they also strive to create better leaders in and out of the classroom. In addition to outdoor education and leadership programs for students and staff, Stone Canyon also provides retreats for community groups and a new summer camp program for DCSD & Colorado families.



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# Organizational Section

## STRATEGIC PLAN FY 2014-2017



## Adopted Budget Book

FY 2016-2017

# Douglas County School District

## Strategic Plan 2014-17



In March 2011, the DCSD Board of Education unanimously approved our proposed strategic plan, “New Outcomes for a New Day,” and set us on our journey to reimagine our profession. Instead of well-intended legislation dictating the means of change, those closest to the students built the systems and components that have come together to create a model for the future of American public education.

Nearly three years later, it was time for a new three-year plan – a plan that will guide our work from 2014 to 2017.

This new plan does not chart a new course. Instead, it stays the course – building on what we have learned and imagining our priorities forward. One of the frailties of education is instability – not staying the course long enough. Leaders are often tempted to jump from one new idea to another. It is imperative that we

not do that, no matter how tempting, so this plan continues our work on our three priorities of Choice, World Class Education, and System Performance. It takes each of those to the next level of implementation.

Additionally, DCSD has long said that Safety is our number one priority. That is absolutely true and we have demonstrated this by leading the nation in designing and implementing the most innovative school safety strategies anywhere. With this plan, we believed that it is time to move Safety forward as our first priority, bringing the total number of priorities in our district (and in our plan) to four.

For more information on the new strategic plan see <https://www.dcsdk12.org/district/strategic-plan>



## Traditions, Core Values, Commitments, Priorities

Over the past three years, the Douglas County School District blazed an innovative trail – expanding opportunities for success, integrating sustainable learning strategies, and defining and measuring what matters most for our students. The results are evident. When you walk into these DCSD classrooms, there is an energy and an excitement that you can see and feel.

Our work continues, which is why our original strategic priorities are evolving. And while we have always said that Safety is our top priority, it now has a place in our Strategic Plan.

### Safety



#### **Maximizing physical, psychological and online safety for students, staff and community**

- ▶ Ensuring physically safe learning environments
- ▶ Collaborating with all schools to create a system-wide culture that prioritizes and values psychological safety and wellness
- ▶ Ensuring online safety and data privacy

### Choice



#### **Providing each child the maximum opportunity for success**

- ▶ Communicating the unique qualities of each school to our students, staff, parents and community gives all students the highest probability for success
- ▶ Empowering every school to achieve their desired state provides many learning opportunities for students and synergy in our schools

### World Class Education



#### **Achieving sustainable learning for the 21st century**

- ▶ Preparing students to compete on a world stage for jobs that require a high level of creativity and innovation
- ▶ Offering essential sustainable learning that requires the most important information to be taught in a way that can be retained, that stretches across content areas and that incorporates the tools our young people will be required to use in the workforce
- ▶ Personalizing education so students develop a deep understanding of self, world, career and their own pathway to success

### System Performance



#### **Defining and measuring what matters most**

- ▶ Defining what matters most to our stakeholders
- ▶ Developing a cutting-edge System Performance Framework that will measure student, educator, school, leader and District performance
- ▶ Integrating authentic measurements that will lead to continuous improvement for our students and allow our stakeholders to remain informed

# Continuous Improvement

DCSD is committed to a process of continuous improvement.

DCSD is in the process of systemic transformation. We have used a continuous improvement process including the following: explore ideas; set expectations based on research and best practices; collaboratively create; integrate into all appropriate systems; implement; evaluate; and refine.



Explore ▶ Set Expectations ▶ Create ▶ Integrate ▶ Implement ▶ Evaluate ▶ Refine



# Safety

## Goal

## Strategy

### CREATE a culture of safety

- ▶ Evaluate current state of district and school safety culture
- ▶ Create DCSD key safety characteristics for school strategic planning tool
- ▶ Create and implement district system to monitor and maintain culture of safety
- ▶ Create and implement safety feedback tool

### INTEGRATE and IMPLEMENT the DCSD psychological safety and wellness framework

- ▶ Evaluate current state of school mental health services
- ▶ Create and implement recommendations for mental health staffing
- ▶ Refine mental health service delivery model

### EVALUATE and REFINE physical safety measures and systems

- ▶ Evaluate current state of school security and safety systems
- ▶ Create and implement recommendations for security personnel staffing
- ▶ Refine security and surveillance hardware through capital planning
- ▶ Evaluate effectiveness of layered safety programs
- ▶ Create recommendations to further refine the School Marshal Program

### CREATE and INTEGRATE staff understanding through training

- ▶ Refine the evaluation and mitigation of dangerous (bullying, threatening, suicidal) behavior, child abuse and child neglect
- ▶ Implement restorative practices to maintain safe learning environments
- ▶ Create and implement additional training opportunities for campus security personnel
- ▶ Create and implement system-wide staff training to increase understanding of physical safety measures, systems and procedures
- ▶ Create and implement system-wide staff training to increase awareness, understanding and psychological safety skill-building

### CREATE and INTEGRATE student learning opportunities

- ▶ Refine emergency response and crisis management procedures
- ▶ Evaluate current state of learning opportunities for students to develop psychological safety skills
- ▶ Integrate student learning options and understanding of psychological safety
- ▶ Implement restorative practices to build skills and a sense of community

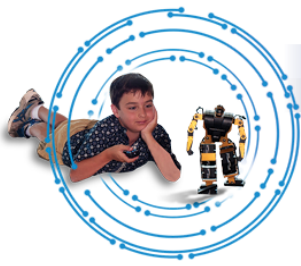
### EVALUATE and REFINE community partnerships

- ▶ Evaluate success of current community partnerships
- ▶ Refine community partnerships to seamlessly serve students, staff and parents

### EVALUATE and REFINE student online safety and data privacy

- ▶ Create and implement safe digital citizenship programs to educate our students on data and information sharing on the Internet
- ▶ Create and implement school staff training regarding student data privacy laws
- ▶ Implement a formal and robust digital data privacy program to ensure all data in the school community is protected

Explore ▶ Set Expectations ▶ Create ▶ Integrate ▶ Implement ▶ Evaluate ▶ Refine



# Choice

## *Providing each child the maximum opportunity for success*

- ▶ *Communicating the unique qualities of each school to our students, staff, parents and community gives all students the highest possibility for success*
- ▶ *Empowering every school community to achieve their desired state provides many learning opportunities for students and synergy in our schools*

### Goal

### Strategy

**IMPLEMENT** universal choice that empowers parents to choose the best school for their children

- ▶ Create a school choice catalogue that celebrates the unique qualities of all DCSD schools
- ▶ Create an online school choice publication that supports parents in understanding the unique qualities of all DCSD schools
- ▶ Create informational videos that support parents in learning the unique qualities of all DCSD schools
- ▶ Create school choice showcases for students and parents to learn more about the unique qualities of all DCSD schools and programs
- ▶ Create diagnostic tools that help parents navigate DCSD choices in the best interest of their children
- ▶ Integrate and refine the role of the DCSD Parent Liaison
- ▶ Explore and set expectations to create more employee choice
- ▶ Refine the School Selector Tool to create an interactive experience that supports parents in exploring the unique qualities of all DCSD schools
- ▶ Implement and evaluate the Choice Scholarship Program
- ▶ Explore and set expectations regarding transportation options to support families with choice
- ▶ Implement and evaluate the innovation school process, transformational design and needed support

Explore ▶ Set Expectations ▶ Create ▶ Integrate ▶ Implement ▶ Evaluate ▶ Refine



## World Class Education

### Achieving sustainable learning for the 21st century

- ▶ *Preparing students to compete on a world stage for jobs that require a high level of creativity and innovation*
- ▶ *Offering essential sustainable learning that requires the most important information to be taught in a way that can be retained, that stretches across content areas and that incorporates the tools our young people will be required to use in the workforce*
- ▶ *Personalizing education so students develop a deep understanding of self, world, career and their own pathway to success*

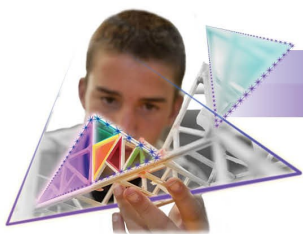
## Goal

## Strategy

Provide all students a world class education – college, career and citizenship ready for the 21st century

- ▶ Implement the DCSD Guaranteed and Viable Curriculum 2.0
- ▶ Create, integrate and implement the DCSD Guaranteed and Viable Curriculum 3.0
- ▶ Evaluate and refine the implementation of current DCSD world class instructional practices
- ▶ Refine the world class targets to further align to differentiated versions of CITE
- ▶ Implement a balanced assessment approach based on formative, interim and summative assessments created in a performance-based, authentic manner
- ▶ Create pathways for student advocacy to ensure that students are college, career and citizenship ready
- ▶ Integrate, implement and refine the alignment of resources to what is best for students as outlined in the DCSD Strategic Plan
- ▶ Implement and evaluate evidence-based design to create, engineer and build school environments that support a world class education for all students
- ▶ Evaluate and refine policies that ensure a world class education for all students

Explore ▶ Set Expectations ▶ Create ▶ Integrate ▶ Implement ▶ Evaluate ▶ Refine



## System Performance

### Defining and measuring what matters most

- ▶ *Defining what matters most to our stakeholders*
- ▶ *Developing a cutting-edge System Performance Framework to measure student, educator, school, leader and District performance*
- ▶ *Integrating authentic measurements that will lead to continuous improvement for our students and allow our stakeholders to remain informed*

### Goal

### Strategy

**REFINE** DCSD as an Employer of Choice

- ▶ Set expectations to ensure accountability for a healthy culture and productive climate of professionals
- ▶ Refine the pay-for-performance system to include all employee groups
- ▶ Create and implement bonus pathways for all employee groups

**IMPLEMENT** continuous development and improvement of the DCSD balanced assessment system

- ▶ Refine the balanced assessment system to measure 21st century skills through authentic performance relevant to real-world expectations
- ▶ Refine professional development support systems and pathways from induction to leadership development
- ▶ Evaluate effectiveness and strategically align goals and direction of support services
- ▶ Evaluate operational support services in order to improve efficiency in processes and systems
- ▶ Evaluate alignment, rigor and role-specificity of all employee evaluation systems

**CREATE** autonomy with accountability

- ▶ Create and implement district performance reporting mechanisms to provide summative and real-time access to key data metrics
- ▶ Create and implement a school accreditation process aligned to district expectations that includes an aligned Unified Improvement Planning (UIP) process
- ▶ Create and implement various communication tools to better inform and engage parents and community members
- ▶ Set expectations for state-level decision makers to ensure opportunities for district autonomy with accountability

Explore ▶ Set Expectations ▶ Create ▶ Integrate ▶ Implement ▶ Evaluate ▶ Refine



## STRATEGIC PLAN SPOTLIGHTS

### CHOICE—New Charter School: Parker Performing Arts Open for 2016-2017 School Year

Douglas County School District families will now have another option to choose from when selecting a K-8 school for their children. Parker Performing Arts application was approved by the District in June 2015 and will open their doors to students for the first time this fall. Parker Performing Arts School Vision: Parker Performing Arts School will prepare students for future success through rigorous and innovative academic instruction and meaningful engagement in the performing arts. Mission: Parker Performing Arts School will equip students with the creative and critical thinking skills that are vital for success in the innovative environment of the future. To that end, our students will engage in daily performing arts training from passionate and experienced artists, and will have regular performance and recital opportunities. Our students will excel academically through a data-driven, blended learning environment that includes teacher-led and technology-infused instruction.

Parker Performing Arts is expecting to enroll approximately 600 students this fall which will generate almost \$4.3 million of funding. DCSD passes 100 percent of the Per Pupil Funding (PPR) as determined by the State and a pro rata amount of the mill levy override (MLO) to all of its charter schools. Unlike most districts across the State, the District chooses to share its mill levy override with charter schools as charter schools are public schools and educate the students of Douglas County. Further, the District does not charge its charter schools “administrative overhead” but rather only charges schools for services that they access. These services may include special education, safety/security, health services, information technology, and others. Through these policies, DCSD has truly leveled the playing field when it comes to equitable charter school funding.



### SYSTEM PERFORMANCE—Douglas County School District Implementing Workday

Douglas County School District went live with Workday for its core Payroll and Human Resource functions on April 1, 2015 and has now begun the second phase of the software deployment by beginning the implementation of the Financials modules within Workday. On June 9, 2016 the Board of Education voted to move forward with this implementation and approved the costs associated with the District’s 3<sup>rd</sup>-party software implementer, training on the new software, and other internal costs associated with a such a large project. Workday is a cloud-based ERP solution that will streamline and improve many of the Districts business processes. DCSD believes that by using Workday the District will greatly enhance its financial reporting capabilities, improve tracking of taxpayer assets, and amplify its capabilities related to inventory and contract management. By moving forward with the second phase of the software deployment, DCSD will no longer be running two systems as Oracle will be phased out and all business processes from Human Resources to Accounting and Procurement will all be managed through one integrated system. Given the size and scope of the project, DCSD expects the implementation process will take an entire fiscal year to complete.

## STRATEGIC PLAN SPOTLIGHTS

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### WORLD CLASS EDUCATION—Digital Media Education Studio

How do you train up the next generation of creative professionals and visual storytellers? Engage them in their crafts through real-world, hands-on experiences led by award winning industry professionals and marketplace media educators! That's exactly what's happening at the Digital Media Education Studio (more commonly known as the **DMEStudio!**) out at the Echo Park Stadium in Parker. The **DMEStudio** offers students concurrent courses (which provide college credits) and experiences that include a wide variety of specialized courses that teach skills such as Visual Storytelling, Screenplay/Script Writing, Filmmaking, Broadcast Television Management and Production, Sports Broadcasting, Producing, Directing, Editing, Shooting, Lighting and many more! The **DMEStudio** utilizes the local Educational PEG Channel 54 broadcasting on Comcast and CenturyLink in Douglas County to air student news and other programming as well as hosting an online version of the station content. The **DMEStudio** also plans to offer media/technology teachers, staff and community members the opportunity for monthly clinics and seminars for hands-on training in Adobe Creative Suite Products and other creative solutions applicable in the marketplace through video and digital media production.



### SAFETY—Campus Security Specialists work to keep students safe

When students return to our middle and high schools this fall they may notice a little change as they're greeted by our campus security specialists. This highly capable group of men and women will be wearing a new light gray uniform, signifying a larger organization change, which aims to make our schools even safer. Beginning on July 1, the Campus Security Specialists Program will report to the Douglas County School District's Safety and Security department, rather than their individual schools. The goal is to ensure that our campus security staff is uniformly trained, certified, and ready, through consistency and alignment with nationally-recognized best practices.

Over the course of the last school year the Safety and Security Department worked closely with the PK-12 department, including middle and high school principals, to develop a transition plan. Starting this fall, all Campus Security Specialists are outfitted with a uniform, black pants and a light grey shirt with the word Security in bold lettering displayed on the back. Individual schools have the option to place the school mascot on the front lapel of the shirt, alongside the words DCSD Security.

Safety is the top priority of the Douglas County School District and we believe better coordination between the Safety and Security department and our campus safety specialists will help us meet our goal of providing the safest environment possible, so that our students can focus on learning.

#### Upgrades to School Camera Systems

Over the past year, the Security Department has been hard at work replacing old analog camera systems to an IP camera system bringing all sites on to one platform. This was made possible with the help of the Information and Technology Department providing old servers that Security repurposed into recording systems saving over \$190,000 in equipment. These new systems allow for future expansion, reliability, higher quality video and maintaining a single platform. Additionally, 170 cameras were purchased to replace failed or failing cameras and bring all high schools to an IP platform. Functional cameras that were removed from the high schools will be used in other schools to replace failing or failed cameras.

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# FINANCIAL SECTION



## Adopted Budget Book

FY 2016-2017

# FY 2016-2017 BUDGET MESSAGE

Due to a positive economic outlook and sound District fiscal practice, DCSD is committing over \$14.1M of new revenue and current fiscal year budgetary savings into classrooms and employee compensation. Based on the Long Bill and the School Finance Act, DCSD is anticipating an additional \$112 per student bringing the total Per Pupil Revenue to \$7,163 for the 2016-2017 school year.

<b>New Ongoing Expenditures*</b>	
<b>New Revenue + Current Fiscal Year Budgetary Savings</b>	<b>\$14.1M</b>
3% Average Pay Increase	\$9.0M
SPED & PERA Increase	\$3.8M
Medical Benefit Increase	\$0.8M
Ongoing Increase to Device Refresh	\$0.5M

New ongoing expenditures represents increased expenditures for neighborhood schools only and excludes charter schools



# MAJOR REVENUE SOURCES

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## LOCAL FUNDING

Two local sources of revenues are incorporated into the Public School Finance Act of 1994 (as amended): property taxes and specific ownership (vehicle registration) taxes. Funding for a school district's Total Program is provided first by local sources of revenues (the Local Share); if these local sources are insufficient to fully fund Total Program, state moneys fund any shortfall.

### 1.) Property Taxes

Each school district is required to impose a property tax levy to finance its Local Share of Total Program. The ability to raise money from property taxes varies widely among districts. Differences in tax bases (assessed property values) result in differences in revenues collected, using a given mill levy tax rate. Nonetheless, no district's property tax revenues are transferred to any other district; instead, moneys raised remain in the District which imposes the tax.

The county assessor determines the valuation of all property located within a district's boundaries (e.g. residential, commercial, agricultural, oil, and gas). The state is responsible for determining the valuation of public utilities within district boundaries. Regardless of property type, assessed valuation is based on a percentage of the property's actual value. For example, in budget year 2016-2017, residential property is expected to have an assessed valuation equal to 7.96 percent of its actual value.

One mill of tax is the same as one-tenth of one percent (.001). Therefore, on residential property with an actual value of \$100,000 and, thus, an assessed valuation of \$7,960, each mill of tax raises \$7.96.

Beginning in FY 2007-2008, legislation was passed to stabilize school district mill levies. The legislation caps mill levies at 27 mills and freezes mill levies for districts with mill levies of 27 mills or less. This legislation applies to the Total Program mill levy only. It does not affect override, bond, special building and technology, full-day kindergarten excess cost, or transportation mill levies. Additionally, this mill levy cap/freeze does not apply to districts that have not held a successful TABOR election.

Statewide across all school districts, property taxes are projected to provide \$2,463 per pupil, or about 33.17 percent of Total Program funding.

### 2.) Specific Ownership Taxes

Vehicle registration taxes are collected by counties and are shared with school districts. Each district's Local Share includes an amount of specific ownership tax revenue equal to the prior budget year's actual amount received.

Statewide across all school districts, specific ownership taxes are projected to provide \$185.12 per pupil, or about 2.4 percent of Total Program funding.

### Other Revenue

Other revenues includes investment earnings, fees for athletics, activities, parking, and rental of District facilities.

# MAJOR REVENUE SOURCES CONTINUED

## STATE FUNDING

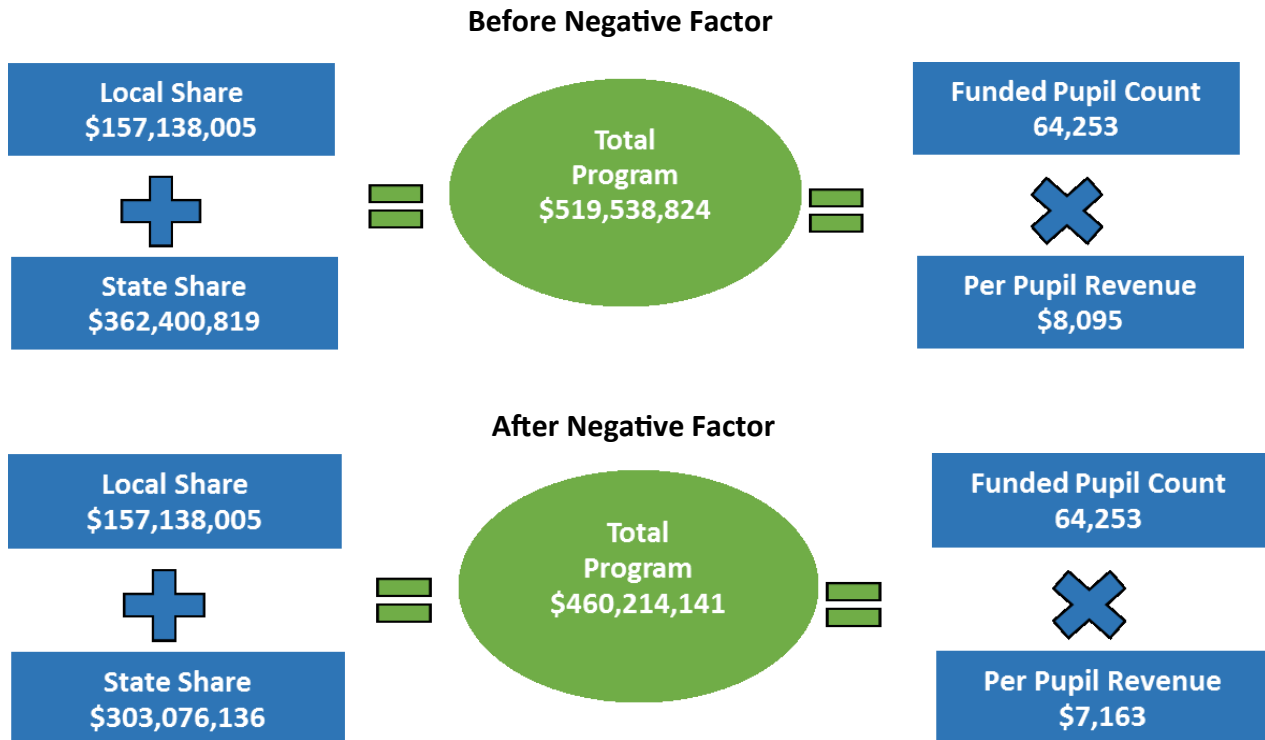
Funding from the State (State Share or State Equalization) is provided to each school district whose Local Share is insufficient to fully fund its Total Program. Payments of State Share moneys are made monthly to districts and are funded primarily from state income (personal and corporate) and sales and use tax revenues collected.

Starting in FY 2009-2010 the guarantee for minimum state aid was eliminated through House Bill 09-1318 and districts are no longer guaranteed an amount from the state.

Statewide across all school districts, State Share is projected to provide \$4,808.71 per pupil, or about 65.92 percent of Total Program funding.

The Negative Factor is a tool used by the State Legislature to reduce the state’s financial obligation to K12. During the Great Recession, the Legislature did not have sufficient tax revenue to fully fund all programs. In order to balance the budget with regard to K12, the Legislature created the Negative Factor which reduced the State’s contribution to K12 education. For example, if the State contribution to K12 was calculated at \$4 billion and the State could only afford \$3 billion, the Negative Factor would be \$1 billion. This \$1 billion is the “cut” to K12 on an annual basis. The Negative Factor fluctuates on an annual basis based on the State’s ability to fund K12. Currently, the Negative Factor stands at approximately \$831 million. Over the past 7 years, DCSD’s cumulative share of the Negative Factor has been just over \$426 million. In other words, if DCSD were fully funded as contemplated by the School Finance Act, DCSD would have had \$426 million of additional revenue to spend over the last 7 years.

Total Program Local Share is the sum of local property tax (not including MLO) and specific ownership taxes in formula only, which are not effected by the negative factor. State Share is the state equalization entitlement that decreases due to the negative factor.



- Negative Factor = \$59.3M
- Total Negative Factor since 2009-2010: \$426M

## MAJOR REVENUE SOURCES

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### FEDERAL FUNDING

Federal funds provide support for the Designated Purpose Grants Fund through Title programs under the “No Child Left Behind Act” and funding for special needs programs. The Food Services Fund is also funded by Federal sources. The two largest amounts the District receives are for “Education for the Handicapped” and federal reimbursement for the school breakfast and lunch programs.

### OTHER FUNDING

#### Override Revenues (C.R.S. 22-54-108)

A school district may desire to spend more property tax revenues than authorized/required to fund its Total Program. In this event, a district must seek approval from its voters to raise and expend "override" property tax revenues via an additional mill levy. Override revenues also are permitted for a district whose budget year 1994-1995 actual Total Program exceeded its budget year 1994-1995 formula calculation (a "hold harmless" district).

Beginning in FY 2009-2010, a district's override revenues cannot exceed 25 percent of its Total Program or \$200,000, whichever is greater, plus an amount equal to the maximum dollar amount of property tax revenue that the district could have generated for FY 2001-2002 in a Cost of Living Adjustment election. All override revenues come from increased property taxes; no additional state funding occurs. A district's voter approval to raise and expend "override" revenues does not affect the amount of State Share funding which the district is eligible to receive. DCSD has \$33.7M of override funding.

Source: Colorado Department of Education

<http://www.cde.state.co.us/cdefinance/fy2015-16brochure>.

## MAJOR EXPENDITURE CATEGORIES

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**Salaries** make up the largest expenditure category in most funds. Some funds, such as the Private Purpose Trust and Bond Redemption, do not include salaries and benefits.

**Benefits** consist of District PERA contributions, Medicare, health and life insurance, as well as short and long term disability payments. The PERA contribution rate will increase each year through January 2018, when it will be set at 20.15 percent.

**Purchased Services** comprise payments for professional services provided by outside companies or individuals.

**Supplies and Materials** expenditures include textbooks and library books, as well as classroom and other supplies.

**Operating** expenditures represent the expenses the District incurs to continue normal business operations.

**Capital** includes planned expenditures for new construction and renovations of schools and support facilities.

**Contingency** represents the amount the District holds in the case of a negative economic event.



## LEGISLATIVE IMPACTS

### Gallagher Amendment

The Gallagher Amendment was adopted by Colorado voters in 1982 and divides the state's total property tax burden between residential and nonresidential (commercial) property. The Amendment mandates that 45 percent of total state property taxes must come from residential property, and the remaining 55 percent from commercial property.

### TABOR Amendment

The Taxpayer Bill of Rights (TABOR) was approved by Colorado voters in 1992. It applies to all levels of Colorado government (including school districts) and is designed to restrain government growth. Tax rates cannot be raised without voter approval, and revenues in excess of the TABOR limit must be refunded to taxpayers.

### Public School Finance Act

The Colorado General Assembly enacted the Public School Finance Act in 1994 (subject to annual review and revision). Most revenues provided to Colorado's 178 school districts are provided through this legislation. Funding is based on an annual October pupil count. For each pupil funded, the formula provides a base amount of money, plus additional monies for cost of living, personnel costs, size and online funding. There is also funding for at-risk pupils (qualify for the federal free lunch program). Starting in FY 2010-2011, the "Negative Factor" is now applied.

### Amendment 23

Amendment 23 was approved by Colorado voters in November 2000 and changes K-12 public school state funding, and required the statewide "base" funding to be increased by the rate of inflation and one percent for ten years. Starting in FY 2010-2011 and later, the increase is only at the rate of inflation. Due to state budget shortfalls starting in FY 2010-2011, the State Legislature adopted additional legislation resulting in a "Negative Factor" funding rescissions.

### Negative Factor

Beginning in FY 2010-2011, the State determined it could not afford the total State Share due to budget shortfalls. The Negative Factor reduces DCSD's total funding by approximately 11.5 percent in FY 2016-2017. Over the past 7 years, DCSD's cumulative share of the Negative Factor has been just over \$426 million. In other words, if DCSD were fully funded as contemplated by the School Finance Act, DCSD would have had \$426 million of additional revenue to spend over the last 7 years.

### Referendum C

Colorado taxpayers voted to approve Referendum C in November 2005. This referendum allowed the state to spend monies collected over the TABOR limit for the next five years on health care, public education, transportation projects and local fire and police pensions.



## LEGAL DEBT MARGIN

The debt limit for the District in FY 2016 is \$ 1,398,249,273 which is 25 percent of the assessed value of 5,620,055,765 (Assessed value for prior year was \$4,805,044,445. This debt limit, less the net debt (total debt applicable to limit) equals a legal debt margin of \$342,249,713 for FY 2016.

Douglas County School District Re. 1  
Legal Debt Margin  
For The Last Ten Years

	2,016	2015	2014	2013	2012	2011
Debt limit	1,398,249,273 \$	1,195,078,265 \$	1,172,364,883 \$	1,137,851,270 \$	1,126,183,940 \$	1,229,211,143 \$
Total debt applicable to limit	342,249,713	390,608,248	432,426,936	543,691,131	509,211,093	543,221,541
Legal debt margin	1,055,999,560	804,470,017	739,937,947	594,160,139	616,972,847	685,989,602
Total debt applicable to the limit as a percentage of debt limit	24.48%	32.68%	36.89%	47.78%	45.2%	44.2%

	2010	2009	2008	2007
<b>Debt limit<sup>(1)</sup></b>	\$ 1,219,884,738	\$ 1,169,546,910	\$ 1,128,380,140	\$ 1,005,711,488
<b>Total debt applicable to limit</b>	580,366,240	608,924,744	637,134,744	609,424,795
<b>Legal debt margin<sup>(2)</sup></b>	639,518,498	560,622,166	491,245,396	396,286,693
<b>Total debt applicable to the limit as a percentage of debt limit</b>	47.6%	52.1%	56.5%	60.6%

# OUTSTANDING DEBT

## Aggregate Principal Payments

Douglas County School District

### Outstanding General Obligation Bonds as of September 17, 2014-Actual Payment Dates

Date	2004	2004B	2005A	2005B	2006A	2006B	2007A	2007B
12/15/2014	3,615,000.00	18,360,000.00		123,243.75	14,500,000.00	1,036,546.00	448,898.10	
12/15/2015		19,395,000.00		95,308.50	15,130,000.00	5,375,000.00	348,225.90	
12/15/2016		22,565,000.00	2,425,000.00		575,000.00	5,625,000.00	270,142.50	
12/15/2017							209,570.85	6,820,000.00
12/15/2018								7,125,000.00
12/15/2019								
12/15/2020								
12/15/2021								
12/15/2022								
12/15/2023								
12/15/2024								
12/15/2025								
12/15/2026								
12/15/2027								
12/15/2028								
12/15/2029								
12/15/2030								
	3,615,000.00	60,320,000.00	2,425,000.00	218,552.25	30,205,000.00	12,036,546.00	1,276,837.35	13,945,000.00

Date	2009	2010	2012	2013	2014	Aggregate Principal	Aggregate Principal Balance
12/15/2014	180,000.00	580,000.00	395,000.00	125,000.00	745,000.00	40,108,687.85	390,608,247.75
12/15/2015	2,535,000.00	590,000.00	400,000.00	130,000.00	4,360,000.00	48,358,534.40	342,249,713.35
12/15/2016	4,070,000.00	1,120,000.00	410,000.00	130,000.00		37,190,142.50	305,059,570.85
12/15/2017	4,230,000.00	6,610,000.00	420,000.00	135,000.00	14,200,000.00	32,624,570.85	272,435,000.00
12/15/2018	4,445,000.00	13,200,000.00	425,000.00	135,000.00	10,415,000.00	35,745,000.00	236,690,000.00
12/15/2019	4,665,000.00	13,705,000.00	435,000.00	140,000.00	10,945,000.00	29,890,000.00	206,800,000.00
12/15/2020	20,375,000.00	14,270,000.00	445,000.00	145,000.00		35,235,000.00	171,565,000.00
12/15/2021	20,255,000.00	14,910,000.00	460,000.00	150,000.00		35,775,000.00	135,790,000.00
12/15/2022	7,860,000.00	12,310,000.00	1,170,000.00	155,000.00		21,495,000.00	114,295,000.00
12/15/2023	8,275,000.00	2,060,000.00	12,555,000.00	160,000.00		23,050,000.00	91,245,000.00
12/15/2024	2,415,000.00	2,135,000.00	15,055,000.00	165,000.00		19,770,000.00	71,475,000.00
12/15/2025	2,545,000.00	2,220,000.00	11,940,000.00	3,990,000.00		20,695,000.00	50,780,000.00
12/15/2026			14,965,000.00	4,145,000.00		19,110,000.00	31,670,000.00
12/15/2027			2,475,000.00	17,450,000.00		19,925,000.00	11,745,000.00
12/15/2028			2,600,000.00	3,550,000.00		6,150,000.00	5,595,000.00
12/15/2029			2,730,000.00			2,730,000.00	2,865,000.00
12/15/2030			2,865,000.00			2,865,000.00	
	81,850,000.00	83,710,000.00	69,745,000.00	30,705,000.00	40,665,000.00	430,716,935.60	

Source: School District Financials

<https://www.dcsdk12.org/district/transparency>

Douglas County School District Re. 1  
Estimated Overlapping General Obligation Debt  
(Unaudited)

In addition to the general obligation indebtedness of the District, other taxing entities are authorized to incur general obligation debt within boundaries which overlap or partially overlap the boundaries of the District. The following table sets forth the estimated overlapping general obligation debt attributable to property owners within the District as of June 30, 2015. Additional taxing entities may overlap with the District in the future.

**Estimated Overlapping General Obligation Debt**

	2014		Outstanding Debt	
	Assessed Valuation <sup>(2)</sup>	Entity's Debt Outstanding	Percent	Amount
<b>Direct Debt</b>				
Douglas County School District RE-1	\$ 4,681,693,780	\$ 505,233,996	100%	<u>\$ 505,233,996</u>

**Overlapping G.O. Debt <sup>(1)</sup>**

Name of Overlapping Entity	Valuation <sup>(3)</sup>	G.O. Debt	Percent	Amount
Antelope Heights Metropolitan District	\$ 12,567,670	\$ 10,035,000	100.00%	\$ 10,035,000
Arapahoe County Water and Wastewater P.I.D.	343,704,769	131,915,000	2.45	3,231,918
City of Aurora	2,979,564,029	2,115,000	0.29	6,134
Canterberry Crossing Metropolitan District	24,148,430	11,780,000	100	11,780,000
Canterberry Crossing Metropolitan District II	19,739,840	12,290,000	100	12,290,000
Castle Oaks Metropolitan District	12,986,450	17,025,000	100	17,025,000
Castle Pines Metropolitan District	125,381,120	1,540,000	100	1,540,000
Castle Pines North Metropolitan District <sup>(4)</sup>	134,903,840	10,130,000	100	10,130,000
Castlewood Ranch Metropolitan District	25,309,700	19,760,000	100	19,760,000
Chatfield South Water District	5,000,170	104,662	100	104,662
Cherokee Ridge Estates Metropolitan District	2,757,390	1,065,000	100	1,065,000
Cherry Creek South Metropolitan District No. 1	35,027,670	3,930,000	100	3,930,000
Cherry Creek South Metropolitan District No. 2	3,897,080	1,850,000	100	1,850,000
Compark Business Campus Metropolitan District <sup>(5)</sup>	37,020,880	51,110,000	100	51,110,000
Concord Metropolitan District	22,019,360	5,330,000	100	5,330,000
Consolidated Bell Mountain Ranch Metro. District	13,849,170	13,240,000	100	13,240,000
Cottonwood Water and Sanitation District	76,436,440	18,610,275	100	18,610,275
Crystal Crossing Metropolitan District	6,061,080	6,920,000	100	6,920,000
Crystal Valley Metropolitan District No. 1	17,020	19,527,005	100	19,527,005
Crystal Valley Metropolitan District No. 2	16,535,800	38,370,000	100	38,370,000
Elkhorn Ranch Metropolitan District No. 1	4,925,540	7,293,683	100	7,293,683
Heritage Hills Metropolitan District	39,061,300	475,000	100	475,000
Highfield Metropolitan District	7,184,980	3,250,000	100	3,250,000
Highlands Ranch Metropolitan District	1,204,989,130	46,635,000	100	46,635,000
Horse Creek Metropolitan District	11,325,730	4,465,000	100	4,465,000
Horseshoe Ridge Metropolitan Districts Nos. 1-3 <sup>(6)</sup>	7,968,070	3,850,000	100	3,850,000
Hunting Hill Metropolitan District	2,787,260	3,850,000	100	3,850,000
Inverness Metropolitan Improvement District	291,312,879	4,660,000	31.84	1,483,744
Inverness Water and Sanitation District	292,483,959	14,565,000	31.71	4,618,562
Jordan Crossing Metropolitan District	2,394,260	1,330,000	100	1,330,000
Larkspur Fire Protection District	121,436,340	2,530,000	100	2,530,000
Lincoln Creek Metropolitan District <sup>(7)</sup>	1,262,110	4,130,000	100	4,130,000
Lincoln Meadows Metropolitan District	8,318,780	8,490,292	100	8,490,292
Lincoln Park Metropolitan District <sup>(8)</sup>	29,707,500	31,485,000	100	31,485,000
Lincoln Station Metropolitan District	42,363,750	16,435,000	100	16,435,000

Douglas County School District Re. 1  
Estimated Overlapping General Obligation Debt  
(Unaudited)

**Estimated Overlapping General Obligation Debt**  
(Continued)

Name of Overlapping Entity	Valuation <sup>(3)</sup>	G.O. Debt	Percent	Amount
Lincoln Meadows Metropolitan District	8,318,780	8,490,292	100	8,490,292
Lincoln Park Metropolitan District <sup>(8)</sup>	29,707,500	31,485,000	100	31,485,000
Lincoln Station Metropolitan District	42,363,750	16,435,000	100	16,435,000
Louviers Water and Sanitation District <sup>(9)</sup>	1,608,050	773,993	100	773,993
Maher Ranch Metropolitan District No. 4 <sup>(10)</sup>	24,090,750	19,720,000	100	19,720,000
Meadow Station Public Improvement District	2,458,860	395,000	100	395,000
Meadows Metropolitan Districts Nos. 1 - 7 <sup>(11)</sup>	137,575,720	70,000,000	100	70,000,000
Meridian Metropolitan District	165,692,390	70,000,000	100	70,000,000
Meridian Village Metropolitan District Nos. 1 & 2 <sup>(12)</sup>	24,610,160	35,185,000	100	35,185,000
Neu Towne Metropolitan District <sup>(13)</sup>	3,728,230	7,607,123	100	7,607,123
North Meridian Metropolitan District	846,710	7,240,000	100	7,240,000
North Pines Metropolitan District	3,494,380	2,420,000	100	2,420,000
Olde Town Metropolitan District	2,729,860	905,000	100	905,000
Omnipark Metropolitan District	44,254,070	4,800,000	100	4,800,000
Parker Automotive Metropolitan District	4,273,980	3,855,000	100	3,855,000
Parker Homestead Metropolitan District	4,326,970	6,500,000	100	6,500,000
Parker Water and Sanitation District	473,284,647	90,110,000	100	90,110,000
Pine Bluffs Metropolitan District	7,074,828	4,510,000	100	4,510,000
Pinery West Metropolitan District No. 2 <sup>(14)</sup>	32,704,100	17,330,000	100	17,330,000
Pinery West Metropolitan District No. 3 <sup>(15)</sup>	9,306,330	1,890,000	100	1,890,000
Plum Creek Metropolitan District	20,439,280	1,005,039	100	1,005,039
Ravenna Metropolitan District	6,272,650	9,000,000	100	9,000,000
Reata North Metropolitan District <sup>(16)</sup>	16,638,580	10,971,051	100	10,971,051
Reata South Metropolitan District <sup>(17)</sup>	14,237,820	19,350,000	100	19,350,000
Regency Metropolitan District	4,859,640	2,983,000	100	2,983,000
Robinson Ranch Metropolitan District	1,199,730	695,000	100	695,000
RockingHorse Metropolitan District No. 2	8,732,230	42,348,508	100	42,348,508
Roxborough Village Metropolitan District	53,712,330	11,125,114	100	11,125,114
Roxborough Water and Sanitation District	130,059,573	6,220,000	73.70	4,584,140
Sedalia Water and Sanitation District <sup>(18)</sup>	6,327,670	113,342	100	113,342
Solitude Metropolitan District	2,990	5,000,000	100	5,000,000
South Meridian Metropolitan District	32,812,520	8,337,000	100	8,337,000
South Suburban Park and Recreation District	2,716,997,033	15,715,000	19.86	3,120,999
Southeast Public Improvement Metro. District	1,905,845,650	3,330,000	34.38	1,144,854
Stone Canon Ranch Metropolitan District	1,618,950	418,316	100	418,316
Stonegate Village Metropolitan District	71,598,390	25,490,000	100	25,490,000
Tallman Gulch Metropolitan District	531,370	4,214,000	100	4,214,000
Thunderbird Water and Sanitation District <sup>(19)</sup>	5,950,550	266,548	100	266,548
Villages at Castle Rock Metropolitan Dist. No. 4 and Founders Village Metropolitan District <sup>(20)</sup>	35,500,810	25,911,000	100	25,911,000
Villages at Castle Rock Metropolitan District No. 6	12,365,710	36,524,206	100	36,524,206
Villages at Castle Rock Metropolitan District No. 7	19,660,950	2,440,000	100	2,440,000
West Metro Fire Protection District	2,866,088,199	32,805,000	3.54	1,161,297
<b>Total Overlapping</b>				<b>\$ 945,620,805</b>
<b>Total Direct Debt and Overlapping Debt</b>				<b>\$1,450,854,801</b>

Douglas County School District Re. 1  
Estimated Overlapping General Obligation Debt  
(Unaudited)

**Estimated Overlapping General Obligation Debt**  
(Continued)

- (1) Other entities also overlap the District, but have no outstanding general obligation debt.
- (2) The 2014 assessed valuation figures certified by the County Assessors are for collection of ad valorem property taxes in 2015.
- (3) The percentage of each entity's outstanding debt attributable to the District is calculated by comparing the assessed valuation of the portion overlapping the District to the total assessed valuation of the overlapping entity. To the extent the District's assessed valuation changes disproportionately with the assessed valuation of overlapping entities, the percentage of debt for which property owners within the District are responsible will also change.
- (4) Castle Pines North Metropolitan District ("CPNMD") has issued limited tax general obligation bonds backed by a required mill levy with a variable maximum. The debt service mill levy for 2014 is 22 mills. CPNMD also has an agreement with Hidden Pointe Metropolitan District whereby Hidden Pointe remits net revenues equivalent to 12 mills to CPNMD for repayment of these bonds.
- (5) Pursuant to an agreement with Compark Business Campus Metropolitan District, E-470 Potomac Metropolitan District is required (through 2018) to levy a limited mill levy to pay debt service on a portion of the bonds.
- (6) Pursuant to a capital pledge agreement, Horseshoe Ridge Metropolitan Districts Nos. 2 and 3 (the "Financing Districts") pledge certain tax revenues to Horseshoe Ridge Metropolitan District No. 1 to pay obligations associated with the property tax supported revenue bonds issued by District No. 1. The Financing Districts pledge proceeds from a required mill levy of 35 mills which will be imposed upon all taxable property therein.
- (7) Lincoln Creek Metropolitan District has defaulted on its general obligation debt and, as of December 31, 2014, the outstanding principal balance is the original amount of \$4,130,000.
- (8) The outstanding debt figure for Lincoln Park Metropolitan District is as of October 2, 2014, the date it obtained a mill levy supported bank loan.
- (9) Louviers Water and Sanitation District's debt is comprised of general obligation bonds and a mill levy supported Colorado Water Resources and Power Development Authority loan.
- (10) Maher Ranch Metropolitan District No. 4's general obligation debt consists of limited tax general obligation bonds secured by a required mill levy not to exceed 55.063 mills and specific ownership tax revenue.
- (11) Seven contiguous districts entered into a Regional Facilities Cost Sharing Agreement whereby each district is liable for a portion of the total general obligation debt incurred by the other districts.
- (12) Meridian Village Metropolitan District No. 1's debt is supported by pledged revenues partially consisting of ad valorem property taxes levied against all taxable property in Meridian Village Metropolitan District No. 2.
- (13) Neu Towne Metropolitan District's general obligation debt consists of limited tax general obligation bonds secured by a required mill levy not to exceed 35 mills, facility fees, and specific ownership tax revenue.
- (14) Pinery West Metropolitan District No. 2's general obligation debt consists of limited tax general obligation bonds secured by a required mill levy not to exceed 57.475 mills and specific ownership tax revenue.
- (15) Pinery West Metropolitan District No. 3's general obligation debt consists of limited tax general obligation bonds secured by a required mill levy not to exceed 50 mills and specific ownership tax revenue.
- (16) Reata North Metropolitan District's general obligation debt consists of limited tax general obligation bonds secured by a required mill levy not to exceed 50 mills and facility fees.
- (17) Reata South Metropolitan District's general obligation debt consists of limited tax general obligation bonds secured by a required mill levy of not less than 40 mills and not more than 50 mills, facility fees, specific ownership tax revenue, and pay m
- (18) Sedalia Water and Sanitation District's debt is a mill levy supported Colorado Water Resources and Power Development Authority Loan secured with a Governmental Agency Bond.
- (19) Thunderbird Water and Sanitation's debt consists of mill levy supported loans from the Colorado Water Resources and Power Development Authority.
- (20) Pursuant to a Plan for Adjustment of Debts approved by the U.S. Bankruptcy Court, Villages at Castle Rock Metropolitan District No. 4 ("Villages No. 4") issued Revenue Refunding Bonds Series 1991 in the amount of \$29,970,000. Pursuant to an agreement

Sources: Assessors' Offices of Adams, Arapahoe, Douglas, Elbert, and Jefferson Counties and the City and County of Denver; and individual taxing entities.

Source: SCHOOL DISTRICT FINANCIAL RECORDS

[https://www.dcsdk12.org/sites/default/files/BusinessServices/cafr/June%202015%20Comprehensive%20Annual%20Financial%20Report\\_1.pdf](https://www.dcsdk12.org/sites/default/files/BusinessServices/cafr/June%202015%20Comprehensive%20Annual%20Financial%20Report_1.pdf)

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# SUMMARY OF ALL FUNDS FY 2016-2017





## FUND BALANCE—GENERAL FUND

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In the fund financial statements, governmental funds report the following classification of fund balance in accordance with GASB Statement No. 54:

*Non-spendable* - includes amounts that cannot be spent because they are either not spendable in form -such as inventories - or are legally or contractually required to be maintained intact.

*Restricted* - includes amounts restricted by external sources (creditors, laws of other governments, etc.) or by constitutional provision such as Colorado TABOR or enabling legislation.

*Committed* - includes amounts that can only be used for specific purposes. Committed fund balance is reported pursuant to resolutions passed by the Board of Education, the District's highest level of decision making authority. Fund balance of the District may be committed for a specific source by formal action of the Board of Education. Amendments or modifications of the committed fund balance must also be approved by formal action of the Board of Education. As of June 30, 2016 the District has no committed amounts.

*Assigned* - includes amounts the District intends to use for a specific purpose, but do not meet the definition of restricted fund balance. Under the District's adopted policy, the Board delegates authority to the Superintendent or the Chief Financial Officer.

*Unassigned* - includes amounts that have not been assigned to other funds, restricted, or assigned to a specific purpose within the General Fund and negative fund balances in other governmental funds. The Combined General Fund is the only fund that would report a positive amount in unassigned fund balance. In circumstances where an expenditure is to be made for a purpose for which amounts are available in multiple fund balance classifications, the order in which resources will be expended is as follows: restricted fund balance, assigned fund balance, and lastly, unassigned fund balance.

### Fund Balance Policy

Both the extent and the quality of educational services affect and are affected by the financial condition of the District. The District provides its best estimate of the end-of-year fund balances to be carried forward to the ensuing year as a beginning fund balance. At a minimum, the budget adopted by the District shall ensure that unrestricted General Fund or cash emergency reserves are held in the amount required under the provisions of the Colorado State Constitution. The Board of Education, by policy, mandates an additional reserve of 3 percent to enhance the sustainability of the District's financial position. This additional Board reserve is assigned in the fund balance pursuant to GASB Statement No. 54. The District maintains an ongoing three year projection for significant operating funds.

The District continues to maintain a healthy fund balance. Our schools and departments regularly scrutinize their spend and have contributed greatly to the maintenance of this fund balance associated with the Board's policy of allowing budget holders to carry unspent discretionary dollars into the new year. Compliance with and level of reserves and contingencies associated with Board policy shall be examined every year as part of the budget development process to determine if modifications are prudent in view of uncertainties in current and future revenues and expenses.

### TABOR and Board of Education Reserves

The financial statements report that the State of Colorado requires each school district to reserve 3 percent or more of fiscal year spending to use only for declared emergencies. Though Colorado Revised Statutes permit school districts to secure a letter of credit from an investment grade bank for all or a portion of the emergency reserve as long as the Board of Education has filed a letter of intent with the State Treasurer and the Department of Education, the Board has discontinued this practice. As mentioned above, in addition to the required TABOR Reserve, the Board of Education, by policy, requires an additional 3 percent of yearly spend in held reserves providing financial stability and available resources to fund any unexpected emergency. You can see on page 56 and 57 the financial policy report the District meets the TABOR and additional Board of Education reserve policy reporting restricted and assigned fund balances of \$16,268,693 and \$16,268,693 with an additional \$5,000,000 contingency respectively. The ending fund balance after assigned and reserved is \$893,760.

## SUMMARY OF ALL FUNDS

## FY 2016-2017 ADOPTED BUDGET

	10 General Fund	13 Outdoor Education	15 Full Day Kindergarten	18 Risk Insurance	25 Transportation Fund	43 Capital Projects
Beginning Fund Balances	\$ 79,360,190	\$ 23,432	\$ 1,534,564	\$ 1,779,031	\$ 2,582,922	\$ 10,675,029
Revenues:						
Property Taxes	\$ 178,929,196	\$ -	\$ -	\$ -	\$ -	\$ -
Specific Ownership Taxes	20,820,899	-	-	-	-	-
Other Local Income	22,920,548	874,851	4,872,750	-	2,533,137	-
Intergovernmental	322,466,604	-	-	-	4,623,185	-
Transfers In	-	100,000	-	3,862,288	13,560,726	2,424,874
Other	-	-	-	-	-	-
<b>Total Revenues</b>	<b>545,137,247</b>	<b>974,851</b>	<b>4,872,750</b>	<b>3,862,288</b>	<b>20,717,048</b>	<b>2,424,874</b>
<b>Total Sources</b>	<b>\$ 624,497,437</b>	<b>\$ 998,283</b>	<b>\$ 6,407,314</b>	<b>\$ 5,641,319</b>	<b>\$ 23,299,970</b>	<b>\$ 13,099,903</b>
Expenditures/Expenses:						
Salaries & Benefits	\$ 364,520,283	\$ 687,678	\$ 4,517,704	\$ 502,085	\$ 18,974,712	\$ -
Purchased Services	23,274,716	136,692	136,250	4,002,032	976,521	2,197,748
Contracts w/Charter Schools	105,090,555	-	-	-	-	-
Supplies	63,274,116	123,101	189,754	232,800	4,724,649	-
Property and Equipment	-	3,500	-	-	671,853	7,140,599
Other	1,357,404	23,072	29,042	5,300	(2,047,765)	1,329,874
Transfers Out	28,549,217	-	-	-	-	-
<b>Total Expenditures</b>	<b>586,066,291</b>	<b>974,043</b>	<b>4,872,750</b>	<b>4,742,217</b>	<b>23,299,970</b>	<b>10,668,221</b>
BOE Contingency	\$ 5,000,000					
<b>Change in Fund Balance</b>	<b>(45,929,044)</b>	<b>808</b>	<b>-</b>	<b>(879,929)</b>	<b>(2,582,922)</b>	<b>(8,243,347)</b>
<b>Ending Fund Balance</b>	<b>\$ 33,431,146</b>	<b>\$ 24,240</b>	<b>\$ 1,534,564</b>	<b>\$ 899,102</b>	<b>\$ -</b>	<b>\$ 2,431,682</b>
Tabor Reserve - 3%	\$ 16,268,693					
BOE Emergency Reserve - 3%	\$ 16,268,693					
<b>Ending Fund Balances - after reserves</b>	<b>\$ 893,760</b>					

## SUMMARY OF ALL FUNDS CONTINUED

## FY 2016-2017 ADOPTED BUDGET

	21 Nutrition Services Fund	22 Governmental Designated Grant Fund	24 Child Care Fund	26 Athletics and Activities Fund	31 Bond Redemption	39 COP Lease Payments
Beginning Fund Balances	\$ 1,786,801	\$ 185,120	\$ 5,557,700	\$ 1,156,282	\$ 58,977,684	\$ 2
Revenues:						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 51,902,963	\$ -
Specific Ownership Taxes	-	-	-	-	-	-
Other Local Income	13,787,400	195,547	12,061,748	10,213,579	167,211	970,817
Intergovernmental	3,235,000	13,068,997	-	-	-	-
Transfers In	-	-	-	4,985,043	-	3,616,286
Other	-	-	-	-	-	-
<b>Total Revenues</b>	<b>17,022,400</b>	<b>13,264,544</b>	<b>12,061,748</b>	<b>15,198,622</b>	<b>52,070,174</b>	<b>4,587,103</b>
<b>Total Sources</b>	<b>\$ 18,809,201</b>	<b>\$ 13,449,664</b>	<b>\$ 17,619,448</b>	<b>\$ 16,354,904</b>	<b>\$ 111,047,858</b>	<b>\$ 4,587,105</b>
Expenditures/Expenses:						
Salaries & Benefits	\$ 7,418,514	\$ 9,685,567	\$ 8,614,976	\$ 6,364,548	\$ -	\$ -
Purchased Services	759,500	2,957,244	1,392,290	2,298,459	6,778	10,170
Contracts w/Charter Schools	-	-	-	-	-	-
Supplies	7,579,496	295,333	611,555	5,691,861	-	-
Property and Equipment	-	184,000	-	116,400	-	-
Other	512,984	142,400	1,442,927	1,883,636	54,654,694	4,438,653
Transfers Out	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>16,270,494</b>	<b>13,264,544</b>	<b>12,061,748</b>	<b>16,354,904</b>	<b>54,661,472</b>	<b>4,448,823</b>
BOE Contingency						
<b>Change in Fund Balance</b>	<b>751,906</b>	<b>-</b>	<b>-</b>	<b>(1,156,282)</b>	<b>(2,591,298)</b>	<b>138,280</b>
<b>Ending Fund Balance</b>	<b>\$ 2,538,707</b>	<b>\$ 185,120</b>	<b>\$ 5,557,700</b>	<b>\$ -</b>	<b>\$ 56,386,386</b>	<b>\$ 138,282</b>
Tabor Reserve - 3%						
BOE Emergency Reserve - 3%						

## SUMMARY OF ALL FUNDS CONTINUED

## FY 2016-2017 ADOPTED BUDGET

	45 COP Building	65 Medical Fund	66 STDI Fund	74 Pupil Activity Fund	75 Private Purpose Trust	TOTAL
Beginning Fund Balances	\$ 6,556,673	\$ 5,004,880	\$ 305,607	\$ 811,520	\$ 34,312	\$ 176,331,749
Revenues:						
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	230,832,159
Specific Ownership Taxes	-	-	-	-	-	20,820,899
Other Local Income	12,000	44,096,860	701,844	1,476,740	60,000	114,945,032
Intergovernmental	-	-	-	-	-	343,393,786
Transfers In	-	-	-	-	-	28,549,217
Other	-	-	-	-	-	-
<b>Total Revenues</b>	12,000	44,096,860	701,844	1,476,740	60,000	738,541,093
<b>Total Sources</b>	<b>\$ 6,568,673</b>	<b>\$ 49,101,740</b>	<b>\$ 1,007,451</b>	<b>\$ 2,288,260</b>	<b>\$ 94,312</b>	<b>\$ 914,872,842</b>
Expenditures/Expenses:						
Salaries & Benefits	\$ -	\$ 68,400	\$ -	\$ -	\$ -	421,354,467
Purchased Services	-	44,316,332	599,119	-	-	83,063,851
Contracts w/Charter Schools	-	-	-	-	-	105,090,555
Supplies	340,725	66,665	-	1,649,276	-	84,779,331
Property and Equipment	6,227,948	-	-	-	-	14,344,300
Other	-	-	-	-	62,000	63,081,372
Transfers Out	-	-	-	-	-	29,302,066
<b>Total Expenditures</b>	6,568,673	44,451,397	599,119	1,649,276	62,000	801,015,942
BOE Contingency						
<b>Change in Fund Balance</b>	(6,556,673)	(354,537)	102,725	(172,536)	(2,000)	(62,474,849)
<b>Ending Fund Balance</b>	<b>\$ -</b>	<b>\$ 4,650,343</b>	<b>\$ 408,332</b>	<b>\$ 638,984</b>	<b>\$ 32,312</b>	<b>\$ 113,856,900</b>
Tabor Reserve - 3%						
BOE Emergency Reserve - 3%						

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**SUMMARY OF COMBINED GENERAL FUND &  
SPECIAL REVENUE FUNDS  
FY 2016-2017**



**Douglas County School District**  
***Learn today. Lead tomorrow.***

# SUMMARY OF OPERATING FUNDS—COMBINED GENERAL FUND

## FY 2016-2017 ADOPTED BUDGET

	10 General Fund	13 Outdoor Education	15 Full Day Kindergarten	18 Risk Insurance	25 Transportation	43 Capital Projects	TOTAL Combined General
Beginning Fund Balances	79,360,190	23,432	1,534,564	1,779,031	2,582,922	10,675,029	95,955,168
REVENUES by Source							
Property Taxes	178,929,196	-	-	-	-	-	178,929,196
Specific Ownership Taxes	20,820,899	-	-	-	-	-	20,820,899
Other Local Income	22,920,548	874,851	4,872,750	-	2,533,137	-	31,201,286
Intergovernmental	322,466,604	-	-	-	4,623,185	-	327,089,789
Transfers In	-	100,000	-	3,862,288	13,560,726	2,424,874	19,947,888
Other	-	-	-	-	-	-	-
Total Revenues	545,137,247	974,851	4,872,750	3,862,288	20,717,048	2,424,874	577,989,058
<b>Total Sources</b>	<b>624,497,437</b>	<b>998,283</b>	<b>6,407,314</b>	<b>5,641,319</b>	<b>23,299,970</b>	<b>13,099,903</b>	<b>673,944,226</b>
EXPENDITURES by Program							
Instructional	307,828,224	-	4,371,120	-	-	1,095,000	313,294,344
Support - Students	16,237,238	-	59,174	-	-	-	16,296,412
Support - Instructional Staff	23,269,493	-	-	-	-	-	23,269,493
Support - General Administration	2,838,916	-	-	-	-	-	2,838,916
Support - School Administration	31,034,553	-	442,456	-	-	-	31,477,009
Support - Business Services	3,588,476	-	-	-	-	-	3,588,476
Support - Operations & Maintenance	37,755,422	31,200	-	675,003	-	-	38,461,625
Support - Transportation	-	-	-	-	23,299,970	-	23,299,970
Support - Central	27,736,120	-	-	3,867,214	-	2,197,748	33,801,082
Support - Other	794,499	-	-	-	-	-	794,499
Transfer Out	28,549,217	-	-	-	-	-	28,549,217
Contracts w/Charter Schools	105,090,555	-	-	-	-	-	105,090,555
Non Instructional	1,343,578	942,843	-	200,000	-	7,375,473	9,861,894
<b>Total Expenditures</b>	<b>586,066,291</b>	<b>974,043</b>	<b>4,872,750</b>	<b>4,742,217</b>	<b>23,299,970</b>	<b>10,668,221</b>	<b>496,983,720</b>
EXPENDITURES by Object							
Salaries 100s	270,564,934	490,630	3,302,774	379,746	12,400,917	-	287,139,001
Employee Benefits 200s	93,955,349	197,048	1,214,930	122,339	6,573,795	-	102,063,461
Purchased Services 300/400/500s	23,274,716	136,692	136,250	4,002,032	976,521	2,197,748	30,723,959
Supplies & Materials 600s	63,274,116	123,101	189,754	232,800	4,724,649	-	68,544,420
Property 700s	-	3,500	-	-	671,853	7,140,599	7,815,952
Other 800/900s	1,357,404	23,072	29,042	5,300	(2,047,765)	1,329,874	696,927
Transfers Out	28,549,217	-	-	-	-	-	28,549,217
Contracts w/Charter Schools	105,090,555	-	-	-	-	-	105,090,555
<b>Total Expenditures</b>	<b>586,066,291</b>	<b>974,043</b>	<b>4,872,750</b>	<b>4,742,217</b>	<b>23,299,970</b>	<b>10,668,221</b>	<b>496,983,720</b>
BOE Contingency	5,000,000	-	-	-	-	-	-
<b>Ending Fund Balance</b>	<b>33,431,146</b>	<b>24,240</b>	<b>1,534,564</b>	<b>899,102</b>	<b>-</b>	<b>2,431,682</b>	<b>176,960,506</b>
Tabor Reserve - 3%	\$ 16,268,693						
BOE Emergency Reserve - 3%	\$ 16,268,693						
<b>Ending Fund Balances - after reserves</b>	<b>\$ 893,760</b>						

## SUMMARY OF OPERATING FUNDS—SPECIAL REVENUES

### FY 2016-2017 ADOPTED BUDGET

	21 Nutrition	22 Governmental Designated Grants	24 Child Care	26 Athletics and Activities	Total Special Revenues
Beginning Fund Balances	1,786,801	185,120	5,557,700	1,156,282	8,685,903
<b>REVENUES by Source</b>					
Food Sales	13,713,400	-	-	-	13,713,400
Tuition	-	-	12,061,748	-	12,061,748
Fees	-	-	-	7,248,161	7,248,161
Intergovernmental	3,174,000	13,068,997	-	-	16,242,997
Transfers In	-	-	-	4,985,043	4,985,043
Other	135,000	195,547	-	2,965,418	3,295,965
<b>Total Revenues</b>	<b>17,022,400</b>	<b>13,264,544</b>	<b>12,061,748</b>	<b>15,198,622</b>	<b>57,547,314</b>
<b>Total Sources</b>	<b>18,809,201</b>	<b>13,449,664</b>	<b>17,619,448</b>	<b>16,354,904</b>	<b>66,233,217</b>
	21 Nutrition	22 Governmental Designated Grants	24 Child Care	26 Athletics and Activities	TOTAL Special Revenues
<b>EXPENDITURES by Program</b>					
Instructional	-	11,708,236	-	13,568,073	25,276,309
Support - Students	-	630,443	-	571,087	1,201,530
Support - Instructional Staff	-	715,457	-	2,215,744	2,931,201
Non Instructional	16,270,494	180,631	12,061,748	-	28,512,873
<b>Total Expenditures</b>	<b>16,270,494</b>	<b>13,264,544</b>	<b>12,061,748</b>	<b>16,354,904</b>	<b>57,951,690</b>
<b>EXPENDITURES by Object</b>					
Salaries 100s	5,357,634	7,006,729	6,035,661	5,201,405	23,601,429
Employee Benefits 200s	2,060,880	2,678,838	2,579,315	1,163,143	8,482,176
Purchased Services 300/400/500s	759,500	2,957,244	1,392,290	2,298,459	7,407,493
Supplies & Materials 600s	7,579,496	295,333	611,555	5,691,861	14,178,245
Property 700s	-	184,000	-	116,400	300,400
Other 800/900s	512,984	142,400	1,442,927	1,883,636	3,981,947
<b>Total Expenditures</b>	<b>16,270,494</b>	<b>13,264,544</b>	<b>12,061,748</b>	<b>16,354,904</b>	<b>57,951,690</b>
<b>Ending Fund Balance</b>	<b>2,538,707</b>	<b>185,120</b>	<b>5,557,700</b>	<b>-</b>	<b>8,281,527</b>



# SUMMARY OF ALL INDIVIDUAL FUNDS FY 2016-2017



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# COMBINED GENERAL FUND BUDGETS

General | Fund 10  
Outdoor Education | Fund 13  
Full Day Kindergarten | Fund 15  
Risk Insurance | Fund 18  
Transportation | Fund 25  
Capital Projects | Fund 43



# GENERAL FUND REVENUES

## FY 2011-2012 ACTUAL TO FY 2016-2017 ADOPTED BUDGET

	Audited Actuals FY 2011-2012	Audited Actuals FY 2012-2013	Audited Actuals FY 2013-2014	Audited Actuals FY 2014-2015
Balance on Hand July 1	\$ 60,595,521	\$ 73,851,830	\$ 79,368,368	\$ 72,102,627
<b>Revenue</b>				
Local Taxes				
Property Tax - In Formula	115,261,143	117,547,347	121,332,888	123,102,037
Budget Override	33,713,000	33,713,000	33,713,000	33,713,000
Specific Ownership Taxes - In Formula	8,543,931	9,949,745	10,246,397	10,637,035
Specific Ownership Taxes - Out	7,642,684	8,011,283	9,669,990	10,993,655
Subtotal Other Local Taxes	<u>\$ 165,160,758</u>	<u>\$ 169,221,375</u>	<u>\$ 174,962,275</u>	<u>\$ 178,445,727</u>
Intergovernmental Revenue				
Equalization Entitlements	246,550,954	255,806,950	270,410,414	293,357,217
Special Education	7,936,558	8,786,430	10,164,193	11,116,902
Vocational Education	521,750	437,016	594,172	447,612
Gifted & Talented	693,586	665,986	680,489	327,612
State Charter Construction Grant	-	-	742,137	1,463,332
Federal Revenue - Medicaid Reimbursement	-	1,108,536	981,631	1,082,802
Other	222,524	785,484	943,865	2,708,179
Subtotal Intergovernmental Revenue	<u>\$ 255,925,372</u>	<u>\$ 267,590,402</u>	<u>\$ 284,516,901</u>	<u>\$ 310,503,656</u>
Other Local Revenue				
General Fund Interest	101,260	156,368	62,882	68,958
Charter School Purchased Service Revenue	4,231,389	3,407,457	4,337,210	4,169,474
Transfers In Fm Bond Redemption Fund	44,588	64,046	-	-
Preschool Revenue	5,017,357	1,881,279	1,893,810	1,939,994
School Based Revenue	2,085,193	11,748,057	13,028,848	13,611,632
Other	7,622,250	2,019,129	2,533,175	2,638,612
Subtotal Other Local Revenue	<u>\$ 19,102,037</u>	<u>\$ 19,276,336</u>	<u>\$ 21,855,925</u>	<u>\$ 22,428,669</u>
<b>Total Revenue</b>	<u>\$ 440,188,167</u>	<u>\$ 456,088,113</u>	<u>\$ 481,335,101</u>	<u>\$ 511,378,052</u>
<b>Total Program Funding*</b>	370,356,028	383,304,042	401,989,700	427,096,288

\*State Equalization Entitlements plus Property Tax - In Formula plus Specific Ownership Taxes - In Formula

	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 79,989,994	\$ 79,989,994	\$ 79,360,190	\$ 79,360,190
<b>Revenue</b>				
Local Taxes				
Property Tax - In Formula	142,974,219	142,974,219	145,216,196	145,216,196
Budget Override	33,713,000	33,713,000	33,713,000	33,713,000
Specific Ownership Taxes - In Formula	11,574,572	11,574,572	11,921,809	11,921,809
Specific Ownership Taxes - Out	8,899,089	8,899,090	8,899,090	8,899,090
Subtotal Other Local Taxes	\$ 197,160,880	\$ 197,160,880	\$ 199,750,095	\$ 199,750,095
Intergovernmental Revenue				
Equalization Entitlements	290,719,612	290,719,612	301,815,521	303,076,136
Special Education	11,129,985	11,129,985	11,429,985	11,429,985
Vocational Education	594,171	594,171	447,612	520,892
Gifted & Talented	612,606	612,606	619,957	619,957
State Charter Construction Grant	2,519,993	2,519,992	2,519,993	2,519,993
Federal Revenue - Medicaid Reimbursement	2,127,875	2,127,875	1,000,000	1,600,000
Other	1,026,681	2,718,192	2,699,641	2,699,641
Subtotal Intergovernmental Revenue	\$ 308,730,923	\$ 310,422,433	\$ 320,532,709	\$ 322,466,604
Other Local Revenue				
General Fund Interest	60,000	60,000	60,000	60,000
Charter School Purchased Service Revenue	4,837,418	4,837,417	5,440,582	5,442,157
Transfers In Fm Bond Redemption Fund	-	-	-	-
Preschool Revenue	2,182,395	2,084,188	2,182,395	2,182,395
School Based Revenue	11,555,000	12,562,980	12,439,831	11,439,831
Other	3,592,580	2,784,682	2,884,165	3,796,165
Subtotal Other Local Revenue	\$ 22,227,393	\$ 22,329,267	\$ 23,006,973	\$ 22,920,548
<b>Total Revenue</b>	<b>\$ 528,119,196</b>	<b>\$ 529,912,580</b>	<b>\$ 543,289,777</b>	<b>\$ 545,137,247</b>
<b>Total Program Funding*</b>	<b>445,268,403</b>	<b>445,268,403</b>	<b>458,953,526</b>	<b>460,214,141</b>

\*State Equalization Entitlements plus Property Tax - In Formula plus Specific Ownership Taxes - In Formula

**GENERAL FUND EXPENDITURES****FY 2011-2012 ACTUALS TO FY 2016-2017 ADOPTED BUDGET**

	Audited Actuals FY 2011-2012	Audited Actuals FY 2012-2013	Audited Actuals FY 2013-2014	Audited Actuals FY 2014-2015
<b>Expenditures</b>				
Salaries	233,047,739	238,425,842	247,323,653	253,307,360
Benefits	64,907,037	71,210,785	75,073,031	76,675,091
<b>Subtotal</b>	<b>\$ 297,954,776</b>	<b>\$ 309,636,627</b>	<b>\$ 322,396,685</b>	<b>\$ 329,982,451</b>
Purchased Professional Services	3,982,132	5,461,710	6,684,491	6,129,965
Purchased Property Services	5,327,776	6,046,120	6,448,734	6,598,976
Other Purchased Services	5,591,127	5,962,154	6,305,618	7,377,380
Supplies <sup>(1)</sup>	18,436,876	20,344,264	23,373,315	21,966,442
Equipment	-	-	-	-
Utilities	11,497,484	10,638,568	10,830,306	10,563,702
Other	(1,060,892)	328,820	(117,464)	287,308
<b>Total Expenditures</b>	<b>\$ 341,729,279</b>	<b>\$ 358,418,263</b>	<b>\$ 375,921,684</b>	<b>\$ 382,906,224</b>
<b>Charter School Pass Through</b>	<b>\$ 54,244,208</b>	<b>\$ 59,994,588</b>	<b>\$ 74,178,911</b>	<b>\$ 82,813,050</b>
<b>Transfers</b>				
Risk Insurance Fund	4,454,644	3,654,644	3,654,644	3,862,288
Bond Redemption Fund	-	-	-	-
COP Lease Payment Fund	1,445,505	1,995,833	4,786,797	3,123,075
Athletics & Activities Fund	3,887,406	3,887,406	3,887,406	4,313,406
Transportation Fund	11,888,632	12,324,204	13,475,650	14,691,699
Outdoor Ed Fund	550,000	-	105,000	200,000
Full Day Kindergarten Fund	-	750,000	-	-
Pupil Activity Fund	-	-	-	-
Food Service Fund	600,000	-	2,500,000	-
Capital Projects for MCP	-	-	-	-
Capital Projects Fund	8,132,184	9,546,637	10,090,751	11,580,943
<b>Total Transfers</b>	<b>\$ 30,958,371</b>	<b>\$ 32,158,724</b>	<b>\$ 38,500,248</b>	<b>\$ 37,771,411</b>
<b>Total Expenditures and Transfers</b>	<b>\$ 426,931,858</b>	<b>\$ 450,571,575</b>	<b>\$ 488,600,842</b>	<b>\$ 503,490,685</b>
BOE Contingency	-	-	-	-
<b>Change in Fund Balance</b>	<b>\$ 13,256,309</b>	<b>\$ 5,516,538</b>	<b>\$ (7,265,741)</b>	<b>\$ 7,887,367</b>
<b>Ending Fund Balance</b>	<b>\$ 73,851,830</b>	<b>\$ 79,368,368</b>	<b>\$ 72,102,627</b>	<b>\$ 79,989,994</b>
Tabor Reserve - 3%	12,790,000	14,043,000	14,043,000	15,132,000
BOE Reserve - 3%	12,790,000	14,043,000	14,043,000	15,200,000
<b>Ending Fund Balance - after reserves</b>	<b>\$ 48,271,830</b>	<b>\$ 51,282,368</b>	<b>\$ 44,016,627</b>	<b>\$ 49,657,994</b>

<sup>(1)</sup>Revised budget includes carry over at schools and departments. Estimated actual is forecasted spending based on current trends.

## GENERAL FUND EXPENDITURES

	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
<b>Expenditures</b>				
Salaries	269,808,062	261,864,364	270,580,645	270,564,934
Benefits	90,166,505	83,695,142	93,804,369	93,955,349
Subtotal	\$ 359,974,567	\$ 345,559,506	\$ 364,385,014	\$ 364,520,283
Purchased Professional Services	6,443,200	7,028,963	5,671,997	5,671,997
Purchased Property Services	5,678,507	6,445,849	6,105,379	6,105,379
Other Purchased Services	7,664,963	7,004,607	9,714,465	9,236,110
Supplies <sup>(1)</sup>	49,817,405	20,726,292	53,863,545	53,859,545
Equipment	-	-	-	-
Utilities	11,675,800	10,012,256	11,675,801	11,675,801
Other	1,592,002	712,322	1,357,404	1,357,404
<b>Total Expenditures</b>	<b>\$ 442,846,444</b>	<b>\$ 397,489,794</b>	<b>\$ 452,773,605</b>	<b>\$ 452,426,519</b>
<b>Charter School Pass Through</b>	<b>\$ 91,757,526</b>	<b>\$ 91,757,527</b>	<b>\$ 103,457,670</b>	<b>\$ 105,090,555</b>
<b>Transfers</b>				
Risk Insurance Fund	4,662,288	4,662,288	3,862,288	3,862,288
Bond Redemption Fund	-	-	-	-
COP Lease Payment Fund	1,910,782	1,910,782	3,616,286	3,616,286
Athletics & Activities Fund	5,317,406	5,313,406	4,981,043	4,985,043
Transportation Fund	14,205,695	14,065,695	13,560,726	13,560,726
Outdoor Ed Fund	275,000	275,000	-	100,000
Full Day Kindergarten Fund	-	-	-	-
Pupil Activity Fund	-	-	-	-
Food Service Fund	-	-	-	-
Capital Projects for MCP	5,500,000	-	-	-
Capital Projects Fund	7,193,026	12,699,888	2,424,874	2,424,874
<b>Total Transfers</b>	<b>\$ 39,064,197</b>	<b>\$ 38,927,059</b>	<b>\$ 28,445,217</b>	<b>\$ 28,549,217</b>
<b>Total Expenditures and Transfers</b>	<b>\$ 573,668,167</b>	<b>\$ 528,174,380</b>	<b>\$ 584,676,492</b>	<b>\$ 586,066,291</b>
BOE Contingency	872,631	2,368,004	5,000,000	5,000,000
<b>Change in Fund Balance</b>	<b>\$ (46,421,602)</b>	<b>\$ (629,804)</b>	<b>\$ (46,386,715)</b>	<b>\$ (45,929,044)</b>
<b>Ending Fund Balance</b>	<b>\$ 33,568,392</b>	<b>\$ 79,360,190</b>	<b>\$ 32,973,475</b>	<b>\$ 33,431,146</b>
Tabor Reserve - 3%	15,290,000	15,290,000	16,268,693	16,268,693
BOE Reserve - 3%	15,293,333	15,293,333	16,268,693	16,268,693
<b>Ending Fund Balance - after reserves</b>	<b>\$ 2,985,059</b>	<b>\$ 48,776,857</b>	<b>\$ 436,089</b>	<b>\$ 893,760</b>

<sup>(1)</sup>Revised budget includes carry over at schools and departments. Estimated actual is forecasted spending based on current trends.

## GENERAL FUND THREE YEAR PROJECTION ASSUMPTIONS

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The following assumptions were used in estimating the FY 2017-2018, FY 2018-2019, and FY 2019-2020 budgets:

Forecast: \$50M annual increase to Negative Factor (assumed Negative Factor increases per Governor Hickenlooper's original 2016 Budget Request and the assumption 2016 De-Brucing ballot question fails)

### Assumptions:

- 500 new students each year, all enrolling in neighborhood schools.
- Per Pupil Revenue (PPR) increased by 2% to account for inflation.
- Total Program reduced by \$3.5M each year to reflect Negative Factor growing by \$50M annually Statewide.
  - DCSD represents approximately 7% of statewide enrollment.
- Specific Ownership and SPED categorical revenue increased annually by historical trend.
- Special Education costs assumed to grow at \$1.5M per year.
- PERA Rate increases per State statute.
- Medical benefit cost increases assumed at 5% per year.
- MLO (Mill Levy Override) \$ amount/student reduced as growing enrollment is funded by a fixed 33.7M.
- Charter schools receive their pro-rata share of the increased PPR & MLO.
- No new costs assumed for pay increases or SBB increases-options are provided at the bottom of the chart.
- Additional SBB Dollars passed through to schools based on growing enrollment assumptions.
- No, increased costs assumed for utilities, fuel, capital expenditures associated with the MCP, elimination of any fees, etc. nor for administrative costs associated with student growth.



## GENERAL FUND THREE YEAR PROJECTION REVENUES

	FY 2016-2017 Proposed Budget	FY 2017-2018 Projected Budget	FY 2018-2019 Projected Budget	FY 2019-2020 Projected Budget
Projected Funded Pupil Count	64,253	64,753	65,253	65,753
Projected PPR	\$ 7,163	\$ 7,252	\$ 7,345	\$ 7,442
Total Program Funding	460,244,239	469,588,756	479,283,285	489,333,826
Increased Total Program YoY	16,868,059	9,358,015	9,688,238	10,026,526
New Specific Ownership	300,000	300,000	300,000	300,000
New SPED Categorical	300,000	300,000	300,000	300,000
Fund Balance Reserved for 1% Pay Increase	3,500,000	-	-	-
Salary and Benefit Savings	2,600,000	-	-	-
<b>Total Resources District-Wide</b>	<b>23,568,059</b>	<b>9,958,015</b>	<b>10,288,238</b>	<b>10,626,526</b>
Special Education Increases	1,400,000	1,500,000	1,500,000	1,500,000
PERA Rate Increase	1,600,000	1,358,680	570,645	-
Medical Benefit Costs Increases	800,000	1,500,000	1,500,000	1,500,000
Projected SBB Pass Through (new enrollment)	(2,292,000)	1,993,500	1,993,500	1,993,500
Reduction of MLO Purchasing Power	800,000	262,346	260,320	258,325
Charter Share of Total Program	11,744,101	1,208,864	1,258,915	1,309,486
<b>Total New Initial Expenditures</b>	<b>14,052,101</b>	<b>7,823,389</b>	<b>7,083,380</b>	<b>6,561,311</b>
<b>DCSD Available Resources</b>	<b>9,515,958</b>	<b>2,134,626</b>	<b>3,204,858</b>	<b>4,065,215</b>
1% Pay Increase		3,000,000	3,000,000	3,000,000
3% Pay Increase		9,000,000	9,000,000	9,000,000
\$50 SBB		2,600,000	2,600,000	2,600,000
\$200 SBB		10,400,000	10,400,000	10,400,000

## OUTDOOR EDUCATION | FUND 13

### FY 2016-2017 ADOPTED BUDGET

This tuition-based fund accounts for activity associated with an outdoor learning environment where students are engaged in experiential learning activities. In addition to developing knowledge of the ecological surroundings, students are also involved in problem solving, being creative and constructing meaningful solutions. This fund was previously Fund 54. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 219	\$ 19,514	\$ 19,514	\$ 23,432	\$ 23,432
<b>Revenues</b>					
Tuition	506,815	741,316	613,749	874,851	874,851
Other Revenue	-	57,634	57,634	-	-
<b>Total Revenue</b>	<b>\$ 506,815</b>	<b>\$ 798,950</b>	<b>\$ 671,383</b>	<b>\$ 874,851</b>	<b>\$ 874,851</b>
Transfer from General Fund	200,000	275,000	275,000	-	100,000
<b>Total Sources</b>	<b>\$ 707,034</b>	<b>\$ 1,093,464</b>	<b>\$ 965,897</b>	<b>\$ 898,283</b>	<b>\$ 998,283</b>
<b>Expenditures</b>					
Salaries & Benefits	422,567	750,121	653,727	687,678	687,678
Purchased Services	120,058	148,312	154,093	36,692	136,692
Supplies	72,325	127,309	104,560	123,101	123,101
Depreciation	30,533	-	-	3,500	3,500
Field Trips and Other	42,037	44,290	30,085	23,072	23,072
<b>Total Expenditures</b>	<b>\$ 687,520</b>	<b>\$ 1,070,032</b>	<b>\$ 942,465</b>	<b>\$ 874,043</b>	<b>\$ 974,043</b>
Change in Fund Balance	\$ 19,295	\$ 3,918	\$ 3,918	\$ 808	\$ 808
Balance on Hand June 30	\$ 19,514	\$ 23,432	\$ 23,432	\$ 24,240	\$ 24,240

# FULL DAY KINDERGARTEN | FUND 15

## FY 2016-2017 ADOPTED BUDGET

This fund's revenues come from tuition paid by families to access a full day kindergarten program at many of the District's elementary schools. The School Finance Act only provides funding for half day Kindergarten at 0.58 FTE. Included in this fund are reserves designated for tuition scholarships meeting the needs of the District's at-risk kindergarten students. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 3,678,374	\$ 1,919,756	\$ 1,919,756	\$ 1,534,564	\$ 1,534,564
<b>Revenue</b>					
Tuition	4,656,866	4,446,245	4,209,826	4,872,750	4,872,750
Contributions/Donations	18,100	-	3,105	-	-
<b>Total Revenue</b>	<b>\$ 4,674,966</b>	<b>\$ 4,446,245</b>	<b>\$ 4,212,931</b>	<b>\$ 4,872,750</b>	<b>\$ 4,872,750</b>
Transfer from General Fund	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 8,353,340</b>	<b>\$ 6,366,001</b>	<b>\$ 6,132,687</b>	<b>\$ 6,407,314</b>	<b>\$ 6,407,314</b>
<b>Expenditures</b>					
Salaries	4,670,176	3,159,251	3,265,529	3,302,774	3,302,774
Benefits	1,342,586	1,115,518	1,061,624	1,214,930	1,214,930
Purchased Services	154,092	320,887	137,559	136,250	136,250
Supplies & Materials <sup>(1)</sup>	266,729	1,698,895	133,411	189,754	189,754
Other	-	71,450	-	29,042	29,042
<b>Total Expenditures</b>	<b>\$ 6,433,584</b>	<b>\$ 6,366,001</b>	<b>\$ 4,598,123</b>	<b>\$ 4,872,750</b>	<b>\$ 4,872,750</b>
Change in Fund Balance	\$ (1,758,618)	\$ (1,919,756)	\$ (385,192)	\$ -	\$ -
Balance on Hand June 30	\$ 1,919,756	\$ -	\$ 1,534,564	\$ 1,534,564	\$ 1,534,564

<sup>(1)</sup> Revised budget includes carry over at school locations

**RISK INSURANCE | FUND 18****FY 2016-2017 ADOPTED BUDGET**

This fund accounts for the activity associated with the District's property, liability and vehicle insurance, as well as related loss prevention services. It also accounts for the activity associated with the District's self-insured worker's compensation insurance. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

	<b>Audited Actuals FY 2014-2015</b>	<b>Final Revised Budget FY 2015-2016</b>	<b>Estimated Actual FY 2015-2016</b>	<b>Proposed Budget FY 2016-2017</b>	<b>Adopted Budget FY 2016-2017</b>
Balance on Hand July 1	\$ 1,761,059	\$ 1,296,280	\$ 1,296,280	\$ 1,779,031	\$ 1,779,031
<b>Revenues</b>					
General Fund Transfer	3,862,288	4,662,288	4,662,288	3,862,288	3,862,288
<b>Total Sources</b>	<b>\$ 5,623,347</b>	<b>\$ 5,958,568</b>	<b>\$ 5,958,568</b>	<b>\$ 5,641,319</b>	<b>\$ 5,641,319</b>
<b>Expenditures</b>					
Salaries	362,182	367,947	391,259	379,746	379,746
Benefits	94,251	115,889	102,691	122,339	122,339
Purchased/Property Services	3,640,574	4,002,032	3,378,092	4,002,032	4,002,032
Supplies & Materials	200,590	705,197	234,416	232,800	232,800
Equipment	26,205	-	70,400	-	-
Other	3,265	5,300	2,679	5,300	5,300
<b>Total Expenditures</b>	<b>\$ 4,327,067</b>	<b>\$ 5,196,365</b>	<b>\$ 4,179,537</b>	<b>\$ 4,742,217</b>	<b>\$ 4,742,217</b>
Change in Fund Balance	\$ (464,779)	\$ (534,077)	\$ 482,751	\$ (879,929)	\$ (879,929)
Balance on Hand June 30	\$ 1,296,280	\$ 762,203	\$ 1,779,031	\$ 899,102	\$ 899,102

# TRANSPORTATION | FUND 25

## FY 2016-2017 ADOPTED BUDGET

This fund is used to account for expenditures and revenues associated with student transportation services inclusive of the specialized transportation associated with special education students. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 532,856	\$ 2,128,172	\$ 2,128,172	\$ 2,582,922	\$ 2,582,922
<b>Revenues</b>					
Fees - To/From School	1,581,912	1,550,000	1,524,416	1,550,000	1,550,000
State Categorical Revenue	4,573,165	4,251,442	4,350,647	4,623,185	4,623,185
Other	1,091,200	1,323,234	1,151,641	983,137	983,137
<b>Total Revenue</b>	<b>\$ 7,246,277</b>	<b>\$ 7,124,676</b>	<b>\$ 7,026,704</b>	<b>\$ 7,156,322</b>	<b>\$ 7,156,322</b>
Transfer from General Fund	14,691,699	14,205,695	14,065,695	13,560,726	13,560,726
<b>Total Sources</b>	<b>\$ 22,470,832</b>	<b>\$ 23,458,543</b>	<b>\$ 23,220,571</b>	<b>\$ 23,299,970</b>	<b>\$ 23,299,970</b>
<b>Expenditures</b>					
Salaries	11,750,656	11,635,071	12,177,831	12,400,917	12,400,917
Benefits	4,614,254	6,344,039	4,886,684	6,573,795	6,573,795
Purchased Services	906,067	885,443	1,060,495	976,521	976,521
Supplies & Materials	3,514,274	4,277,372	2,579,029	4,724,649	4,724,649
Bus Purchases & Equipment	1,132,174	2,104,716	1,952,247	671,853	671,853
Other <sup>(1)</sup>	(1,574,764)	(1,788,098)	(2,018,637)	(2,047,765)	(2,047,765)
<b>Total Expenditures</b>	<b>\$ 20,342,660</b>	<b>\$ 23,458,543</b>	<b>\$ 20,637,649</b>	<b>\$ 23,299,970</b>	<b>\$ 23,299,970</b>
Change in Fund Balance	\$ 1,595,316	\$ (2,128,172)	\$ 454,750	\$ (2,582,922)	\$ (2,582,922)
Balance on Hand June 30	\$ 2,128,172	\$ -	\$ 2,582,922	\$ -	\$ -

<sup>(1)</sup> Represents chargebacks to schools for field trips and other extracurricular activities

**CAPITAL PROJECTS | FUND 43****FY 2016-2017 ADOPTED BUDGET**

This fund was created in FY 2010-2011 to account for the acquisition of capital assets that were formerly reported in the District's Special Revenue Fund, Capital Reserve Fund 21. Colorado Statute was changed in FY 2010-2011 eliminating the mandate to move 3% of General Fund revenues into the Capital Reserve Fund. This Capital Projects Fund accounts for activity associated with the acquisition of capital assets defined in BOE policy DID: Capital Asset Reporting and Inventories, as those items or groups of items that have a value of \$5,000 or more with a useful life greater than one year. This fund is included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

	<b>Audited Actuals FY 2014-2015</b>	<b>Final Revised Budget FY 2015-2016</b>	<b>Estimated Actual FY 2015-2016</b>	<b>Proposed Budget FY 2016-2017</b>	<b>Adopted Budget FY 2016-2017</b>
Balance on Hand July 1	\$ 10,150,986	\$ 10,311,883	\$ 10,311,883	\$ 10,675,029	\$ 10,675,029
<b>Revenues</b>					
District Technology Fee	10,668	-	4,848	-	-
Revenue in Lieu of Land	652,443	2,359,280	1,794,965	-	-
Proceeds from MFD Lease	-	-	-	-	-
Investment Earnings	388	-	-	-	-
Other Revenue	57,012	-	83,778	-	-
<b>Total Revenue</b>	<b>\$ 720,510</b>	<b>\$ 2,359,280</b>	<b>\$ 1,883,591</b>	<b>\$ -</b>	<b>\$ -</b>
Transfer from General Fund	11,580,943	12,693,026	12,699,888	2,424,874	2,424,874
<b>Total Sources</b>	<b>\$ 22,452,439</b>	<b>\$ 25,364,189</b>	<b>\$ 24,895,362</b>	<b>\$ 13,099,903</b>	<b>\$ 13,099,903</b>
<b>Expenditures</b>					
Purchased/Property Services	4,580,399	5,215,875	2,641,553	2,197,748	2,197,748
Equipment/Building	6,317,363	16,408,503	10,306,189	7,140,599	7,140,599
Other	1,242,794	1,308,217	1,272,591	1,329,874	1,329,874
<b>Total Expenditures</b>	<b>\$ 12,140,556</b>	<b>\$ 22,932,595</b>	<b>\$ 14,220,333</b>	<b>\$ 10,668,221</b>	<b>\$ 10,668,221</b>
Change in Fund Balance	\$ 160,897	\$ (7,880,289)	\$ 363,146	\$ (8,243,347)	\$ (8,243,347)
Balance on Hand June 30	\$ 10,311,883	\$ 2,431,594	\$ 10,675,029	\$ 2,431,682	\$ 2,431,682

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# BUILDING FUND BUDGETS

Bond Building | Funds 41 & 44

COP Building | Fund 45





# BOND BUILDING | FUNDS 41 & 44

## FY 2016-2017 ADOPTED BUDGET

The Building Fund is used to account for the management and actual construction of District facilities that are financed by General Obligation Bond (G.O.) proceeds. The beginning fund balance for FY 2016-2017 is \$0. November of 2006 was the last time the District had the taxpayer authority to sell G.O. Bonds.

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenues</b>					
Other Revenue	-	-	-	-	-
Interest	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Expenditures</b>					
Salaries & Benefits	-	-	-	-	-
Buildings & Building Improvements	-	-	-	-	-
Purchased Services	-	-	-	-	-
Supplies & Materials	-	-	-	-	-
Equipment	-	-	-	-	-
Other Expenditures	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Change in Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Balance on Hand June 30	\$ -	\$ -	\$ -	\$ -	\$ -

**COP BUILDING | FUND 45****FY 2016-2017 ADOPTED BUDGET**

This fund has been established to account for capital projects funded with the proceeds from the sale of Certificates of Participation. This fund accounts for the activity that will be associated with capital projects identified in the FY 2016-2017 DCSD Master Capital Plan.

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 14,986,393	\$ 9,071,898	\$ 9,071,898	\$ 6,556,673	\$ 6,556,673
<b>Revenues</b>					
COP Issuance	-	-	-	-	-
Premium on Bond	-	-	-	-	-
Investment Earnings	17,729	18,818	18,818	12,000	12,000
Transfers Out	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 17,729</b>	<b>\$ 18,818</b>	<b>\$ 18,818</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>
<b>Total Sources</b>	<b>\$ 15,004,122</b>	<b>\$ 9,090,716</b>	<b>\$ 9,090,716</b>	<b>\$ 6,568,673</b>	<b>\$ 6,568,673</b>
<b>Expenditures</b>					
Building and Building Improvements	1,168,567	7,432,211	552,346	6,227,948	6,227,948
Salaries & Benefits	-	-	-	-	-
Purchased Services	19,647	-	12,607	-	-
Supplies and Materials	4,716,475	1,639,687	1,962,205	340,725	340,725
Debt Issuance Costs & Other	27,535	-	6,885	-	-
<b>Total Expenditures</b>	<b>\$ 5,932,224</b>	<b>\$ 9,071,898</b>	<b>\$ 2,534,043</b>	<b>\$ 6,568,673</b>	<b>\$ 6,568,673</b>
Change in Fund Balance	\$ (5,914,495)	\$ (9,053,080)	\$ (2,515,225)	\$ (6,556,673)	\$ (6,556,673)
Balance on Hand June 30	\$ 9,071,898	\$ 18,818	\$ 6,556,673	\$ -	\$ -

# SPECIAL REVENUE FUND BUDGETS

Nutrition Services | Fund 21  
Governmental Designated Purpose Grants | Fund 22  
Child Care | Fund 24  
Athletics and Activities | Fund 26



**NUTRITION SERVICES | FUND 21****FY 2016-2017 ADOPTED BUDGET**

The Nutrition Services Fund is self supporting and accounts for activities related to preparation of school meals. Due to new CDE regulations, this fund is now accounted for as a Special Revenue Fund and not an Enterprise Fund. This was previously an Enterprise Fund, Fund 51.

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 113,548	\$ 921,707	\$ 921,707	\$ 1,786,801	\$ 1,786,801
<b>Revenues</b>					
Food Sales	13,356,242	13,667,860	13,548,240	13,713,400	13,713,400
Federal Reimbursement	2,265,855	2,300,000	2,283,346	2,300,000	2,300,000
Commodity Contribution	631,335	713,000	713,000	800,000	800,000
Misc Revenue	42,615	111,000	132,792	74,000	74,000
Loss on Sale of Cap Assets & Transfers out	45,500	21,230	21,229	-	-
State Match. Child Nutr. & CDE Rev	98,940	93,500	126,806	135,000	135,000
<b>Total Revenues</b>	<b>\$ 16,440,487</b>	<b>\$ 16,906,590</b>	<b>\$ 16,825,413</b>	<b>\$ 17,022,400</b>	<b>\$ 17,022,400</b>
Transfer from General Fund	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 16,554,035</b>	<b>\$ 17,828,297</b>	<b>\$ 17,747,120</b>	<b>\$ 18,809,201</b>	<b>\$ 18,809,201</b>
<b>Expenditures</b>					
Salaries & Benefits	6,531,093	7,226,476	7,085,514	7,418,514	7,418,514
Food & Commodities	6,813,296	6,769,325	5,960,581	6,814,196	6,814,196
Purchased Services & Repairs	880,878	766,100	818,448	759,500	759,500
Capital Outlay	56,644	-	-	-	-
Supplies	782,833	2,266,711	1,474,827	765,300	765,300
Other	567,585	574,684	620,949	512,984	512,984
<b>Total Expenditures</b>	<b>\$ 15,632,328</b>	<b>\$ 17,603,296</b>	<b>\$ 15,960,319</b>	<b>\$ 16,270,494</b>	<b>\$ 16,270,494</b>
Change in Fund Balance	\$ 808,159	\$ (696,706)	\$ 865,094	\$ 751,906	\$ 751,906
Balance on Hand June 30	\$ 921,707	\$ 225,001	\$ 1,786,801	\$ 2,538,707	\$ 2,538,707

**GOVERNMENTAL DESIGNATED PURPOSE GRANTS | FUND 22****FY 2016-2017 ADOPTED BUDGET**

This fund accounts for most state, local and federal grants received by the District. Expenditures in this fund are reimbursed; therefore, revenue equals expenditures at the end of the fiscal year.

	<b>Audited Actuals FY 2014-2015</b>	<b>Final Revised Budget FY 2015-2016</b>	<b>Estimated Actual FY 2015-2016</b>	<b>Proposed Budget FY 2016-2017</b>	<b>Adopted Budget FY 2016-2017</b>
Balance on Hand July 1	\$ 185,120	\$ 185,120	\$ 185,120	\$ 185,120	\$ 185,120
<b>Revenues</b>					
State Revenue	537,601	422,811	420,196	418,943	418,943
Federal Revenue	11,511,898	13,153,447	13,144,443	12,249,593	12,650,054
Other Revenue	366,377	521,997	480,128	195,547	195,547
<b>Total Revenue</b>	<b>\$ 12,415,876</b>	<b>\$ 14,098,255</b>	<b>\$ 14,044,767</b>	<b>\$ 12,864,083</b>	<b>\$ 13,264,544</b>
<b>Total Sources</b>	<b>\$ 12,600,996</b>	<b>\$ 14,283,375</b>	<b>\$ 14,229,887</b>	<b>\$ 13,049,203</b>	<b>\$ 13,449,664</b>
<b>Expenditures</b>					
Salaries & Benefits	8,841,744	9,632,870	9,652,791	9,307,106	9,685,567
Purchased/Property Services	2,228,725	3,058,427	3,032,641	2,957,244	2,957,244
Supplies and Materials	400,422	410,763	413,807	295,333	295,333
Equipment	84,049	68,970	50,858	184,000	184,000
Other	860,937	927,225	894,670	120,400	142,400
<b>Total Expenditures</b>	<b>\$ 12,415,876</b>	<b>\$ 14,098,255</b>	<b>\$ 14,044,767</b>	<b>\$ 12,864,083</b>	<b>\$ 13,264,544</b>
Change in Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Balance on Hand June 30	\$ 185,120	\$ 185,120	\$ 185,120	\$ 185,120	\$ 185,120

**CHILD CARE | FUND 24****FY 2016-2017 ADOPTED BUDGET**

The Child Care Fund is self-supporting, and accounts for the activity associated with the District's Before and After School Child Care. These programs are budgeted to be self supporting with revenues derived from program enrollment fees charged on a per-child basis. Similar to Nutrition Services, this fund is now accounted for as a Special Revenue Fund. This was previously an Enterprise Fund, Fund 52.

	<b>Audited Actuals FY 2014-2015</b>	<b>Final Revised Budget FY 2015-2016</b>	<b>Estimated Actual FY 2015-2016</b>	<b>Proposed Budget FY 2016-2017</b>	<b>Adopted Budget FY 2016-2017</b>
Balance on Hand July 1	\$ 4,412,495	\$ 4,998,474	\$ 4,998,474	\$ 5,557,700	\$ 5,557,700
<b>Revenues</b>					
Tuition	10,636,071	11,349,189	11,344,182	12,061,748	12,061,748
Other Revenue	3,169	-	18,789	-	-
<b>Total Revenue</b>	<b>\$ 10,639,240</b>	<b>\$ 11,349,189</b>	<b>\$ 11,362,971</b>	<b>\$ 12,061,748</b>	<b>\$ 12,061,748</b>
<b>Total Sources</b>	<b>\$ 15,051,735</b>	<b>\$ 16,347,663</b>	<b>\$ 16,361,445</b>	<b>\$ 17,619,448</b>	<b>\$ 17,619,448</b>
<b>Expenditures</b>					
Salaries & Benefits	7,549,257	8,034,035	7,916,847	8,614,976	8,614,976
Purchased Services	661,108	1,330,707	809,396	1,392,290	1,392,290
Supplies and Materials <sup>(1)</sup>	826,192	5,580,974	982,340	611,555	611,555
Depreciation	-	-	-	-	-
Field Trips and Other	1,016,704	1,401,947	1,095,162	1,442,927	1,442,927
<b>Total Expenditures</b>	<b>\$ 10,053,261</b>	<b>\$ 16,347,663</b>	<b>\$ 10,803,745</b>	<b>\$ 12,061,748</b>	<b>\$ 12,061,748</b>
Change in Fund Balance	\$ 585,979	\$ (4,998,474)	\$ 559,226	\$ -	\$ -
Balance on Hand June 30	\$ 4,998,474	\$ -	\$ 5,557,700	\$ 5,557,700	\$ 5,557,700

<sup>(1)</sup> Revised budget includes carry over at school locations

# ATHLETICS & ACTIVITIES | FUND 26

## FY 2016-2017 ADOPTED BUDGET

This fund accounts for all revenues and expenditures directly related to Colorado High School Activities Association (CHSAA) sponsored athletics and activities, as well as other District sponsored activities at middle and high schools.

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 823,833	\$ 395,743	\$ 395,743	\$ 1,156,282	\$ 1,156,282
<b>Revenues</b>					
Student Fees	6,110,163	3,391,371	2,106,083	2,812,510	2,812,510
Gate Fees	586,587	594,165	601,050	572,433	572,433
Other	3,654,607	6,721,685	7,511,103	6,828,636	6,828,636
<b>Total Revenue</b>	<b>\$ 10,351,357</b>	<b>\$ 10,707,221</b>	<b>\$ 10,218,236</b>	<b>\$ 10,213,579</b>	<b>\$ 10,213,579</b>
Transfer from General Fund	4,313,406	5,317,406	5,313,406	4,981,043	4,985,043
<b>Total Sources</b>	<b>\$ 15,488,596</b>	<b>\$ 16,420,370</b>	<b>\$ 15,927,385</b>	<b>\$ 16,350,904</b>	<b>\$ 16,354,904</b>
<b>Expenditures</b>					
Salaries & Benefits	5,760,134	5,915,956	6,099,619	6,364,548	6,364,548
Purchased Services	2,692,762	1,981,735	2,434,353	2,298,459	2,298,459
Supplies and Materials	5,885,184	7,313,426	5,450,129	5,687,861	5,691,861
Capital Outlay	229,592	106,000	110,061	116,400	116,400
Other	525,182	1,103,253	676,941	1,883,636	1,883,636
<b>Total Expenditures</b>	<b>\$ 15,092,853</b>	<b>\$ 16,420,370</b>	<b>\$ 14,771,103</b>	<b>\$ 16,350,904</b>	<b>\$ 16,354,904</b>
Change in Fund Balance	\$ (428,090)	\$ (395,743)	\$ 760,539	\$ (1,156,282)	\$ (1,156,282)
Balance on Hand June 30	\$ 395,743	\$ -	\$ 1,156,282	\$ -	\$ -

# DEBT SERVICE AND LEASE PAYMENT FUND BUDGETS

Bond Redemption | Fund 31  
COP Lease Payments | Fund 39





**BOND REDEMPTION | FUND 31****FY 2016-2017 ADOPTED BUDGET**

This fund serves as the vehicle for recording dedicated property taxes and the payment of outstanding principal and interest on the District's General Obligation bonds.

	<b>Audited Actuals FY 2014-2015</b>	<b>Final Revised Budget FY 2015-2016</b>	<b>Estimated Actual FY 2015-2016</b>	<b>Proposed Budget FY 2016-2017</b>	<b>Adopted Budget FY 2016-2017</b>
Balance on Hand July 1	\$ 62,838,660	\$ 68,501,246	\$ 68,501,246	\$ 58,977,684	\$ 58,977,684
<b>Revenues</b>					
Property Taxes	73,646,635	59,999,715	59,999,715	51,902,963	51,902,963
Investment Earnings	53,599	64,000	119,224	167,211	167,211
<b>Total Revenues</b>	<b>\$ 73,700,234</b>	<b>\$ 60,063,715</b>	<b>\$ 60,118,939</b>	<b>\$ 52,070,174</b>	<b>\$ 52,070,174</b>
Proceeds from Bond Refunding	40,665,000	-	-	-	-
Refunding Bond Premium	3,052,530	-	-	-	-
Payment to Refunding Bond Escrow Agent	(43,432,257)	-	-	-	-
<b>Total Sources</b>	<b>\$ 136,824,167</b>	<b>\$ 128,564,961</b>	<b>\$ 128,620,185</b>	<b>\$ 111,047,858</b>	<b>\$ 111,047,858</b>
<b>Expenditures</b>					
Principal	40,108,688	48,358,535	48,358,535	37,190,143	37,190,143
Interest	27,932,668	21,273,966	21,273,966	17,464,551	17,464,551
Bond Issuance Costs	281,565	50,000	10,000	6,778	6,778
Supplies	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 68,322,921</b>	<b>\$ 69,682,501</b>	<b>\$ 69,642,501</b>	<b>\$ 54,661,472</b>	<b>\$ 54,661,472</b>
Transfer to General Fund	-	-	-	-	-
<b>Total Uses</b>	<b>\$ 68,322,921</b>	<b>\$ 69,682,501</b>	<b>\$ 69,642,501</b>	<b>\$ 54,661,472</b>	<b>\$ 54,661,472</b>
Change in Fund Balance	\$ 5,662,586	\$ (9,618,786)	\$ (9,523,562)	\$ (2,591,298)	\$ (2,591,298)
Balance on Hand June 30	\$ 68,501,246	\$ 58,882,460	\$ 58,977,684	\$ 56,386,386	\$ 56,386,386

**CERTIFICATES OF PARTICIPATION (COP) LEASE PAYMENTS | FUND 39****FY 2016-2017 ADOPTED BUDGET**

Pursuant to CDE Chart of Accounts, this fund is identified for non-voter approved lease payments.

	<b>Audited Actuals FY 2014-2015</b>	<b>Final Revised Budget FY 2015-2016</b>	<b>Estimated Actual FY 2015-2016</b>	<b>Proposed Budget FY 2016-2017</b>	<b>Adopted Budget FY 2016-2017</b>
Balance on Hand July 1	\$ 1,756,946	\$ 1,538,284	\$ 1,538,284	\$ 2	\$ 2
<b>Revenues</b>					
Interest on Investment	1,564	5,219		6,877	6,877
Cert of Participation - Aspen View	561,598	809,223	814,442	963,940	963,940
<b>Total Revenues</b>	<b>\$ 563,162</b>	<b>\$ 814,442</b>	<b>\$ 814,442</b>	<b>\$ 970,817</b>	<b>\$ 970,817</b>
Proceeds from COP Refunding	6,470,000	12,100,000	12,100,000	-	-
Refunding COP Premium	145,159	943,790	943,790	-	-
Payment to Refunded Escrow Agent	(6,458,799)	-	-	-	-
Transfer from General Fund	3,123,075	1,910,782	1,910,782	3,616,286	3,616,286
<b>Total Sources</b>	<b>\$ 5,599,543</b>	<b>\$ 17,307,298</b>	<b>\$ 17,307,298</b>	<b>\$ 4,587,105</b>	<b>\$ 4,587,105</b>
<b>Expenditures</b>					
Principal Retirement	2,190,000	15,618,340	15,618,340	2,980,000	2,980,000
Debit Issuance Costs	150,114	-	-	-	-
Interest and Fiscal Charges	1,721,145	1,688,956	1,688,956	1,468,823	1,468,823
<b>Total Expenditures</b>	<b>\$ 4,061,259</b>	<b>\$ 17,307,296</b>	<b>\$ 17,307,296</b>	<b>\$ 4,448,823</b>	<b>\$ 4,448,823</b>
Change in Fund Balance	\$ (218,662)	\$ (1,538,282)	\$ (1,538,282)	\$ 138,280	\$ 138,280
Balance on Hand June 30	\$ 1,538,284	\$ 2	\$ 2	\$ 138,282	\$ 138,282

# INTERNAL SERVICE FUND BUDGETS

Medical | Fund 65  
Short Term Disability Insurance | Fund 66



**MEDICAL | FUND 65****FY 2016-2017 ADOPTED BUDGET**

The District operates a self-funded employee health benefit program where the health claims are accounted for in this fund. In addition, employee medical and dental premium payments to Delta Dental and Kaiser Permanente are also accounted for in this fund. The District establishes each year's premium amounts based on projected medical claims as well as the updated premium charge from Kaiser Permanente.

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 8,698,959	\$ 5,843,138	\$ 5,843,138	\$ 5,004,880	\$ 5,004,880
<b>Revenues</b>					
Health Insurance Premiums	38,255,827	39,728,781	38,812,147	41,540,609	41,540,609
Dental Insurance Premiums	2,036,434	1,979,978	1,971,326	1,979,978	1,979,978
Investment Earnings	6,497	10,173	9,119	10,173	10,173
Other	5,920	566,100	88,916	566,100	566,100
<b>Total Revenues</b>	<b>\$ 40,304,678</b>	<b>\$ 42,285,032</b>	<b>\$ 40,881,508</b>	<b>\$ 44,096,860</b>	<b>\$ 44,096,860</b>
Transfer from General Fund	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 49,003,638</b>	<b>\$ 48,128,170</b>	<b>\$ 46,724,646</b>	<b>\$ 49,101,740</b>	<b>\$ 49,101,740</b>
<b>Expenditures</b>					
Health Plan	38,948,255	38,758,357	37,218,351	39,755,188	39,755,188
Dental Plan	2,793,917	2,939,248	2,826,579	3,139,687	3,139,687
Salaries and Benefits	20,326	68,400	36,961	68,400	68,400
Stop Loss Premiums	552,645	720,000	68,400	720,000	720,000
Purchased Services	798,733	1,054,983	514,492	701,457	701,457
Other	46,623	4,361,672	1,054,983	66,665	66,665
<b>Total Expenditures</b>	<b>\$ 43,160,499</b>	<b>\$ 47,902,660</b>	<b>\$ 41,719,766</b>	<b>\$ 44,451,397</b>	<b>\$ 44,451,397</b>
Change in Fund Balance	\$ (2,855,821)	\$ (5,617,628)	\$ (838,258)	\$ (354,537)	\$ (354,537)
Balance on Hand June 30	\$ 5,843,138	\$ 225,510	\$ 5,004,880	\$ 4,650,343	\$ 4,650,343

**SHORT TERM DISABILITY INSURANCE | FUND 66****FY 2016-2017 ADOPTED BUDGET**

This fund replaces the District's former fully insured Short Term Disability Insurance (STDI) program. This fund was created in FY 2014-2015 to reflect the District's move to a self-funded plan. The District establishes each year's premium amounts based on projected STDI claims.

	<b>Audited Actuals FY 2014-2015</b>	<b>Final Revised Budget FY 2015-2016</b>	<b>Estimated Actual FY 2015-2016</b>	<b>Proposed Budget FY 2016-2017</b>	<b>Adopted Budget FY 2016-2017</b>
Balance on Hand July 1	\$ -	\$ 171,328	\$ 171,328	\$ 305,607	\$ 305,607
<b>Revenues</b>					
Short Term Disability Insurance Premiums	640,962	683,071	660,824	701,844	701,844
<b>Total Revenue</b>	<b>\$ 640,962</b>	<b>\$ 683,071</b>	<b>\$ 660,824</b>	<b>\$ 701,844</b>	<b>\$ 701,844</b>
<b>Total Sources</b>	<b>\$ 640,962</b>	<b>\$ 854,399</b>	<b>\$ 832,152</b>	<b>\$ 1,007,451</b>	<b>\$ 1,007,451</b>
<b>Expenditures</b>					
STD Claims (Self Funded)	469,634	658,880	526,544	599,119	599,119
<b>Total Expenditures</b>	<b>\$ 469,634</b>	<b>\$ 658,880</b>	<b>\$ 526,544</b>	<b>\$ 599,119</b>	<b>\$ 599,119</b>
Change in Fund Balance	\$ 171,328	\$ 24,191	\$ 134,280	\$ 102,725	\$ 102,725
Balance on Hand June 30	\$ 171,328	\$ 195,519	\$ 305,607	\$ 408,332	\$ 408,332

# TRUST AND AGENCY FUND BUDGETS

Pupil Activity | Fund 74  
Private Purpose Trust | Fund 75



## PUPIL ACTIVITY | FUND 74

### FY 2016-2017 ADOPTED BUDGET

This fund is used to record financial transactions related to school-sponsored pupil organizations and activities. These activities are self-supporting and do not receive any direct or indirect District support.

	Audited Actuals FY 2014-2015	Final Revised Budget FY 2015-2016	Estimated Actual FY 2015-2016	Proposed Budget FY 2016-2017	Adopted Budget FY 2016-2017
Balance on Hand July 1	\$ 3,854,683	\$ 1,936,334	\$ 1,936,334	\$ 811,520	\$ 811,520
<b>Revenue</b>					
Pupil Activity	1,854,110	1,718,188	1,679,549	1,476,740	1,476,740
School Discretionary	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 1,854,110</b>	<b>\$ 1,718,188</b>	<b>\$ 1,679,549</b>	<b>\$ 1,476,740</b>	<b>\$ 1,476,740</b>
Transfer from General Fund	-	-	-	-	-
<b>Total Sources</b>	<b>\$ 5,708,793</b>	<b>\$ 3,654,522</b>	<b>\$ 3,615,883</b>	<b>\$ 2,288,260</b>	<b>\$ 2,288,260</b>
<b>Expenditures</b>					
Pupil Activity					
Purchased/Property Services	186,937	-	185,874	-	-
Supplies and Materials	1,916,608	2,008,195	1,603,760	1,477,749	1,477,749
Equipment	-	-	31,674	-	-
Other	1,701	-	19,586	-	-
<b>Total Pupil Activity</b>	<b>\$ 2,105,246</b>	<b>\$ 2,008,195</b>	<b>\$ 1,840,894</b>	<b>\$ 1,477,749</b>	<b>\$ 1,477,749</b>
School Discretionary					
Purchased/Property Services	275,396	-	85,221	-	-
Supplies and Materials	1,355,894	1,130,307	856,560	171,527	171,527
Equipment	35,872	-	11,569	-	-
Other	50	-	10,119	-	-
<b>Total School Discretionary</b>	<b>\$ 1,667,212</b>	<b>\$ 1,130,307</b>	<b>\$ 963,469</b>	<b>\$ 171,527</b>	<b>\$ 171,527</b>
<b>Total Expenditures</b>	<b>\$ 3,772,458</b>	<b>\$ 3,138,502</b>	<b>\$ 2,804,363</b>	<b>\$ 1,649,276</b>	<b>\$ 1,649,276</b>
Change in Fund Balance	\$ (1,918,349)	\$ (1,420,314)	\$ (1,124,814)	\$ (172,536)	\$ (172,536)
Balance on Hand June 30	\$ 1,936,334	\$ 516,020	\$ 811,520	\$ 638,984	\$ 638,984

**PRIVATE PURPOSE TRUST | FUND 75****FY 2016-2017 ADOPTED BUDGET**


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This fund accounts for the student scholarships awarded from the P.S. Miller Trust.

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	<b>Audited Actuals FY 2014-2015</b>	<b>Final Revised Budget FY 2015-2016</b>	<b>Estimated Actual FY 2015-2016</b>	<b>Proposed Budget FY 2016-2017</b>	<b>Adopted Budget FY 2016-2017</b>
Balance on Hand July 1	\$ 45,666	\$ 41,312	\$ 41,312	\$ 34,312	\$ 34,312
<b>Revenues</b>					
Contributions	63,646	63,000	63,000	60,000	60,000
<b>Total Revenue</b>	<b>\$ 63,646</b>	<b>\$ 63,000</b>	<b>\$ 63,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>
<b>Total Sources</b>	<b>\$ 109,312</b>	<b>\$ 104,312</b>	<b>\$ 104,312</b>	<b>\$ 94,312</b>	<b>\$ 94,312</b>
<b>Expenditures</b>					
Grants and Scholarships	68,000	70,000	70,000	62,000	62,000
<b>Total Expenditures</b>	<b>\$ 68,000</b>	<b>\$ 70,000</b>	<b>\$ 70,000</b>	<b>\$ 62,000</b>	<b>\$ 62,000</b>
Change in Fund Balance	\$ (4,354)	\$ (7,000)	\$ (7,000)	\$ (2,000)	\$ (2,000)
Balance on Hand June 30	\$ 41,312	\$ 34,312	\$ 34,312	\$ 32,312	\$ 32,312



## SIGNIFICANT CHANGES IN FUND BALANCE

### Explanation of Changes in Ending Fund Balance greater than 10 percent

**General Fund:** Is projected to use \$45,929,044 of fund balance based on the conservative assumption that schools and departments will expend all of the budgetary authority granted to them.

**Risk Insurance:** Is projected to use \$879,929 of fund balance based on increases to workman compensation claims and liability claims.

**Transportation:** Is projected to use \$2,582,922 of fund balance based on the purchase of new buses along with increased demand for transportation from schools.

**Capital Projects:** Is projected to use \$8,243,347 of fund balance based on the conservative assumption that schools and departments will expend all of the budgetary authority granted to them.

**Nutrition Services:** Is projected to gain \$751,906 in fund balance based on an increase to food sales (revenue) and decrease to services and repairs (expense) compared to FY 2015-2016.

**Athletics and Activities:** Is projected to use \$1,156,282 of fund balance based on the conservative assumption that schools will expend all of the budgetary authority granted to them and department expenses and Schedule A compensation are fully funded through the interfund transfer and not fund balance.

**COP Lease Payments:** Is projected to gain \$138,280 of fund balance based on refunding \$12.1M 2009 COP in FY 2015-2016 decreasing fund balance which will not occur in FY 2016-2017 with increase to interfund transfer to cover principal and interest payments.

**COP Building:** Is projected to use \$6,556,673 of fund balance based on the assumption that departments will expend all of the budgetary authority granted to them.

**STDI:** Is projected to gain \$102,725 in fund balance based on an increase to insurance premiums (revenue) and decrease in insurance claims (expense) compared to FY 2015-2016.

**Pupil Activity:** Is projected to use \$172,536 of fund balance based on all new revenue for Principal Discretionary accounts booked to the General Fund.

	Estimated Actual FY	Adopted Budget FY	Changes in	
	2015-2016 Ending	2016-2017 Ending	Ending Fund	
	Balance	Balance	Balance	% Change
General Fund	79,360,190	33,431,146	(45,929,044)	-58%
Outdoor Education	23,432	24,240	808	3%
Full Day Kindergarten	1,534,564	1,534,564	-	0%
Risk Insurance	1,779,031	899,102	(879,929)	-49%
Transportation	2,582,922	-	(2,582,922)	-100%
Capital Projects	10,675,029	2,431,682	(8,243,347)	-77%
Nutrition Services	1,786,801	2,538,707	751,906	42%
Governmental Designated Grant	185,120	185,120	-	0%
Child Care	5,557,700	5,557,700	-	0%
Athletics and Activities	1,156,282	-	(1,156,282)	-100%
Bond Redemption	58,977,684	56,386,386	(2,591,298)	-4%
COP Lease Payments	2	138,282	138,280	>100%
Bond Building	-	-	-	0%
COP Building	6,556,673	-	(6,556,673)	-100%
Medical	5,004,880	4,650,343	(354,537)	-7%
STDI	305,607	408,332	102,725	34%
Pupil Activity	811,520	638,984	(172,536)	-21%
Private Purpose Trust	34,312	32,312	(2,000)	-6%
	<b>176,331,749</b>	<b>108,856,900</b>	<b>(67,474,849)</b>	<b>-38%</b>

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# Master Capital Plan



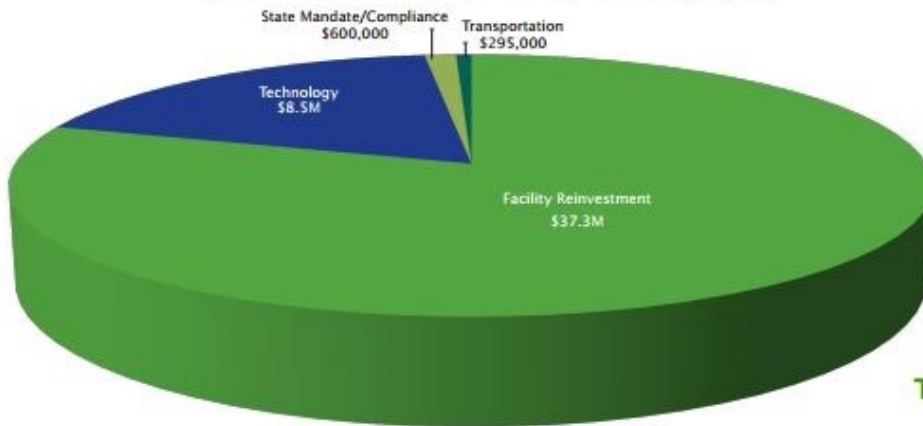
2016-2021

# Executive Plan

Douglas County School District encompasses over 850 square miles and serves approximately 68,000 students in grades pre-school through twelve. The District operates 46 elementary schools, 9 middle schools, and 9 high schools. Additionally, the District includes 14 charter schools, 2 magnet schools, 1 alternative high school, 1 evening school, 1 online school, 1 student support center, and 68 preschool classrooms. District facilities equate to over six million square feet of space. Douglas County School District's most important reinvestment items over the next 5 years are estimated to cost approximately \$52.3-\$70.9 million (depending on potential regulatory, project management, and inflation costs). Of the total \$52.3-\$70.9 million needed over the next 5 years, approximately \$42.9- \$61.4 million is for facility reinvestment, \$8.5 million is for technology, \$630,000-\$729,000 is needed to comply with State of Colorado code and mandates, and approximately \$295,000 is required to meet Transportation's most important needs. Important facility reinvestment items in year 1 are estimated to cost approximately

\$28.3-\$36.8 million. Of these important facility reinvestment items in year 1, it is estimated that approximately \$22-\$28.6 million would address those capital items that may interrupt the education program if a failure were to occur. New construction needs over the next 5 years are estimated at approximately \$84.2 million. If the District were to revise their standards to value engineer facilities, the estimated new construction costs for the next 5 years are approximately \$71.6 million. DCSD Charters can submit facility and infrastructure needs to the Planning & Construction department. While reasonable efforts have been made to provide data on Charter needs, DCSD does not guarantee the accuracy or completeness of the data provided by Charters. Prioritization of facility needs is based upon DCSD standards. These classifications may not reflect Charter preference and/or program needs. Charter schools currently fund their own capital needs.

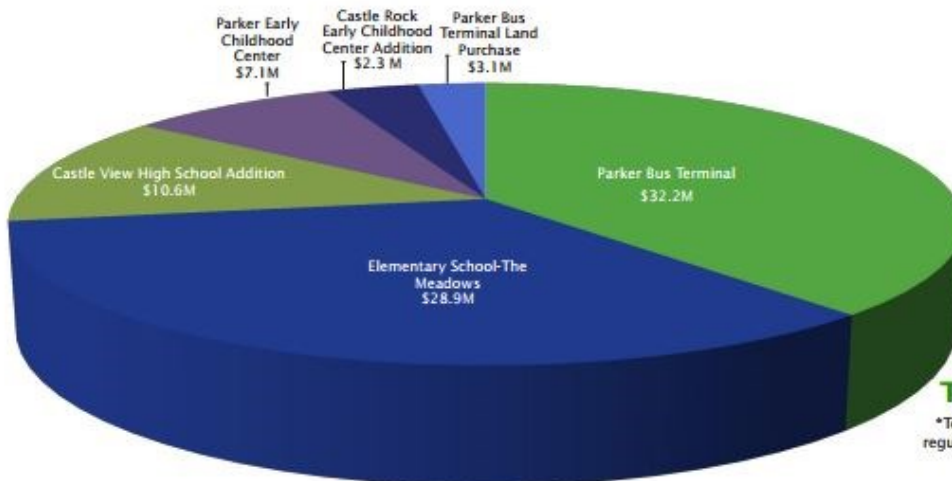
**2016-2021 Tier 1-High Priority Items by Type**



**Total: \$52.3M - \$70.9M**

\*Total includes potential inflation, regulatory, professional services, and contracting costs

**2016-2021 New Construction**



**Total: \$84.2M**

\*Total includes potential inflation, regulatory, professional services, and contracting costs

## Residential Building Permits

**Population:** The Douglas County population estimate for January 1, 2016 is 327,230 persons. The estimates for the past few years have been revised upward to better reflect data and methodology from the State Demography Office. When the annual January 1st estimates are produced, they often need to be revised when better data becomes available. The new January 1st estimates are: 319,210 in 2015; 309,760 in 2014; 300,500 in 2013; and 293,000 in 2012. With this revision, the population growth rate from January 1, 2015 to January 1, 2016 is 2.5%

**Permit Trends:** Permits issued for new housing in all of Douglas County decreased slightly compared to 2014, with 3,279 housing units permitted in 2015. Apartment units are 35% of the total new units permitted, with the majority of these located in Parker and the Primary Urban Area. Commercial buildings started in 2015 include three libraries, three assisted living or nursing care facilities, and several retail buildings at the Promenade development in Castle Rock.

**Residential Development:** In 2015, 2,822 new housing units were completed in Douglas County, which was a 2.5% increase in the total housing stock. The County's total housing stock as of January 1, 2016, is 117,290 units. Single family detached houses account for 77% of that total. The incorporated cities and towns in Douglas County contain 41% of the total housing stock. Ninety-one percent of all housing units are located in the urban designated areas of the County which is 18% of the total land area of the County.

**Residential Sales:** The median price of all homes sold in Douglas County in the third quarter of 2015 was \$399,350 which is a 14.1% increase compared to the same quarter last year. The number of sales of newly built and existing single-family houses, townhouses, and condominiums in 2015 increased 6.0% compared to 2014. The total number of foreclosure filings initiated in 2015 decreased 26% from 2014 for a total of 322.

**Annual Income:** The 2014 average annual wage for jobs located in Douglas County was \$58,711 which was a 5.6% increase from the previous year. According to the 2014 American Community Survey, the median household income in Douglas County was \$103,226 which ranks 6th in the nation for the highest median household income among counties with populations of 65,000 or more. The 2014 American Community Survey also shows that 4.0% of the population had incomes below the poverty level.

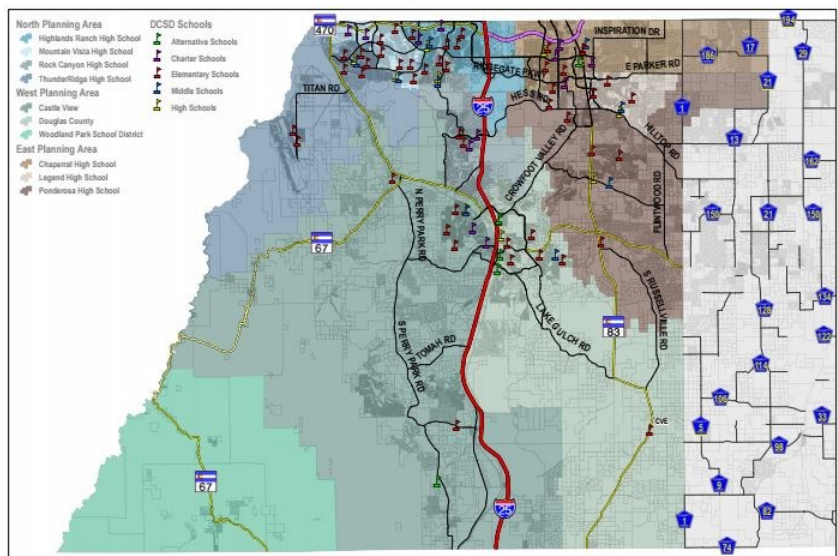
**Annual Employment:** The number of jobs located in Douglas County increased 4.4% from 2013 to 2014 bringing the average annual total to 107,528 jobs. The retail trade industry continues to be the County's largest employer in 2014 with 15.8% of jobs, followed by government (11.1%), and professional and technical services (10.9%). The two industries with the greatest increases in jobs were health care and social assistance which gained 1,084 jobs, and construction, which gained 722 jobs.

## Development Analysis

Douglas County School District is comprised of three planning areas, which include the following locales:

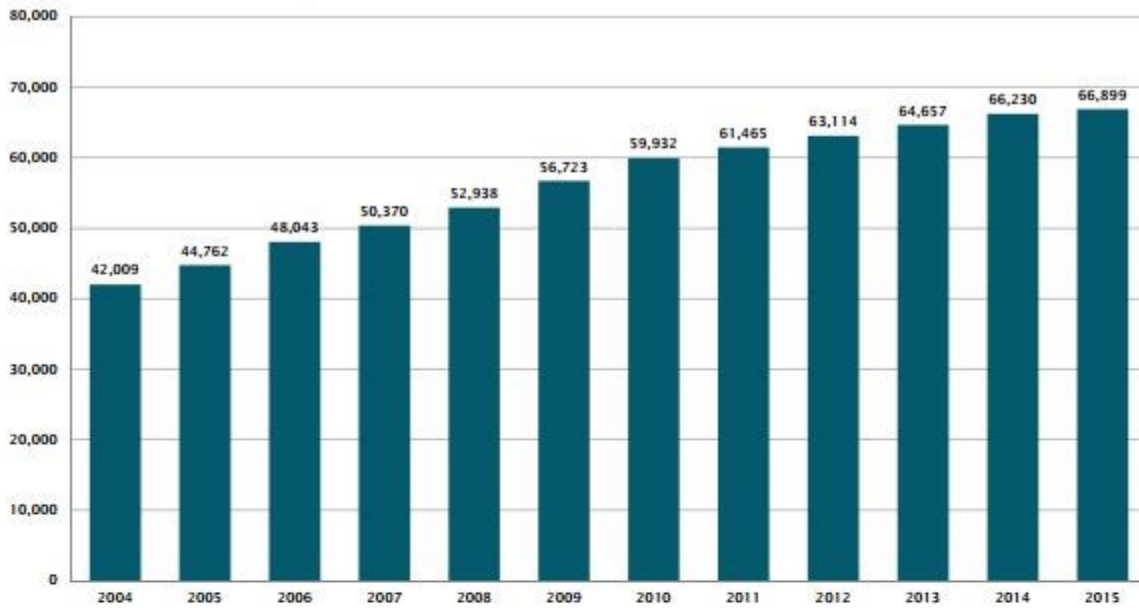
- North - Highlands Ranch, Lone Tree, Castle Pines, Roxborough, and portions of Littleton and Englewood
- East - Parker, Franktown, Cherry Valley, and portions of Aurora and Elbert County
- West - Castle Rock, Sedalia, and Larkspur

Each planning area consists of high school feeder areas. A high school feeder area includes four to seven elementary schools and one middle school which feed into one high school.



# Enrollment Trends

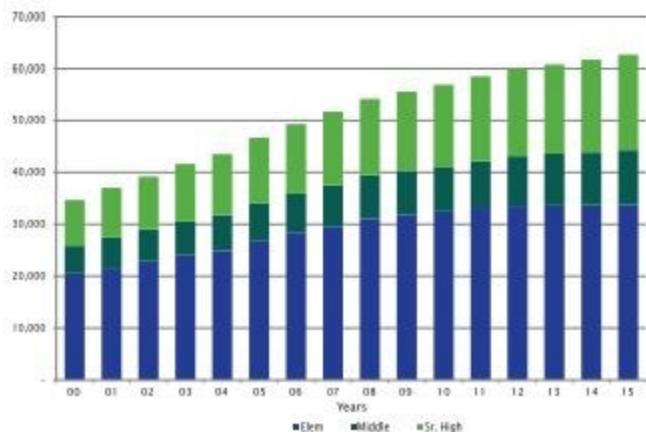
**Douglas County School District Enrollment History: 2000 to Present**



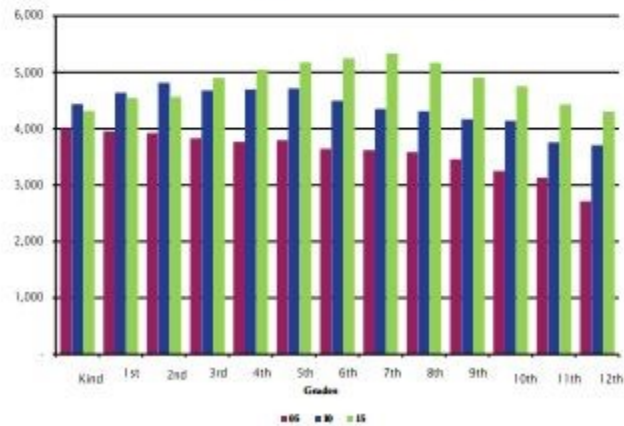
**\*\*Note\*\***

Enrollment totals above are taken from current and historical pupil membership data based upon the Student October Count and submitted to the Colorado Department of Education. These enrollment counts do include PK/ECE, Home School, and Online Program students.

**Douglas County School District Enrollment History by School Level: 2000 to Present**



**Douglas County School District Enrollment History by Grade: 2005, 2010, and 2015**



**\*\*Note\*\***

Enrollment totals shown above used for K-12 facilities planning and do not include PK/ECE, Home School, or Any online Program student enrollment.

**New Construction Cost**

The Planning & Construction team has calculated construction costs using three different scenarios. Cost estimates have been calculated using 1.) Current Douglas County School District Standards, 2.) Value Engineered Standards, and 3.) Residential/Commercial Standards. Cost estimates for new construction are estimated using data from recent bids for public schools in Colorado with similarly facility standards. Inflation is assumed at 5% per year for all scenarios and a 39% increase for potential regulatory, professional services, and contracting costs was used. Cost estimates for land are based on recent purchases made by the District. Land prices are not inflated due to the fact that land purchase costs fluctuate due to various market conditions.

**Scenario 1) Current DCSD Standards**

Douglas County School District currently builds to the highest standards possible. These standards are Facility Cost Parker Expanded Bus Terminal 32,169,120 meant to ensure durable, high quality facilities that will last for the next 50-75 years. The District focuses Elementary School-The Meadows 28,886,402 on providing building components which are long lasting, require minimal maintenance, provide energy Castle View HS Addition 10,620,426 efficiency savings, and increase student and staff comfort. DCSD's current standards are meant to increase Parker Early Childhood Center 7,118,236 Parker Bus Terminal Land 3,136,320 the quality and life of the building while reducing maintenance and utility costs. Adhering to these standards requires investing larger amounts upfront but provide intermittent cost savings in reduced maintenance over Castle Rock Early Childhood Center Addition 2,290,000 time.

**1-5 Year Needs**

Facility/Addition	Cost (in Millions)
Parker Expanded Bus Terminal	32.2
Elementary School-The Meadows	28.9
Castle View High School Addition	10.6
Parker Early Childhood Center	7.1
Castle Rock Early Childhood Center Addition	2.3
Parker Bus Terminal Land Purchase	3.1
<b>Total (Includes Estimated Inflation)</b>	<b>84.2M</b>

**6-10 Year Needs**

Facility/Addition	Cost (in Millions)
Lone Tree/Parker High School	136.4
Parker 21st Century Learning PreK-8 Magnet School	76.1
Northwest Expanded Bus Terminal	53.2
Lone Tree/Parker Elementary	30.6
East Castle Rock Elementary	30.6
Cobblestone Ranch Elementary	30.6
Alternative Secondary School Space	29.3
All Day Kindergarten Classrooms	21.3
Northwest Expanded Bus Terminal-Land Purchase	4.2
<b>Total (Includes Estimated Inflation)</b>	<b>412.3M</b>

**Scenario 2) Value Engineered Standards**

To derive cost estimates for new construction under this scenario the Planning & Construction team researched industry ap-

proaches to reducing costs while still maintaining the functionality of facilities for their intended use. This scenario focuses on reducing DCSD's upfront purchase costs while still providing the value needed by our end users. Some examples of the types of reductions that would be made under this scenario are summarized in the table below:

Current DCSD Standards Component	Value Engineered Component	Loss
Automated/Calibrated Lighting and Mechanical Controls	Manual Lighting and Mechanical Controls	Energy efficiency
Carpeting	Hard Surface Flooring	Noise control/comfort
Brick/block walls	Wood siding	Noise control/ease, cost and frequency of maintenance/shortened useful life
Fully adhered, un-ballasted roof (sealed, non-permeable membrane)	Ballasted roof	Ease, cost, and frequency of maintenance/shortened useful life
Drop ceilings	Open ceilings (no drop ceilings)	Noise control/aesthetics
Daylighting (translucent panels, skylights, etc.)	No daylighting	Energy efficiency/comfort
Painted walls	Vinyl wall coverings	Ease, cost, and frequency of maintenance/shortened useful life

*\*\*\*Note\*\* This table is meant to provide an example of alternative building components that could be used in a value engineered scenario and is not all inclusive.*

By pursuing a value engineered scenario, DCSD would see initial savings due to decreased purchase costs of building components. However, these reductions ultimately result in increased maintenance costs, Facility Cost VE Cost increased utility usage costs, and costs associated with more frequent replacement building components Lone Tree/Parker High School 136,357,347 115,903,745 that are beyond their useful life. It should also be pointed out that the initial purchase cost savings seen in Castle Rock Early Childhood Center Addition 2,290,000 1,946,500 Parker 21st Century Learning PreK-8 this scenario can often be at the expense of comfort and aesthetics.

**1-5 Year Needs**

Facility/Addition	Cost (in Millions)
Parker Expanded Bus Terminal	27.3
Elementary School-The Meadows	24.6
Castle View High School Addition	9
Parker Early Childhood Center	6.1
Castle Rock Early Childhood Center Addition	1.9
Parker Bus Terminal Land Purchase	2.7
<b>Total (Includes Estimated Inflation)</b>	<b>71.6M</b>

**6-10 Year Needs**

Facility/Addition	Cost (in Millions)
Lone Tree/Parker High School	115.9
Parker 21st Century Learning PreK-8 Magnet School	64.6
Northwest Expanded Bus Terminal	45.2
Lone Tree/Parker Elementary	26
East Castle Rock Elementary	26
Cobblestone Ranch Elementary	26
Alternative Secondary School Space	24.9
All Day Kindergarten Classrooms	18.1
Northwest Expanded Bus Terminal-Land Purchase	3.6
<b>Total (Includes Estimated Inflation)</b>	<b>350.3M</b>

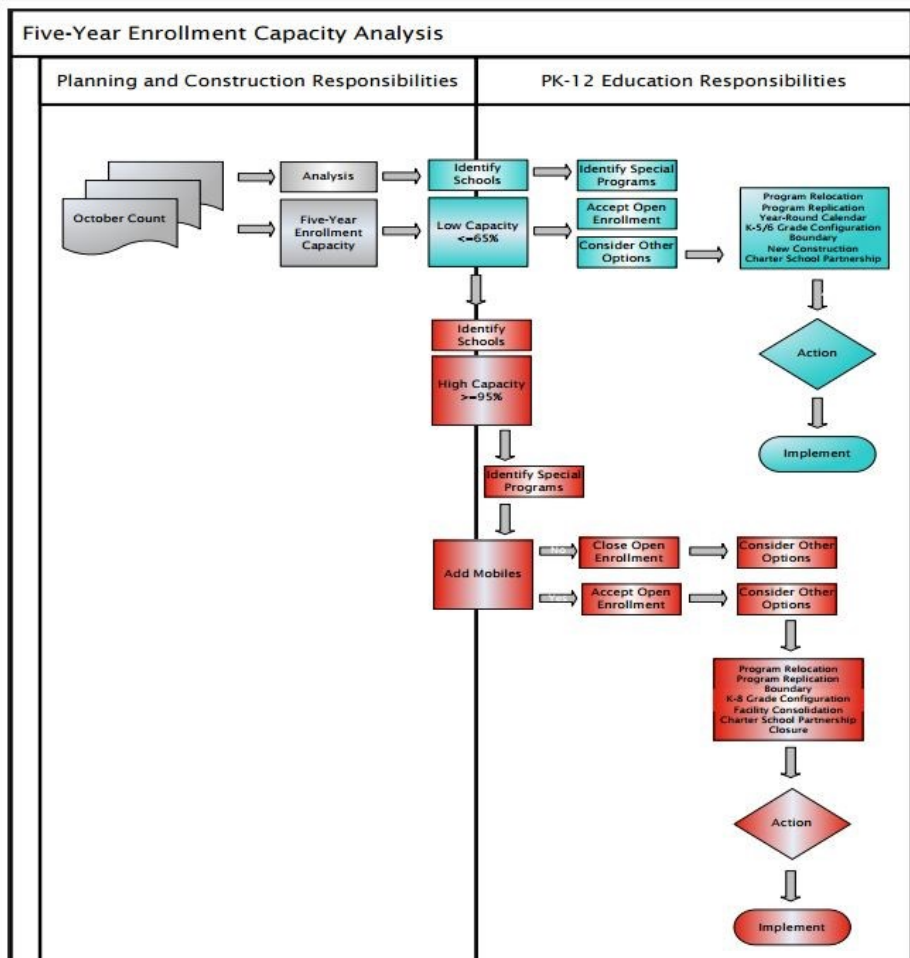
This scenario would dramatically decrease the useful life of building components and would result in facilities meant to last approximately 25 years rather than the standard 50-75 years DCSD currently targets. In addition to the trade-offs made in the value engineered scenario, DCSD could achieve significant upfront savings by making the following changes:

- Constructing slab on grade rather than using a structural foundation (when feasible)
- Constructing wood frame facilities in lieu of metal framing with masonry walls
- Eliminating carpet and drop ceilings
- Eliminating lighting, mechanical, and electrical controls
- Reducing security systems and technology (not using optimal systems, limited technology)

# School Capacity Alternatives

New construction is only one of many options available for meeting the District’s capacity needs. To address expected growth in the next 5 years some schools and programs may need to review and consider alternative methods of addressing capacity. Each alternative exhibits benefits as well as shortcomings. Below is a list of the capacity alternatives other than new construction that may be considered and a diagram of how capacity alternatives may be evaluated.

<b>Mobiles</b>	Installing more modular units
<b>Purchase and Tenant Finish</b>	Purchasing already existing space and tenant finishing to meet DCSD program
<b>Leased Space</b>	Leasing additional classroom, program, or staff space
<b>Building Addition</b>	Addition or expansion of current building footprint in order to add more classroom space
<b>Charter School Partnership</b>	Partnering with Charter schools to build facilities in and accept enrollment from attendance areas near or over capacity
<b>Program Change</b>	Moving or replicating stand-alone programs such as Special Education, Preschool, Alternative Secondary, Gifted & Talented, and Discovery to underutilized space
<b>Grade Reconfiguration</b>	Changing grade structure of school in order to increase or reduce the overall enrollment. Common application of this is addition of 6th grade to Middle Schools where Elementary Schools are at or over capacity
<b>Calendar Change</b>	Altering school calendar and class scheduling to reduce the number of students simultaneously utilizing school facilities. Could include converting to year-round, multi-track for Elementary and Middle and split session for High Schools
<b>Overflow Bussing</b>	Bussing students to nearby schools with capacity
<b>Boundary Change</b>	Shifting attendance boundary lines to increase or decrease the number of neighborhood students in that specific attendance area





## Safety and Security

The **Safety and Security Department** identifies and prioritizes their capital needs based on a variety of criteria. These criteria range from risk to safety, necessity in order to comply with Federal, State, or Local mandates, frequency of system failure, potential impact to current level of service, life expectancy, the potential to enhance systems, and process improvement strategies.

The **Transportation Department** identifies and prioritizes capital needs in two ways. First, assets that present a significant safety concern are identified. This means that the continued operation of the asset places personnel safety, or the safety of others, in jeopardy. Assets identified in this operating condition may have components or entire structures that will not pass safety inspections. These would be assets that need to be replaced within a year. Second, assets in a mechanical condition requiring ongoing repairs that exceed current value are identified. If these vehicles can no longer be repaired, upgraded, or maintained, they are listed as needing replacement over the next five years.

The **Information Technology Division's** currently identified solutions and projects are prioritized on the effectiveness and impact to student education delivery. District technology initiatives are proposed by the IT division based on continual review of school staff and student educational requirements, administrative leadership, and reference to industry best practice solutions. A business case is developed to define scope, deliverables, resources, and cost estimates which then is prioritized by IT leadership. A portfolio review is conducted to ensure new initiatives are unified solutions across the district and maximize delivery of student education in alignment with our strategic goals. With a wealth of technology solutions and opportunities, the IT division focuses priority on providing the district students, staff, and administration with the most value to provide the greatest education for the students. \*Detailed descriptions for the above can be seen on the respective department pages.

**Priority Classification** Every project/need that has been listed in the CIP is ranked based on five different 'levels' of criteria. The criteria 'levels' used to score projects include the following:

**Cause:** This criteria level is used to evaluate and score projects based on why they are needed. For example, a project could be needed to respond to or prevent a known life safety and health risk, to be code compliant, or because the system or component has failed. It could also be needed to increase functionality and efficiency or to align with District strategic priorities. A project that is required to prevent or respond to a known life safety and health risk would rank higher than a project that is desired or preferred by facility users. Similarly, a project required for code, regulatory or contract compliance would rank higher than a project that would enable the advancement of District-wide goals and strategies.

**Type of Impact:** This criteria level is used to evaluate and score needs based on their potential to interrupt educational programming. Using this criteria level, a failing system or building component that has the potential to result in a full or partial school closure would score higher than a failing system or component that does not directly disrupt classroom instruction.

**Risk:** This criteria level is used to evaluate and score needs based on the level of risk a system or component failure poses to staff, students, and the District as a whole. Types or risks considered vary widely and include everything from safety and health risk to financial and legal risks. Using this criteria level, a failing system or component that has the potential to compromise student and staff health and safety or close a facility would rank higher than one where the only potential risk is an opportunity loss for improvement.

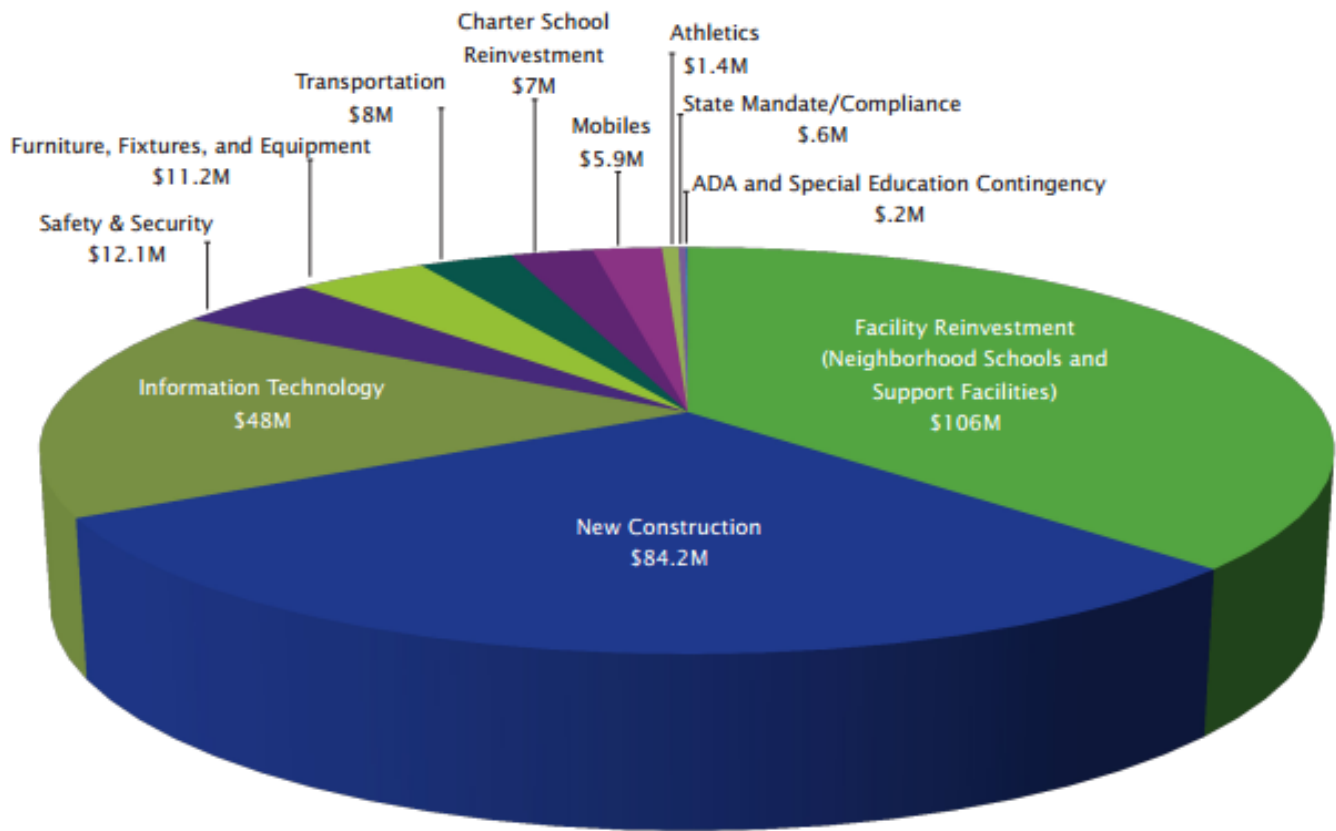
**Urgency:** This criteria level is used to evaluate and score needs based on when it is expected to fail based on life cycle expectancy. A building component that is past its expected life cycle would score higher than a component that has not reached the end of its expected life.

**Extent of Impact:** This criteria level is used to evaluate and score needs based on the extent to which a potential failure could impact the District. For example, a potential failure that could impact the entire District would score higher than a potential failure that would only impact one classroom. Final rank scores for each criteria level are multiplied to calculate an overall priority score. Scores range from 1-8000 with a score of 1 being a project of the highest priority and a project with a score of 8000 being of the lowest priority. For simplicity, needs have been classified as high, medium, or low priority using the classification method shown below

High Priority: 1 - 200 Priority Score Medium Priority: 201 - 1,000 Priority Score Low Priority: 1,001 - 8,000 Priority Score

## 2016-2021 Capital Needs

Estimated Cost (in 2016 Dollars)



Capital Item	Estimated Capital Cost-2016	Potential Regulatory, Professional Services, and Contracting Costs	Potential Inflation Costs	Total Project Cost
Facility Reinvestment-Neighborhood Schools, Support Facilities	\$105,979,400	\$10,585,600 - \$45,545,5000	\$5,298,970 - \$22,785,574	\$121,863,970 - \$174,310,474
New Construction (1-5 Years, DCSD Standards)	\$84,220,504	\$0	\$0	\$84,220,504
Information Technology	\$47,950,000	\$0	\$0	\$47,950,000
Safety & Security	\$12,105,960	\$434,647	\$0	\$12,540,607
FF&E	\$11,190,000	\$1,119,000 - \$3,357,000	\$559,500 - \$2,405,850	\$12,868,500 - \$16,952,850
Transportation	\$8,011,000	\$0	\$0	\$8,011,000
Charter Schools	\$6,980,839	\$698,084 - \$3,001,761	\$349,042 - \$1,500,880	\$8,027,965 - \$11,483,480
Mobiles	\$5,910,000	\$0	\$295,500 - \$1,270,650	\$6,205,500 - \$7,180,650
Athletics	\$1,409,000	\$140,600 - \$605,600	\$70,450 - \$302,935	\$1,620,050 - \$2,317,535
State Mandated Door Hardware	\$600,000	\$0	\$30,000 - \$129,000	\$630,000 - \$729,000
ADA Contingency	\$100,000	\$0	\$5,000 - \$21,500	\$105,000 - \$121,500
SPED Contingency	\$100,000	\$0	\$5,000 - \$21,500	\$105,000 - \$121,500

Estimated Cost (in 2016 Dollars): \$284,556,703

Estimated Project Management Costs Range: \$12,977,931 - \$52,944,508

Estimated Inflation Range: \$6,613,462 - \$28,437,889

**Estimated Total Cost: \$304,148,096 - \$365,939,100**

## LRPC Approval

### **New Construction for Growth and Programming**

New construction over the next 5 years is estimated at approximately \$84.2 million. If the District were to revise its standards to value engineer facilities the estimated new construction costs for the next 5 years are approximately \$71.6 million.

In the next 5 years Castle View High School is projected to exceed capacity. The Meadows community in Castle Rock continues to grow and will eventually need a new elementary school. Additional growth is expected in the Early Childhood Education preschool program across the District. Increased capacity will also be needed for a bus terminal and maintenance facility in Parker. Capacity options to consider for implementation are:

- An addition to Castle View High School
- A new Elementary School in the Meadows in Castle Rock
- An addition to the Early Childhood Center in Castle Rock
- One new Early Childhood Center in Parker
- On new Bus Terminal and Maintenance Facility in Parker

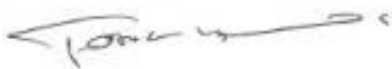
The Planning and Construction Department also monitors projected new construction needs beyond the next 5 years. New construction over the next 6-10 years is estimated at approximately \$412.3 million. If the District were to revise its standards to value engineer facilities, the estimated new construction costs for the next 6-10 years are approximately \$350.3 million. In the next 6-10 years the following capacity options to consider are:

- One new High School in the Lone Tree/Parker area
- One new 21st Century Learning Pre K-8 Magnet School in Parker
- Space for Alternative Secondary School Programming
- One new Bus Terminal and Maintenance Facility in Northwest Douglas County
- Space for All-Day Kindergarten (if mandated)
- One new Elementary School in the East Lone Tree/West Parker area
- One new Elementary School in the Northeast Castle Rock/Southwest Parker area
- One new Elementary School in East Castle Rock/West Franktown area

The Master Capital Plan outlines the projects that assist the Board of Education on future funding strategies.

Approved by:

Todd Warnkey, Chair  
June 21, 2016



Caryn Becker, Vice Chair  
June 21, 2016



# Financial Section

## SCHOOLS



**Adopted Budget Book**

**FY 2016-2017**

## STUDENT BASED BUDGETING (SBB) OVERVIEW

From the General Fund, Federal/State grants and mill levy override, district-operated schools are allocated funding based on the number of students that enroll at each individual school, with extra per-student dollars for students who need services such as special education, English language learners or help catching up to grade level. School principals have control over how their school's resources are allocated to best meet their students' educational needs.

### Student Based Budgeting Goals

- Establish greater equity between sites on a per pupil basis
- Empower sites with greater discretion and flexibility
- Reduce long-term school district fiscal liability resulting from under-enrollment (October reconciliation)
- Foster a greater spirit of entrepreneurialism

Student based budgeting created a more effective, transparent and equitable funding system across the District. Student Based Budgeting began in FY 2006-2007 with one feeder group, expanded to three feeder groups in FY 2007-2008 and to all District feeders in FY 2008-2009.



# SUMMARY OF SCHOOLS

Elementary Schools					
Acres Green Elementary	166-167	Frontier Valley Elementary	198-199	Redstone Elementary	230-231
Arrowwood Elementary	168-169	Gold Rush Elementary	200-201	Renaissance Magnet Elementary School	232-233
Bear Canyon Elementary	170-171	Heritage Elementary	202-203	Rock Ridge Elementary	234-235
Buffalo Ridge Elementary	172-173	Iron Horse Elementary	204-205	Roxborough Intermediate Elementary	236-237
Castle Rock Elementary	174-175	Larkspur Elementary	206-207	Roxborough Primary Elementary	238-239
Cherokee Trail Elementary	176-177	Legacy Point Elementary	208-209	Saddle Ranch Elementary	240-241
Cherry Valley Elementary	178-179	Lone Tree Elementary	210-211	Sage Canyon Elementary	242-243
Clear Sky Elementary	180-181	Mammoth Heights Elementary	212-213	Sand Creek Elementary	244-245
Copper Mesa Elementary	182-183	Meadow View Elementary	214-215	Sedalia Elementary	246-247
Cougar Run Elementary	184-185	Mountain View Elementary	216-217	Soaring Hawk Elementary	248-249
Coyote Creek Elementary	186-187	Northeast Elementary	218-219	South Ridge Elementary	250-251
Eagle Ridge Elementary	188-189	Northridge Elementary	220-221	Stone Mountain Elementary	252-253
Eldorado Elementary	190-191	Pine Grove Elementary	222-223	Summit View Elementary	254-255
Flagstone Elementary	192-193	Pine Lane Elementary	224-225	Timber Trail Elementary	256-257
Fox Creek Elementary	194-195	Pioneer Elementary	226-227	Trailblazer Elementary	258-259
Franktown Elementary	196-197	Prairie Crossing Elementary	228-229	Wildcat Mountain Elementary	260-261
Middle Schools					
Castle Rock Middle School	268-269	Mesa Middle School	274-275	Rocky Heights Middle School	280-281
Cimarron Middle School	270-271	Mountain Ridge Middle School	276-277	Sagewood Middle School	282-283
Cresthill Middle School	272-273	Ranch View Middle School	278-279	Sierra Middle School	284-285
High Schools					
Castle View High School	290-291	Highlands Ranch High School	296-297	Ponderosa High School	302-303
Chaparral High School	292-293	Legend High School	298-299	Rock Canyon High School	304-305
Douglas County High School	294-295	Mountain Vista High School	300-301	Thunderridge High School	306-307
Alternative Schools					
Cloverleaf Home Education	312-313	Eagle Academy	316-317	Plum Creek Academy	320-321
Daniel C. Oakes High School	314-315	eDCSD	318-319		
Charter Schools					
Academy Charter School	324-325	DCS Montessori Charter School	334-335	Platte River Charter School	346-347
American Academy Charter School - Castle Pines	326-327	Global Village Academy Charter School	336-337	Skyview Academy Charter School	348-349
American Academy Charter School - Parker	326-327	Hope Online Learning Academy Charter School	338-339	STEM Charter School	350-351
Aspen View Charter School	328-329	North Star Academy Charter	340-341	World Compass Academy Charter School	352-353
Ben Franklin Academy	330-331	Parker Core Knowledge Institute	342-343		
Challenge To Excellence Charter School	332-333	Parker Performing Arts	344-345		

# INDIVIDUAL SCHOOL PAGE DESCRIPTIONS

## District and School Performance Frameworks

### Purpose

The District Performance Framework and the School Performance Framework serve to:

1. hold districts and schools accountable for performance on the same, single set of indicators and measures; and
2. inform a differentiated approach to state support based on performance and need, by specifically identifying the lowest performing schools and districts.

These aims are a central part of the Colorado Department of Education's Statewide System of Accountability and Support and the goals outlined in the Education Accountability Act of 2009 (SB 09-163). They are critical to enabling the state to better support district evaluation, planning, decision-making, and implementation in improving schools. To support the various state, district and school uses of the performance frameworks, both district and school performance frameworks will be provided to districts annually at the start of the school year.

### Key Performance Indicators

The performance frameworks measure attainment on the four key performance indicators identified in SB 09-163 as the measures of educational success: academic achievement, academic longitudinal growth, academic gaps and postsecondary and workforce readiness. State identified measures and metrics for each of these performance indicators are combined to arrive at an overall evaluation of a school's or a district's performance. For districts, the overall evaluation leads to their accreditation. For schools, the overall evaluation leads to the type of plan schools will implement. Districts will continue to accredit schools, and they may do so using the state's performance framework or using their own more exhaustive or stringent framework.

Source: <http://www.cde.state.co.us/accountability/performanceframeworks>

### Neighborhood School Funding Snapshot Footnote Explanations:

The footnotes described below summarize the financial snapshots for schools starting on page 165.

\*Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017. Large variances in total expenditures between FY 2015-2016 Estimated Actuals and FY 2016-2017 Adopted Budget due to planned spend down of carry over in FY 2015-2016.

**(1)Note:** \$313 on average per pupil district-wide will be added to the amounts above for FY 2016-2017 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2016-2017 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

**(2)Note:** A projected \$210 on average per pupil district-wide will be added to the amounts above for FY 2016-2017 Adopted Budget. Historically schools generate revenues through donations and fees and allocate those expenditures throughout the school year. As in prior years the District anticipates these expenditures will happen during FY 2016-2017. These expenditures are reflected in prior year actuals.

**(3)Note:** \$94 on average per pupil for Middle Schools and \$423 on average per pupil for High Schools are held centrally (district-wide) for FY 2016-2017 Adopted Budget for school paid Athletics and Activities. As in prior years the District anticipates these expenditures will happen during FY 2016-2017 and they are reflected in prior year actuals at the individual school sites.

**Note:** Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2016-2017 does not, as carry over has not been calculated yet.

**Note:** Actuals reflect actual salary and benefits, while the FY 2016-2017 Adopted Budget is based on district-wide average salary. Schools are not held to the actual salary amount of their teachers but rather to the total number of teachers. The reasoning for this is to allow schools to hire the best candidate regardless of how much they would make.

**Note:** With the implementation of the District's new HR/Payroll system, Workday, FTE for classified employees is calculated slightly different than prior years. Actual FTE reflected prior to FY 2015-2016 Estimated Actuals, for classified employees is calculated by taking scheduled hours per year divided by 2,088 hours, which is the equivalent of working 40 hours a week year round. With Workday the FY 2015-2016 and FY 2016-2017 is based off scheduled weekly hours and scheduled days per year. A full time educational assistant that works 176 days per year, 7 hours a day and 5 days per week in prior years would be 0.59 FTE  $((176*7)/2088)$ , while starting in FY 2015-2016 a full time educational assistant is 0.88 FTE  $((7*5)/40)$ .

**Note:** Funds 10, 15, 22, 26, and 43 are included in school financials.

# SCHOOL LOCATIONS—CASTLE ROCK

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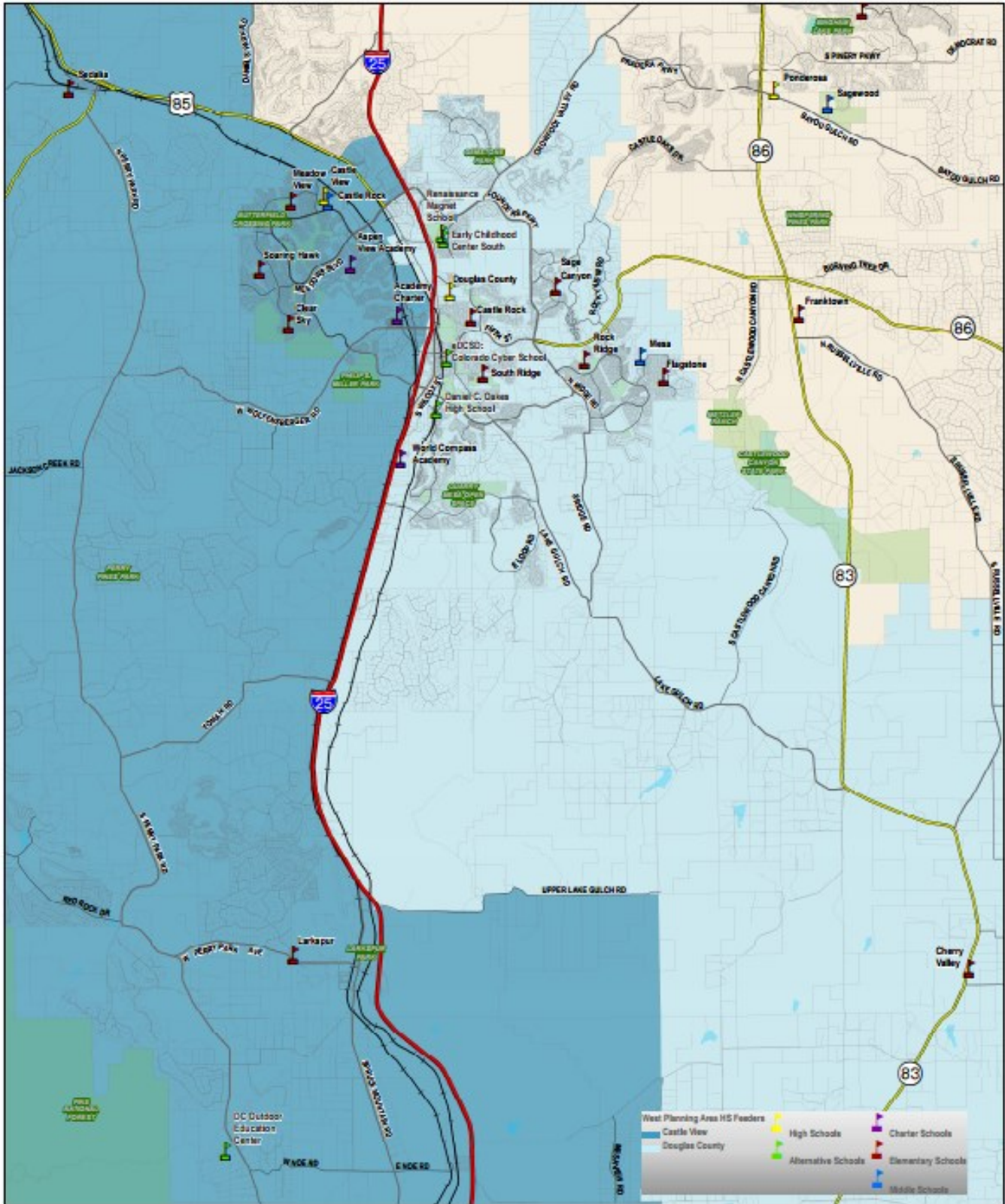
## Douglas County School District



### Castle Rock Schools: West Planning Area Feeder Schools

- Castle View High School
- Castle Rock Middle School
- Academy Charter School
- Aspen View Academy Charter School
- Clear Sky Elementary School
- Larkspur Elementary School
- Meadow View Elementary School
- Sedalia Elementary School
- Soaring Hawk Elementary School
- Douglas County High School
- Mesa Middle School
- Castle Rock Elementary School
- Cherry Valley Elementary School
- DC Oakes Alternative High School
- Flagstone Elementary School
- Renaissance Magnet School
- Rock Ridge Elementary School
- Sage Canyon Elementary School
- South Ridge Elementary School
- World Compass Academy





# SCHOOL LOCATIONS—HIGHLANDS RANCH

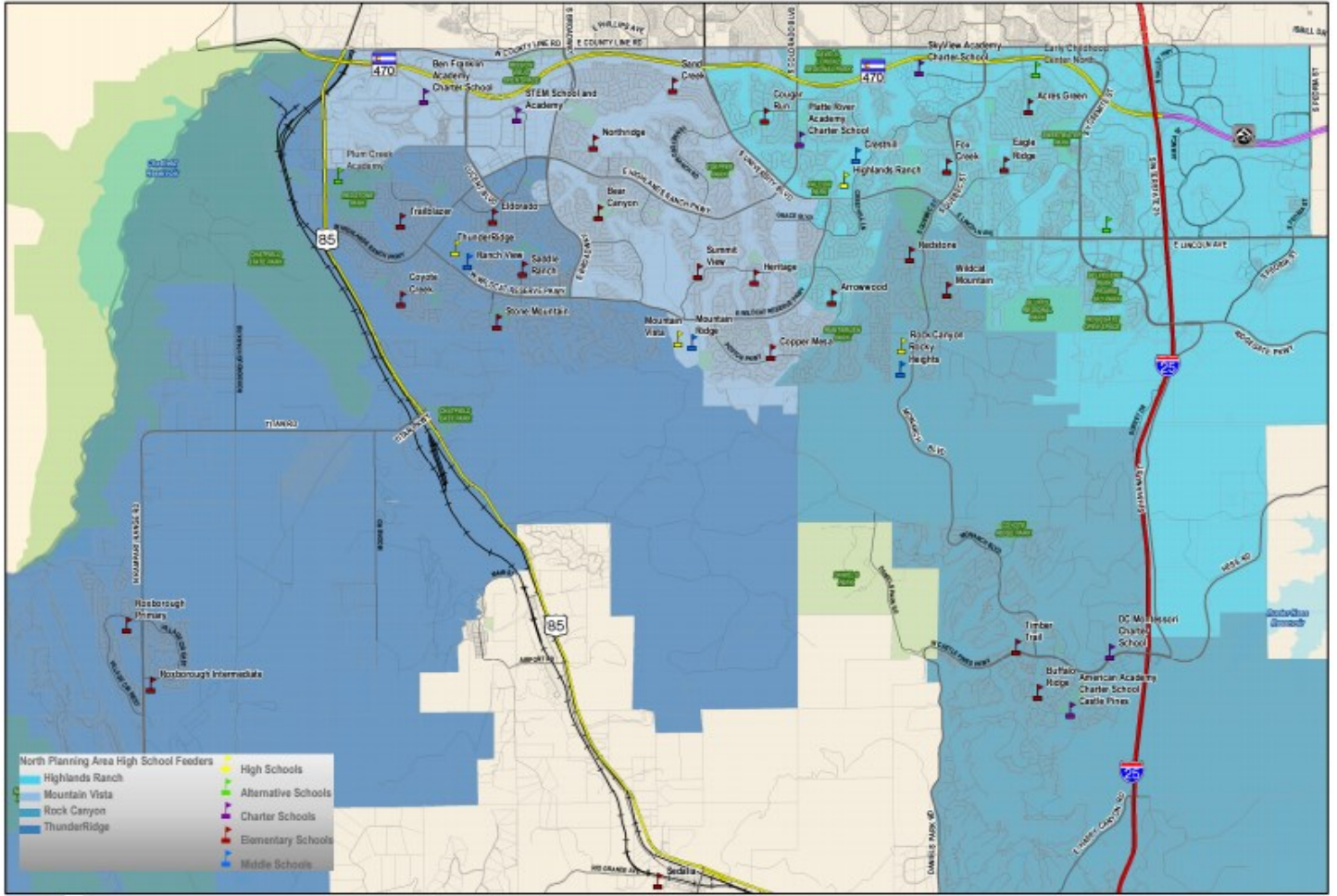
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## Douglas County School District



### Highlands Ranch Schools: North Planning Area Feeder Schools

- Highlands Ranch High School
- Cresthill Middle School
- Acres Green Elementary School
- Arrowwood Elementary School
- Cougar Run Elementary School
- Eagle Ridge Elementary School
- Eagle Academy Alternative Night High School
- Fox Creek Elementary School
- Lone Tree Elementary Magnet School
- Platte River Academy Charter School
- SkyView Academy Charter School
- Rock Canyon High School
- Rocky Heights Middle School
- American Academy Charter School
- Buffalo Ridge Elementary School
- DC Montessori Charter School
- Redstone Elementary School
- Timber Trail Elementary School
- Wildcat Mountain Elementary School
- Mountain Vista High School
- Mountain Ridge Middle School
- Bear Canyon Elementary School
- Ben Franklin Academy Charter School
- Cooper Mesa Elementary School
- Heritage Elementary
- Northridge Elementary School
- Sand Creek Elementary School
- STEM Charter School
- Summit View Elementary School
- ThunderRidge High School
- Ranch View Middle School
- Coyote Creek Elementary School
- Eldorado Elementary School
- Roxborough Primary School
- Roxborough Intermediate School
- Saddle Ranch Elementary School
- Stone Mountain Elementary School
- Trailblazer Elementary School



## SCHOOL LOCATIONS—PARKER

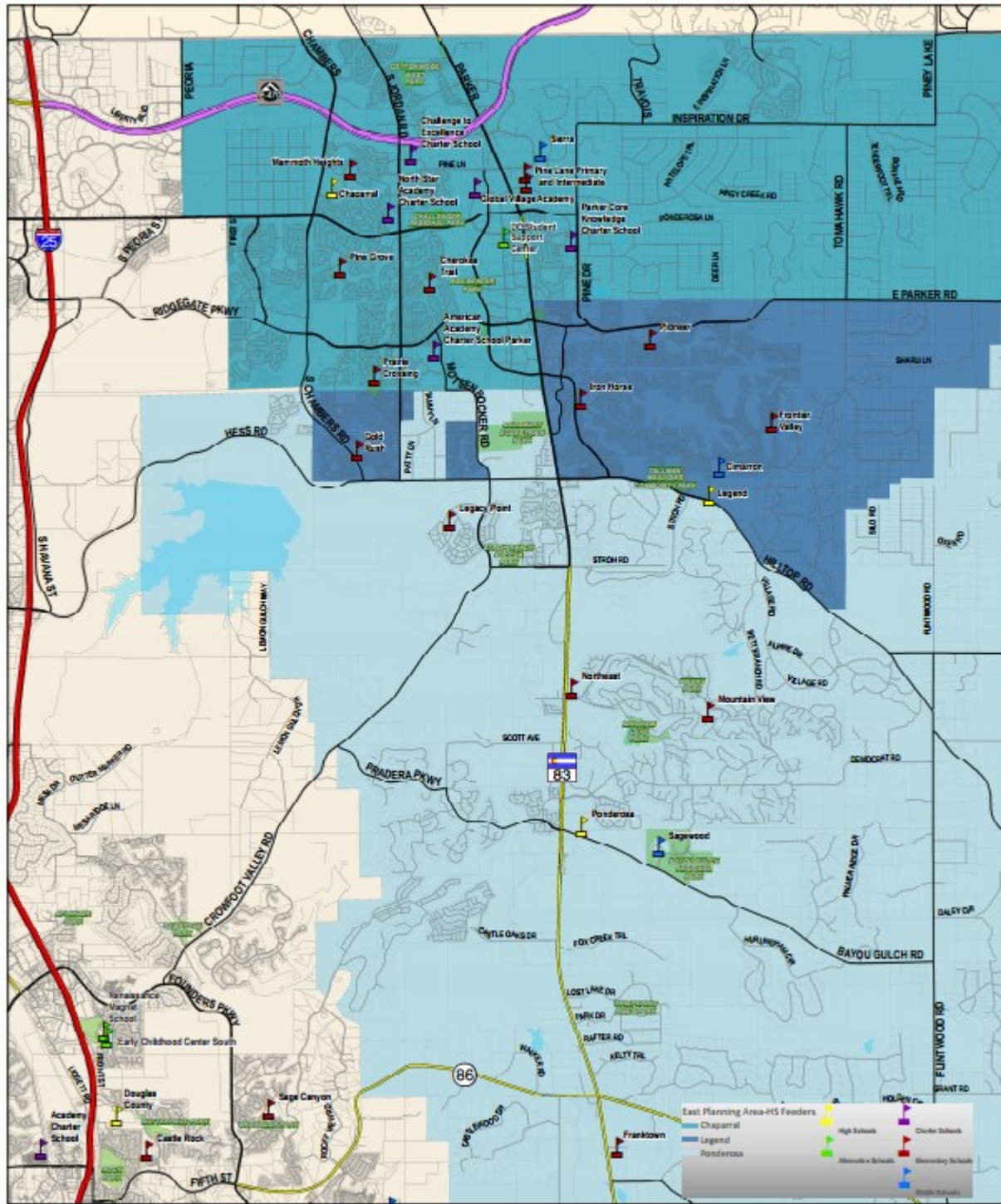
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### Douglas County School District



#### Parker Schools: East Planning Area

- Chaparral High School
- Sierra Middle School
- American Academy Charter School
- Challenge to Excellence Charter School
- Cherokee Trail Elementary School
- Global Village Academy
- Mammoth Heights Elementary School
- North Star Academy Charter School
- Parker Core Knowledge Charter School
- Parker Performing Arts School
- Pine Grove Elementary School
- Pine Lane Intermediate School
- Pine Lane Primary School
- Prairie Crossing Elementary School
- Legend High School
- Cimarron Middle School
- Frontier Valley Elementary School
- Gold Rush Elementary School
- Iron Horse Elementary School
- Pioneer Elementary School
- Ponderosa High School
- Sagewood Middle School
- Franktown Elementary School
- Mountain View Primary School
- Northeast Intermediate School
- Legacy Point Elementary School



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# ELEMENTARY SCHOOLS

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## Douglas County School District



- Acres Green Elementary School
- Arrowwood Elementary School
- Bear Canyon Elementary School
- Buffalo Ridge Elementary School
- Castle Rock Elementary School
- Cherokee Trail Elementary School
- Cherry Valley Elementary School
- Clear Sky Elementary School
- Copper Mesa Elementary School
- Cougar Run Elementary School
- Coyote Creek Elementary School
- Eagle Ridge Elementary School
- Eldorado Elementary School
- Flagstone Elementary School
- Fox Creek Elementary School
- Franktown Elementary School
- Frontier Valley Elementary School
- Gold Rush Elementary School
- Heritage Elementary School
- Iron Horse Elementary School
- Larkspur Elementary School
- Legacy Point Elementary School
- Lone Tree Elementary School
- Mammoth Heights Elementary School
- Meadow View Elementary School
- Mountain View Elementary School
- Northeast Elementary School
- Northridge Elementary School
- Pine Grove Elementary School
- Pine Lane Elementary School
- Pioneer Elementary School
- Prairie Crossing Elementary School
- Redstone Elementary School
- Renaissance Elementary School
- Rock Ridge Elementary School
- Roxborough Intermediate School
- Roxborough Primary School
- Saddle Ranch Elementary School
- Sage Canyon Elementary School
- Sand Creek Elementary School
- Sedalia Elementary School
- Soaring Hawk Elementary School
- South Elementary School
- Stone Mountain Elementary School
- Summit View Elementary School
- Timber Trail Elementary School
- Trailblazer Elementary School
- Wildcat Mountain Elementary School

# Acres Green | Elementary School

Established 1975 | Highlands Ranch School Feeder | Conventional Calendar  
13524 Acres Green Drive, Littleton, CO 80124 | 303.387.7125

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**Principal |** Gina Smith

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**School Performance Framework 2014**

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Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets

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**Mission Statement**

Acres Green Elementary provides a positive safe environment where best practices are used to educate the whole child while honoring individuality, creativity, and diversity.

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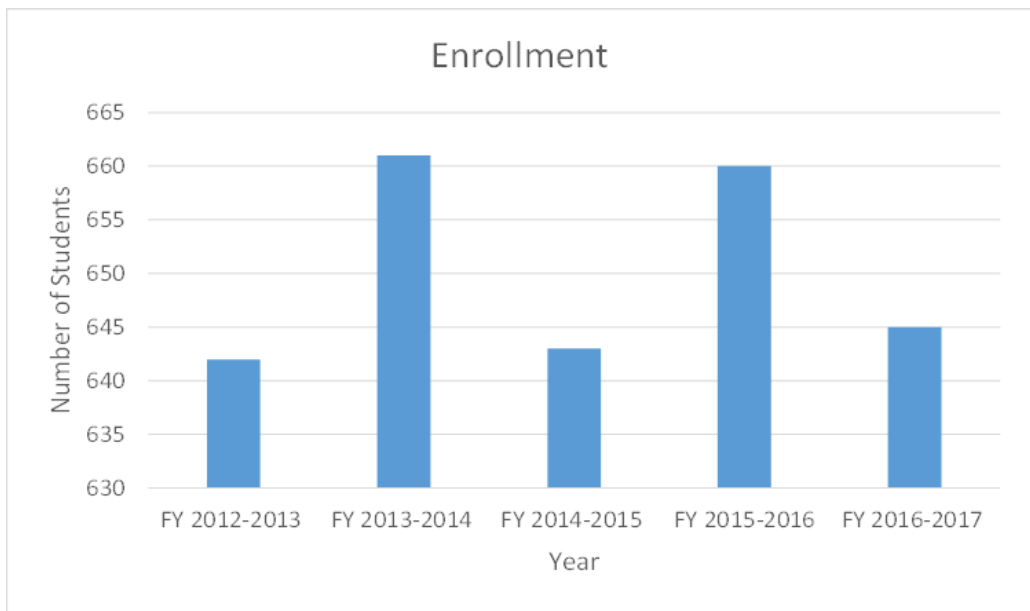
At Acres Green, we use a differentiated approach in our instructional methods with the goal of meeting each individual child's needs. Our focus is on the whole child - meeting social/emotional, physical, artistic, and academic needs. Students use technology and critical thinking skills to explore and deepen their understanding of literacy, mathematics, and the content areas.



# Acres Green | Elementary School

Established 1975 | Highlands Ranch School Feeder | Conventional Calendar  
 13524 Acres Green Drive, Littleton, CO 80124 | 303.387.7125

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 153,865	\$ 161,820	\$ 153,768	\$ 160,049	\$ 157,408
<i>Certified</i>	2,058,886	2,267,921	2,300,566	2,336,897	2,394,686
<i>Classified</i>	395,619	412,726	386,683	399,027	348,258
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	768,965	821,770	854,747	922,127	1,061,881
Purchased Services	121,155	134,929	125,087	142,814	-
Supplies and Materials	197,083	274,850	361,823	332,826	98,037
Capital Equipment	-	-	107,648	28,211	-
Other Expense	11,941	(36,915)	18,948	14,383	108,458
<b>Total Expenditures</b>	<b>\$ 3,707,514</b>	<b>\$ 4,037,102</b>	<b>\$ 4,309,271</b>	<b>\$ 4,336,333</b>	<b>\$ 4,168,728</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 83,728</b>	<b>\$ 94,897</b>	<b>\$ 123,291</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	2.00	2.00	2.00
Certified	40.25	42.45	43.55	43.01	43.00
Classified	13.19	12.62	13.15	15.17	15.07
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>54.44</b>	<b>56.07</b>	<b>58.70</b>	<b>60.18</b>	<b>60.07</b>
<b>Enrollment</b>	642	661	643	660	645
<b>School Expenditures Per Pupil</b>	<b>\$ 5,775</b>	<b>\$ 6,108</b>	<b>\$ 6,702</b>	<b>\$ 6,570</b>	<b>\$ 6,463</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	6,986



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Arrowwood | Elementary School

Established 2000 | Highlands Ranch High School Feeder | Conventional Calendar  
 10345 Arrowwood Drive Highlands Ranch, CO 80130 | 303.387.6875

**Principal |** Linda Chadrick

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching



### Mission Statement

We empower students to achieve their highest potential.

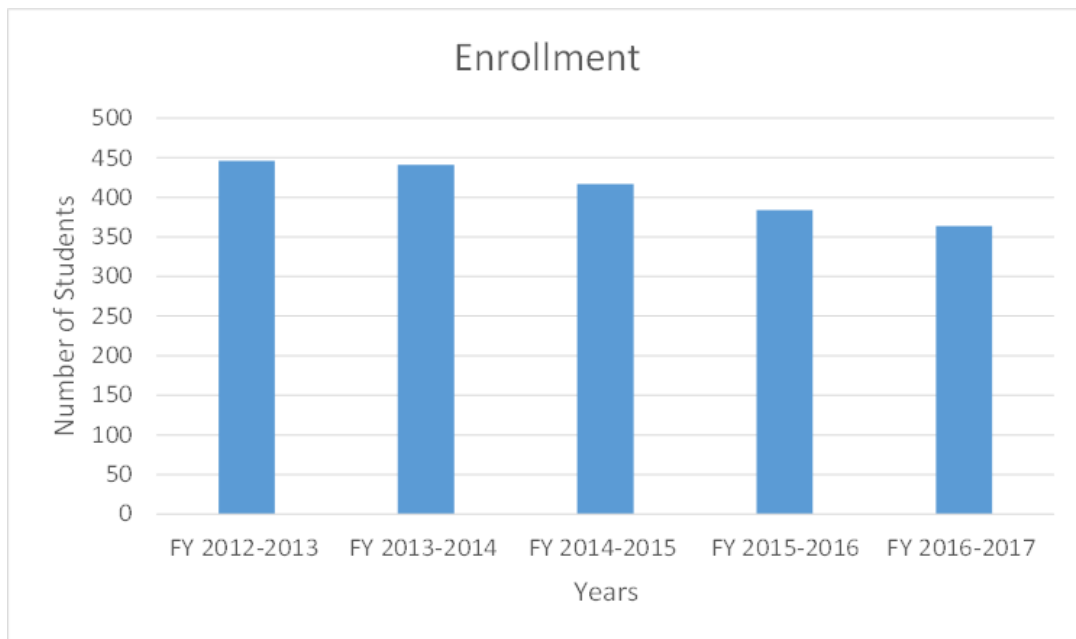
Author and researcher Carol Dweck reminds us that "no matter what your ability is, effort is what ignites that ability and turns it into accomplishment." This quote defines Arrowwood Elementary. We believe in providing students the tools they need in order to develop a growth mindset. Students are encouraged to follow our PATH using perseverance through critical thinking and problem solving, accepting others through perspective and kindness, training through risk-taking by allowing failures to grow into success, and holding strong to high expectations and responsible behavior. Our World Class Outcomes challenge us to be risk takers and understand how our learning is connected to the real world. YET is our guiding word in the classroom: I may not understand the concept YET, but some day, through effort, I WILL!!!



# Arrowwood | Elementary School

Established 2000 | Highlands Ranch High School Feeder | Conventional Calendar  
10345 Arrowwood Drive Highlands Ranch, CO 80130 | 303.387.6875

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 141,697	\$ 159,731	\$ 68,658	\$ 79,165	\$ 157,408
Certified	1,519,479	1,637,490	1,746,305	1,637,611	1,358,287
Classified	247,128	256,527	267,535	341,077	301,356
Professional/Technical	-	-	-	-	-
Benefits	546,246	578,803	630,132	636,131	665,822
Purchased Services	88,143	92,088	87,888	64,197	-
Supplies and Materials	150,386	371,072	140,310	144,299	2,533
Capital Equipment	7,697	-	12,922	999	-
Other Expense	4,954	9,439	8,659	10,185	-
<b>Total Expenditures</b>	<b>\$ 2,705,730</b>	<b>\$ 3,105,149</b>	<b>\$ 2,962,409</b>	<b>\$ 2,913,664</b>	<b>\$ 2,485,406</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 75,020</b>	<b>\$ 97,363</b>	<b>\$ 58,810</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	1.00	1.00	2.00
Certified	26.40	28.40	30.80	28.44	24.17
Classified	8.22	9.01	9.00	13.03	11.08
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>36.62</b>	<b>39.41</b>	<b>40.80</b>	<b>42.47</b>	<b>37.25</b>
<b>Enrollment</b>	<b>446</b>	<b>441</b>	<b>417</b>	<b>384</b>	<b>364</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,067</b>	<b>\$ 7,041</b>	<b>\$ 7,104</b>	<b>\$ 7,588</b>	<b>\$ 6,828</b>
				<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>	<b>523</b>
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 7,351</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Bear Canyon | Elementary School

Established 1990 | Mountain Vista High School Feeder | Conventional Calendar  
 9660 Salford Lane, Highlands Ranch, CO 80126 | 303.387.6475

**Principal | Kelly Ursetta**

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

Believing that each child is of great worth, we challenge students with a variety of experiences that will instill a love of learning, the ability to problem solve, and a healthy respect for themselves, others and the environment while inspiring them to reach for their potential.

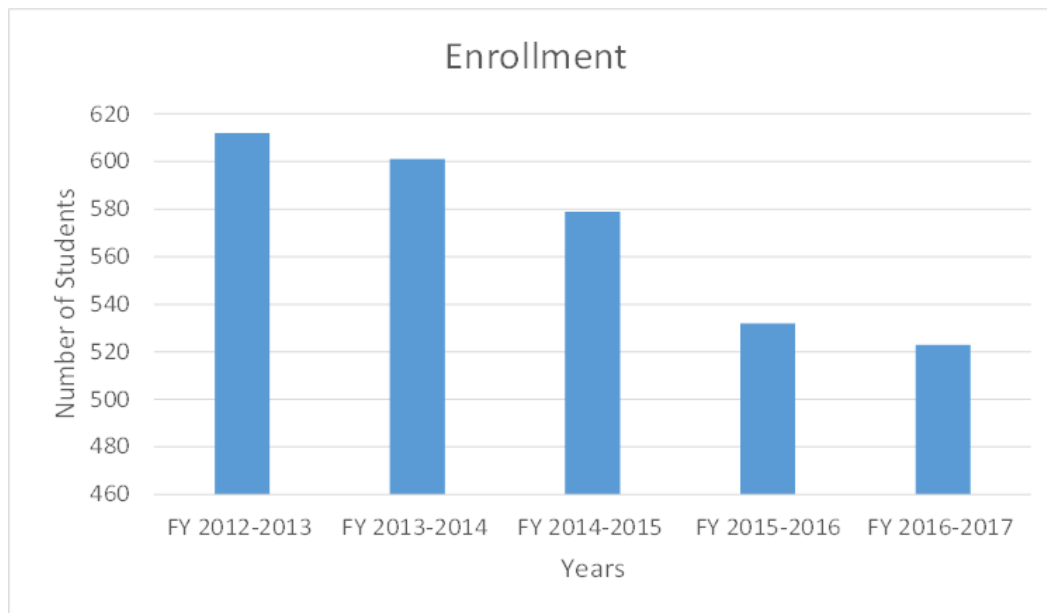
Bear Canyon sets its sights on "Unlocking the Potential" for all its children. We believe in offering strong, differentiated academics with up-to-date resources and varied specials that expose students to the arts, music, physical education, engineering, health, library, research and technology. We value each child as an individual and create a village of caring that provides a positive learning environment for all children. We believe in collaboration, restorative practices when disciplining and community involvement. Parents, administrators and teachers comprise the team that makes learning happen here. We have an amazing volunteer base that logs thousands of hours annually to help our students and school succeed. We believe in health and healthy lifestyles. We have received grants and awards from the state of Colorado for being one of the state's most healthy elementary schools. We offer outdoor education experiences for our 6th graders, peer mentors for our youngest learners and purposeful field trips that take our learning out into the community. We pride ourselves on being a comprehensive neighborhood school that exposes students to as many opportunities as possible so that when students leave us, we have helped them to "Unlock their potential!" We invite you to visit our sign forest, created by students and staff, that lists over a hundred potentials for kids. It's truly inspiring!



# Bear Canyon | Elementary School

Established 1990 | Mountain Vista High School Feeder | Conventional Calendar  
9660 Salford Lane, Highlands Ranch, CO 80126 | 303.387.6475

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 84,294	\$ 86,620	\$ 147,236	\$ 149,113	\$ 157,408
Certified	2,062,699	2,024,227	2,013,265	1,790,163	1,668,054
Classified	384,672	403,016	336,922	312,155	266,898
Professional/Technical	-	-	-	-	-
Benefits	707,360	681,412	720,349	723,508	766,515
Purchased Services	111,095	139,071	140,323	135,906	-
Supplies and Materials	176,926	195,898	334,072	156,345	54,930
Capital Equipment	11,796	-	4,818	32,522	-
Other Expense	9,365	9,642	7,144	10,415	-
<b>Total Expenditures</b>	<b>\$ 3,548,206</b>	<b>\$ 3,539,887</b>	<b>\$ 3,704,128</b>	<b>\$ 3,310,127</b>	<b>\$ 2,913,805</b>
<b>SBB Carry Over Awarded into</b>					
<b>Subsequent Year*</b>	<b>\$ (54,141)</b>	<b>\$ 137,067</b>	<b>\$ 69,246</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	2.00	2.00	2.00
Certified	32.10	33.87	34.80	30.46	30.20
Classified	12.01	13.71	11.67	11.60	11.97
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>45.11</b>	<b>48.58</b>	<b>48.47</b>	<b>44.06</b>	<b>44.17</b>
<b>Enrollment</b>	<b>612</b>	<b>601</b>	<b>579</b>	<b>532</b>	<b>523</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,798</b>	<b>\$ 5,890</b>	<b>\$ 6,397</b>	<b>\$ 6,222</b>	<b>\$ 5,571</b>
			<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>		<b>523</b>
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,094</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Buffalo Ridge | Elementary School

Established 1997 | Rock Canyon High School Feeder | Conventional Calendar  
7075 North Shoreham Drive, Castle Rock, CO 80108 | 303.387.5575

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**Principal | John Veit**

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### School Performance Framework 2014

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Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Exceeds
Academic Growth Gaps	Exceeds

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### Mission Statement

To provide a quality education, through high academic standards, that allows each child to succeed in ways that reflect his or her aptitudes or interests.

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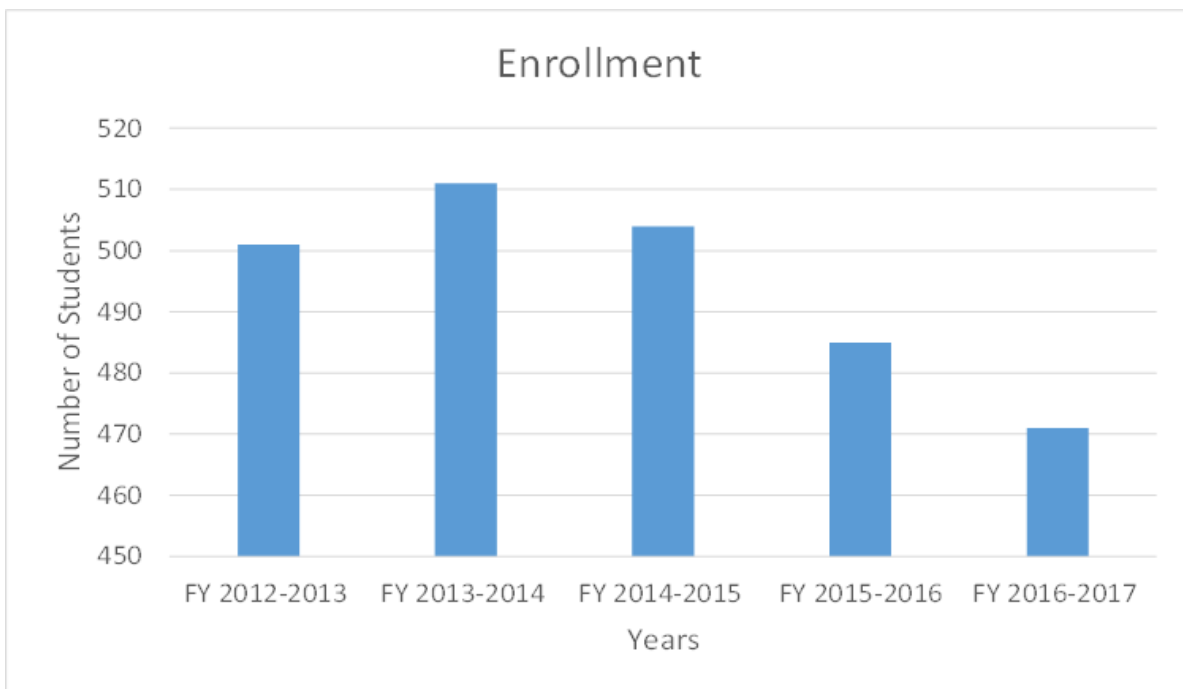
We are a school that is committed to giving your child a 21st Century education. Our staff at BRE consists of highly educated teachers who are constantly working on furthering their education to deliver a quality education that will prepare students for the demands of the ever changing world. Along with a dedicated support staff, we promote the rights and safety of all students, teachers, staff, and parents. At BRE we encourage students to take responsibility for their own actions. BRE prohibits all forms of discrimination, intolerance, disruptive and offensive conduct. Our policies apply to all students while they are on the school premises, representing the school off campus, or attending a school function.



# Buffalo Ridge | Elementary School

Established 1997 | Rock Canyon High School Feeder | Conventional Calendar  
7075 North Shoreham Drive, Castle Rock, CO 80108 | 303.387.5575

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 47,604	\$ 81,000	\$ 123,291	\$ 158,285	\$ 157,408
Certified	1,643,485	1,637,615	1,621,889	1,481,972	1,455,016
Classified	248,045	270,184	267,210	245,344	189,379
Professional/Technical	-	-	-	-	-
Benefits	551,799	583,998	578,840	589,331	644,947
Purchased Services	75,689	112,803	87,792	112,854	15,000
Supplies and Materials	67,989	221,062	209,969	217,787	37,280
Capital Equipment	13,762	-	(1,998)	43,362	-
Other Expense	6,091	11,484	9,610	7,716	30,000
<b>Total Expenditures</b>	<b>\$ 2,654,465</b>	<b>\$ 2,918,146</b>	<b>\$ 2,896,602</b>	<b>\$ 2,856,653</b>	<b>\$ 2,529,030</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (5,135)</b>	<b>\$ 35,459</b>	<b>\$ 57,439</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	0.00	1.00	1.00	2.00	2.00
Certified	28.40	27.80	28.27	26.62	25.70
Classified	8.27	8.53	8.47	7.76	8.15
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>36.67</b>	<b>37.33</b>	<b>37.74</b>	<b>36.37</b>	<b>35.85</b>
<b>Enrollment</b>	<b>501</b>	<b>511</b>	<b>504</b>	<b>485</b>	<b>471</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,298</b>	<b>\$ 5,711</b>	<b>\$ 5,747</b>	<b>\$ 5,890</b>	<b>\$ 5,369</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	5,892



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Castle Rock | Elementary School

Established 1984 | Douglas County High School Feeder | Conventional Calendar  
 1103 Canyon Drive, Castle Rock, CO 80104 | 303.387.5000



Principal | Deborah Warr

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Approaching
Academic Growth	Meets
Academic Growth Gaps	Approaching

### Mission Statement

To create and maintain a safe, respectful, and caring environment in which students are challenged and supported in their pursuit of 21st Century Learning. We foster collaboration, creativity, communication, and critical thinking within our learning community. We inspire and model life long learning while providing real world, authentic opportunities through Project Based Learning.

CRE uses a Project Based Learning approach to create a solid foundation of fundamental and higher order thinking skills through a structured curriculum that is consistent and aligned throughout the grade levels. Project Based Learning (PBL) is a dynamic approach to teaching in which students explore real-world problems and challenges, simultaneously developing cross-curriculum skills while working in small collaborative groups. Project Based Learning is filled with active and engaged learning, and it inspires students to obtain a deeper knowledge of the subjects they are studying. Research also indicates



that students are likely to retain the knowledge gained through this approach far more readily than through traditional textbook-centered learning. In addition, students develop confidence and self-direction as they move through both team-based and independent work. Castle Rock Elementary is a school of inquiry with an emphasis on Science. Our students experience learning in our natural backyard habitat. All students have projects and dedicated time to work collaboratively experiencing a multitude of opportunities to learn in an outdoor classroom. We are partners with the Castle Rock Open Space and Trails Department and work together to improve and integrate

trail systems. Our habitat is a point of pride at CRE and makes us a truly unique neighborhood school! Castle Rock Elementary School strives to meet the needs of the diverse individuals in our community. We offer Spanish Enrichment, Reading Recovery, ESL and SSN services, and Positive Behavior Support. We have a thriving Student Leadership Program focused on community service. Our dedicated staff offers extra opportunities throughout the year such as Choir, Battle of the Books (2012 District Champions), Spring Musical, Talent Show, 6th grade Hex Competition, and Field Day. Castle Rock Elementary has a very involved parent community. Our PCF (Parent Community Forum) sponsors several annual fundraising events such as the Scholastic Book Fair, Family Fun Night, and our annual Sock Hop. The PCF also sponsors our weekly popcorn Friday fundraiser that the entire school community looks forward to enjoying. Last year, CRE was recognized as 1 of 33 Nationally Certified Eco-Schools and was awarded the Green Flag Certification.

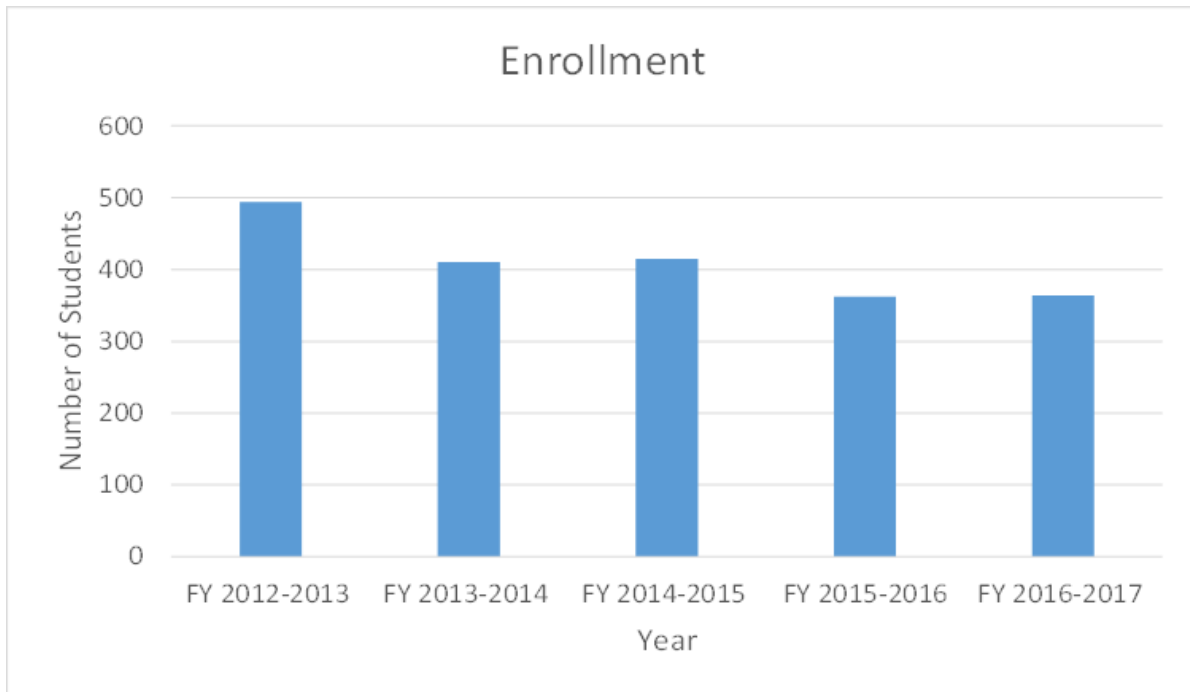


# Castle Rock | Elementary School

Established 1984 | Douglas County High School Feeder | Conventional Calendar  
1103 Canyon Drive, Castle Rock, CO 80104 | 303.387.5000

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 81,947	\$ 145,991	\$ 141,470	\$ 146,840	\$ 89,832
Certified	1,654,430	1,455,989	1,364,796	1,322,917	1,387,496
Classified	318,219	290,230	293,270	320,759	269,881
Professional/Technical	-	-	-	-	-
Benefits	561,355	542,735	525,842	569,360	636,812
Purchased Services	103,557	110,179	110,097	119,608	-
Supplies and Materials	80,308	113,055	133,645	126,520	16,400
Capital Equipment	-	-	27,968	55,098	-
Other Expense	(2,465)	(3,011)	4,113	6,223	-
<b>Total Expenditures</b>	<b>\$ 2,797,351</b>	<b>\$ 2,655,170</b>	<b>\$ 2,601,199</b>	<b>\$ 2,667,324</b>	<b>\$ 2,400,421</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 135,972</b>	<b>\$ 145,391</b>	<b>\$ 459,545</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	2.00	2.00	2.00	1.00
Certified	28.50	29.70	26.50	26.35	24.40
Classified	9.78	9.38	9.18	10.84	13.23
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>39.28</b>	<b>41.08</b>	<b>37.68</b>	<b>39.20</b>	<b>38.63</b>
<b>Enrollment</b>	<b>494</b>	<b>410</b>	<b>415</b>	<b>362</b>	<b>364</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,663</b>	<b>\$ 6,476</b>	<b>\$ 6,268</b>	<b>\$ 7,368</b>	<b>\$ 6,595</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 7,118



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Cherokee Trail | Elementary School

Established 1989 | Chaparral High School Feeder | Split-Fall Break Modified Calendar  
 17302 Clarke Farms Drive, Parker, CO 80134 | 303.387.8125

**Principal |** Josh Miller

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Exceeds
Academic Growth Gaps	Meets



### Mission Statement

Through learning, relationships, innovation and leadership, the whole child emerges into a productive contributing member of a global community in a safe and supportive environment.

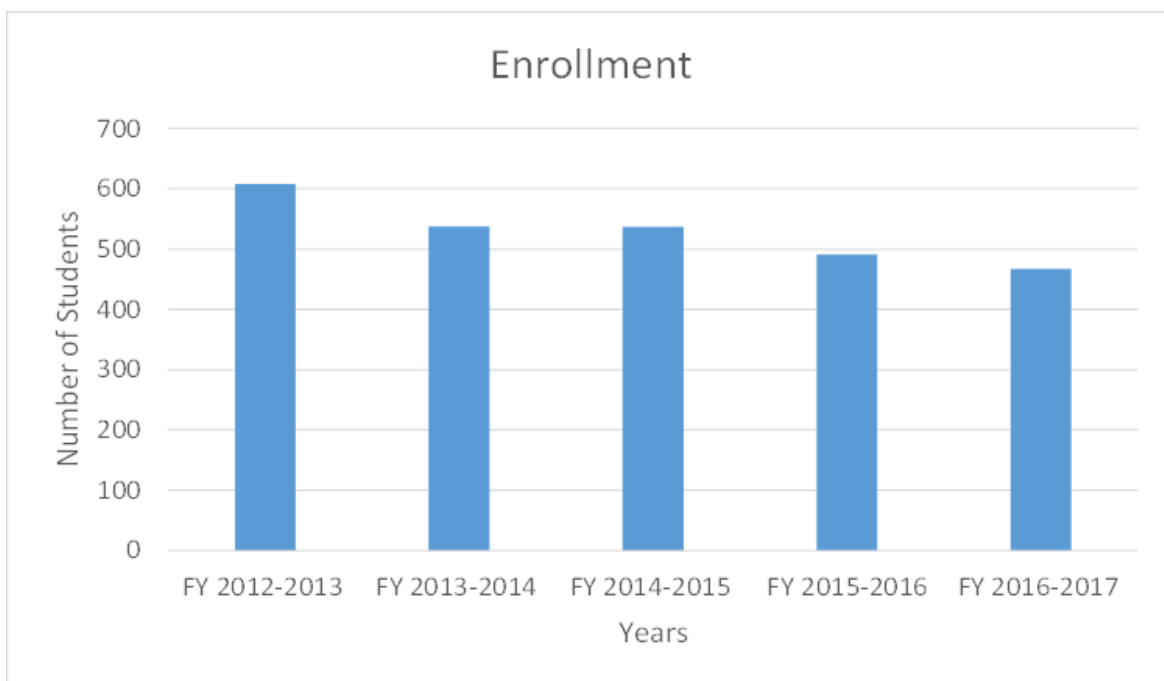
Our school is a neighborhood school that centers around great teachers, supportive parents, and dedicated students. Our culture and climate is one that is collaborative and our teachers are willing and able to meet the needs of our learners. Throughout our building we have sustainable legacy art projects that are gifts to our school from each 6th grade class. Our community thrives on its parent to school connection and our students are challenged academically each and every day.



# Cherokee Trail | Elementary School

Established 1989 | Chaparral High School Feeder | Split-Fall Break Modified Calendar  
17302 Clarke Farms Drive, Parker, CO 80134 | 303.387.8125

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 105,789	\$ 147,029	\$ 136,081	\$ 159,736	\$ 157,408
Certified	1,629,994	1,633,340	1,611,515	1,702,171	1,631,251
Classified	348,128	337,103	351,406	409,413	322,313
Professional/Technical	-	-	-	-	-
Benefits	601,115	614,712	639,854	720,548	773,672
Purchased Services	112,082	102,031	122,259	117,133	-
Supplies and Materials	220,240	141,488	155,621	181,929	69,376
Capital Equipment	-	-	23,495	46,945	-
Other Expense	(794)	4,110	5,318	5,047	-
<b>Total Expenditures</b>	<b>\$ 3,016,553</b>	<b>\$ 2,979,812</b>	<b>\$ 3,045,548</b>	<b>\$ 3,342,922</b>	<b>\$ 2,954,020</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 80,393</b>	<b>\$ 65,942</b>	<b>\$ 170,568</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	2.00	2.00	2.00
Certified	31.62	30.60	29.90	29.55	28.23
Classified	12.12	11.67	10.76	14.52	14.50
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>45.74</b>	<b>44.27</b>	<b>42.66</b>	<b>46.07</b>	<b>44.73</b>
<b>Enrollment</b>	<b>608</b>	<b>538</b>	<b>537</b>	<b>491</b>	<b>467</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 4,961</b>	<b>\$ 5,539</b>	<b>\$ 5,671</b>	<b>\$ 6,808</b>	<b>\$ 6,326</b>
			<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>		<b>523</b>
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,849</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Cherry Valley | Elementary School

Established 1952 | Douglas County High School Feeder | Conventional Calendar  
9244 South Highway 83, Franktown, CO 80116 | 303.387.8800

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Principal | Nancy Wortmann

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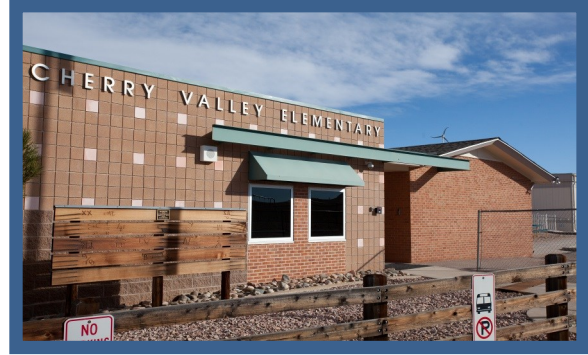
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### School Performance Framework 2014

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Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	-
Academic Growth Gaps	-

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### Mission Statement

Cherry Valley supports and challenges every student to meet or exceed DCSD standards in reading, writing and math. Our students learn to think, communicate and contribute within a diverse society.

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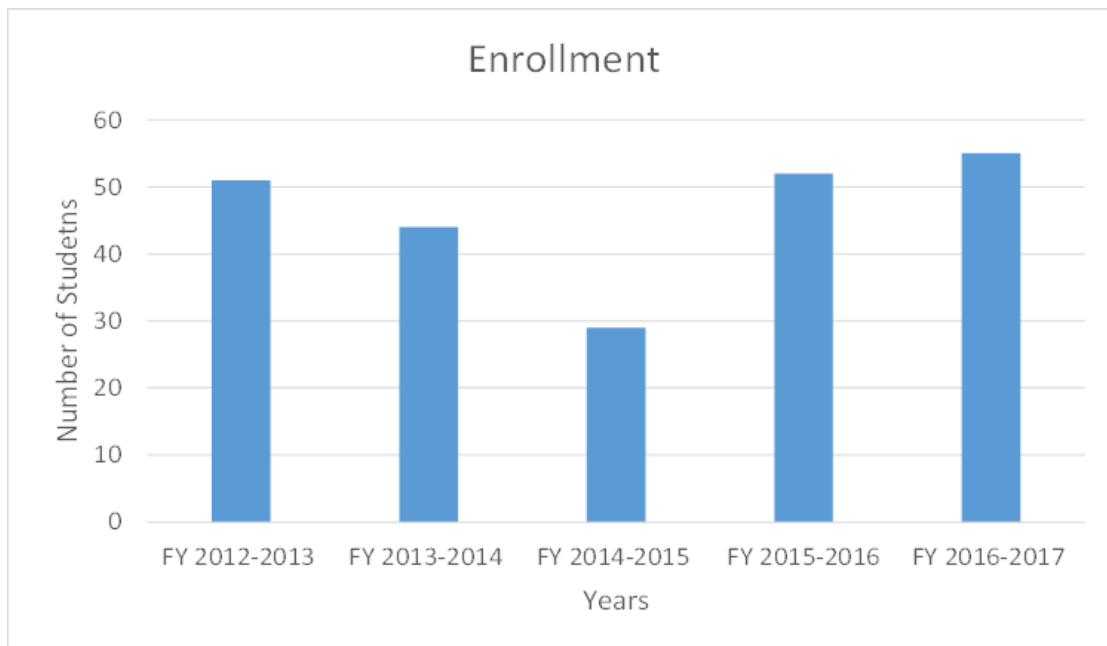


Our Mission: Cherry Valley Elementary exists to provide an excellent, foundational education for the children of our immediate area and beyond while building character in a family centered, rural setting through relationships within our community. Our vision is to develop and equip the next generation of leaders with timeless skills, outstanding work ethic, and a love of country that will continue the legacy of an exceptional culture in southeast Douglas County for future generations. Cherry Valley Elementary offers an exciting learning experience for each student by bringing the "one-room schoolhouse" into the 21st century! Our small class sizes allow for more personalized learning and support as well as an increased ability to connect with our community and extend learning beyond the classroom. On top of offering a comprehensive curriculum that includes all of the specials courses found at larger schools, CVE also has a 1:1 student laptop ratio, an additional "interest area" specials class for every student, and a daily RTI block to support each child's learning needs.

# Cherry Valley | Elementary School

Established 1952 | Douglas County High School Feeder | Conventional Calendar  
9244 South Highway 83, Franktown, CO 80116 | 303.387.8800

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 9,754	\$ 9,892	\$ 5,895	\$ 38,836	\$ 17,966
Certified	302,806	329,456	286,843	219,389	259,287
Classified	56,130	48,992	40,213	51,028	48,813
Professional/Technical	-	-	-	-	-
Benefits	106,868	115,877	107,332	74,477	119,422
Purchased Services	2,200	2,004	3,535	2,404	-
Supplies and Materials	28,251	43,814	32,431	32,245	6,555
Capital Equipment	-	-	2,588	7,553	-
Other Expense	(7,814)	(2,164)	108	(1,632)	-
<b>Total Expenditures</b>	<b>\$ 498,194</b>	<b>\$ 547,872</b>	<b>\$ 478,945</b>	<b>\$ 424,299</b>	<b>\$ 452,043</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 2,041</b>	<b>\$ 4,131</b>	<b>\$ 21,722</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	0.10	0.10	0.00	0.20	0.20
Certified	5.71	5.20	4.30	4.10	4.42
Classified	1.37	1.37	1.37	1.59	1.59
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>7.18</b>	<b>6.67</b>	<b>5.67</b>	<b>5.89</b>	<b>6.21</b>
<b>Enrollment</b>	51	44	29	52	55
<b>School Expenditures Per Pupil</b>	<b>\$ 9,769</b>	<b>\$ 12,452</b>	<b>\$ 16,515</b>	<b>\$ 8,160</b>	<b>\$ 8,219</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	8,742



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Clear Sky | Elementary School

Established 2008 | Castle View High School Feeder | Modified Calendar  
 1470 Clear Sky Way, Castle Rock, CO 80109 | 303.387.5900



**Principal |** Kellie Roe

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching

### Mission Statement

Clear Sky Elementary believes all children can learn. Therefore our mission is to foster a collaborative community where each learner is valued and inspired to pursue his/her full potential within a safe and inviting student centered environment.

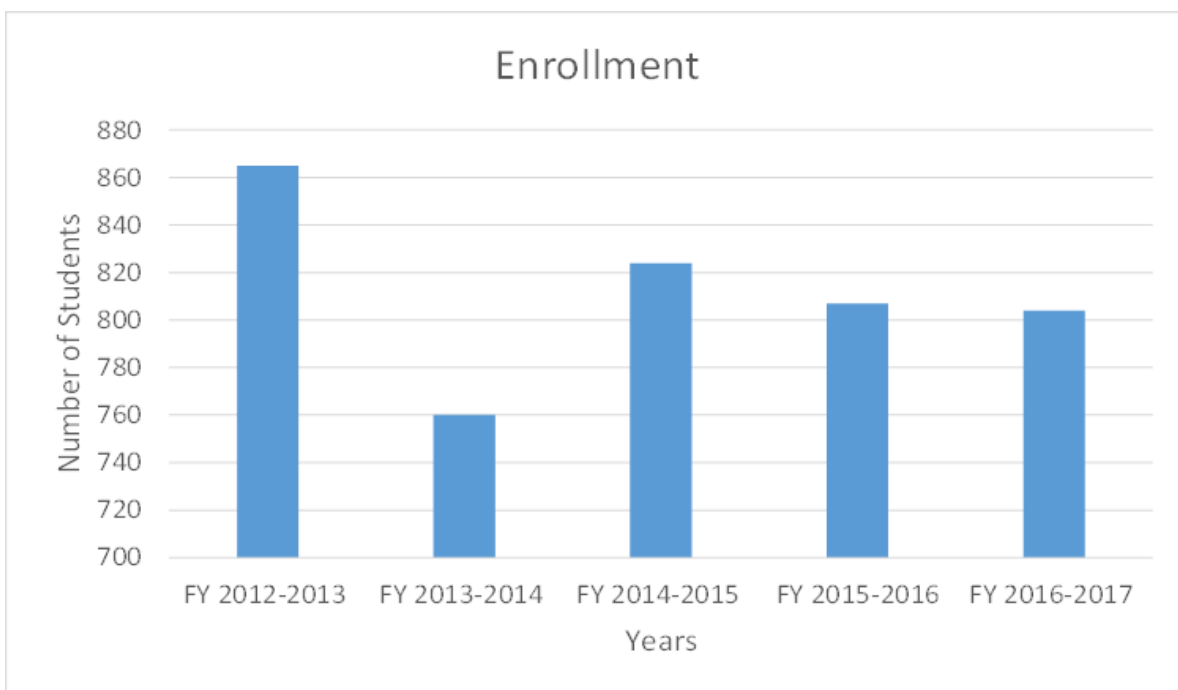


There are no words that can accurately communicate how much we love our students, their families and our community. Clear Sky is a proud neighborhood school that works as a team to rally around each one of our students. We utilize a Project Based Learning approach to allow students voice and choice in their education. We honor the individuality of our students and work hard to ensure individual needs are met. Through combo classrooms and cluster grouping we meet the needs of our gifted learners. We also have a stellar special education and RtI program for students that may need additional support. You will find our team working collaboratively to ensure the safety of our students through Positive Behavior Support. We are proud to be part of the Castle Rock Community and our generous students support the community through their "Leave a Legacy" project each year.

# Clear Sky | Elementary School

Established 2008 | Castle View High School Feeder | Modified Calendar  
1470 Clear Sky Way, Castle Rock, CO 80109 | 303.387.5900

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 145,564	\$ 151,915	\$ 149,470	\$ 154,112	\$ 156,936
Certified	2,525,735	2,700,105	2,751,026	2,859,839	2,859,633
Classified	379,593	386,072	424,795	420,992	386,632
Professional/Technical	-	-	-	-	-
Benefits	899,489	932,442	997,210	1,116,519	1,244,224
Purchased Services	127,798	126,991	135,504	143,655	25,000
Supplies and Materials	197,310	241,289	295,624	310,655	118,320
Capital Equipment	-	-	102,518	31,260	-
Other Expense	723	11,460	10,529	12,206	-
<b>Total Expenditures</b>	<b>\$ 4,276,211</b>	<b>\$ 4,550,273</b>	<b>\$ 4,866,676</b>	<b>\$ 5,049,239</b>	<b>\$ 4,790,745</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 85,329</b>	<b>\$ 32,273</b>	<b>\$ 224,856</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	2.00	2.00	2.00
Certified	45.50	48.50	50.40	49.05	51.00
Classified	17.42	12.86	17.16	17.53	16.59
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>64.92</b>	<b>63.36</b>	<b>69.56</b>	<b>68.58</b>	<b>69.59</b>
<b>Enrollment</b>	<b>865</b>	<b>760</b>	<b>824</b>	<b>807</b>	<b>804</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 4,944</b>	<b>\$ 5,987</b>	<b>\$ 5,906</b>	<b>\$ 6,257</b>	<b>\$ 5,959</b>
			<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>		<b>523</b>
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,482</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Copper Mesa | Elementary School

Established 2005 | Mountain Vista High School Feeder | Conventional Calendar  
 3501 Poston Parkway, Highlands Ranch, CO 80126 | 303.387.7375

Principal | Steve Getchell

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

Copper Mesa Elementary is dedicated to excellence in education and is committed to being an exemplary community of learners. Every child is worthy of a positive, successful learning experience. Our dedication is to create a child-centered environment that encourages risk taking, embraces diversity, and validates the whole child. To promote educational excellence, we will share in the responsibility to foster curiosity and a love of learning. We will model, encourage, and inspire all learners to explore the possibilities of the world around them. Guiding students to reach their personal best, we will provide positive, supportive, challenging, differentiated opportunities for students to demonstrate understanding. We are committed to recognize, value, appreciate, and take pride by celebrating the achievements of all. As a community of learners, leaders, and partners, we are united in our goal to enrich the lives of each child, as he or she becomes a life- long learner seeking to reach their fullest potential.



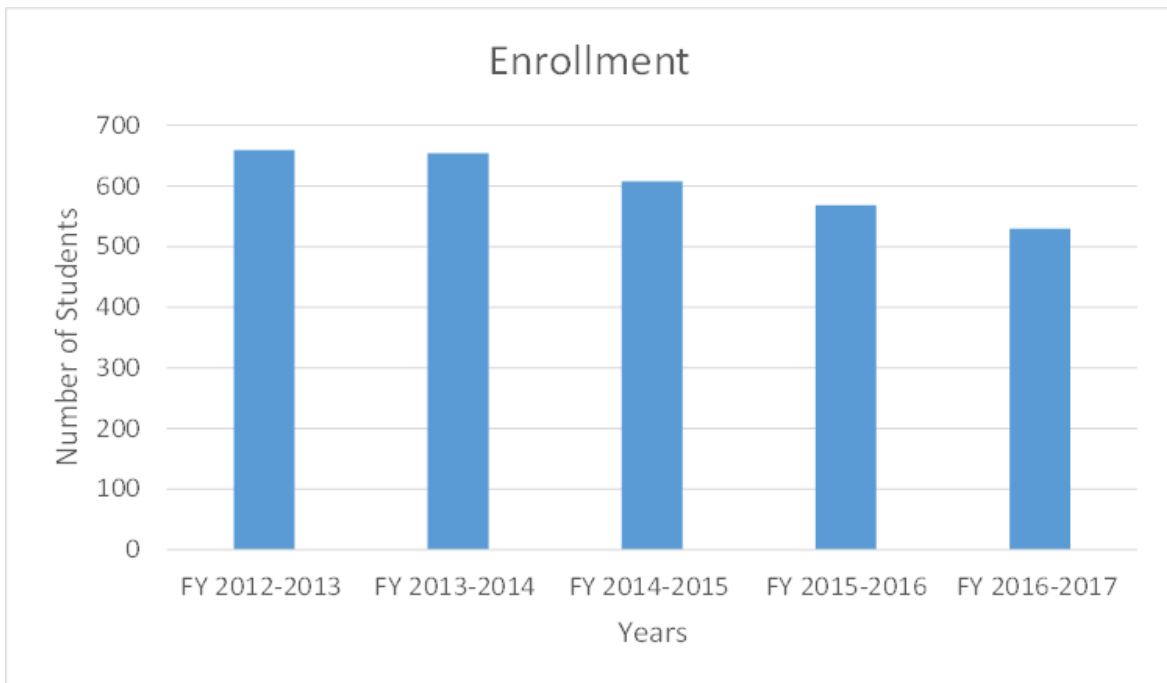
Copper Mesa is a neighborhood school that inspires and delivers excellence through multiple modalities and pathways for instruction, engages and celebrates the whole child, meets and exceeds the needs of all learners through differentiation, and commits to a safe and nurturing environment. Copper Mesa Parents support students and staff through volunteering, Watch Dogs and Dad's Club, CMEA (pto), and serving on the School Advisory Committee.



# Copper Mesa | Elementary School

Established 2005 | Mountain Vista High School Feeder | Conventional Calendar  
 3501 Poston Parkway, Highlands Ranch, CO 80126 | 303.387.7375

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 90,327	\$ 126,482	\$ 157,259	\$ 135,329	\$ 157,408
Certified	1,964,304	1,987,808	1,911,182	1,903,384	1,689,509
Classified	330,963	349,852	355,328	323,445	268,491
Professional/Technical	-	-	-	-	-
Benefits	660,836	678,847	716,176	733,991	775,032
Purchased Services	79,236	84,976	93,174	85,258	8,713
Supplies and Materials	184,609	169,818	228,589	224,054	30,995
Capital Equipment	-	-	15,984	37,137	-
Other Expense	7,531	17,271	10,906	(2,076)	-
<b>Total Expenditures</b>	<b>\$ 3,317,805</b>	<b>\$ 3,415,053</b>	<b>\$ 3,488,598</b>	<b>\$ 3,440,522</b>	<b>\$ 2,930,148</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 125,624</b>	<b>\$ 124,388</b>	<b>\$ 61,103</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	2.00	2.00	1.42	2.00
Certified	34.40	36.10	33.60	31.20	30.50
Classified	11.01	12.43	12.73	14.45	12.17
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>46.41</b>	<b>50.53</b>	<b>48.33</b>	<b>47.06</b>	<b>44.67</b>
<b>Enrollment</b>	<b>659</b>	<b>654</b>	<b>607</b>	<b>568</b>	<b>530</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,035</b>	<b>\$ 5,222</b>	<b>\$ 5,747</b>	<b>\$ 6,057</b>	<b>\$ 5,529</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<b>Estimated Total Expenditures Per Pupil</b>		<b>\$ 6,052</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Cougar Run | Elementary School

Established 1996 | Highlands Ranch High School Feeder | Conventional Calendar  
 8780 Venneford Ranch Road, Highlands Ranch, CO 80126 | 303.387.6675

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**Principal | John Gutierrez**

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**School Performance Framework 2014**

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets




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**Mission Statement**

The Mission of Cougar Run is to inspire, encourage and empower all children to achieve and learn in a respectful environment.

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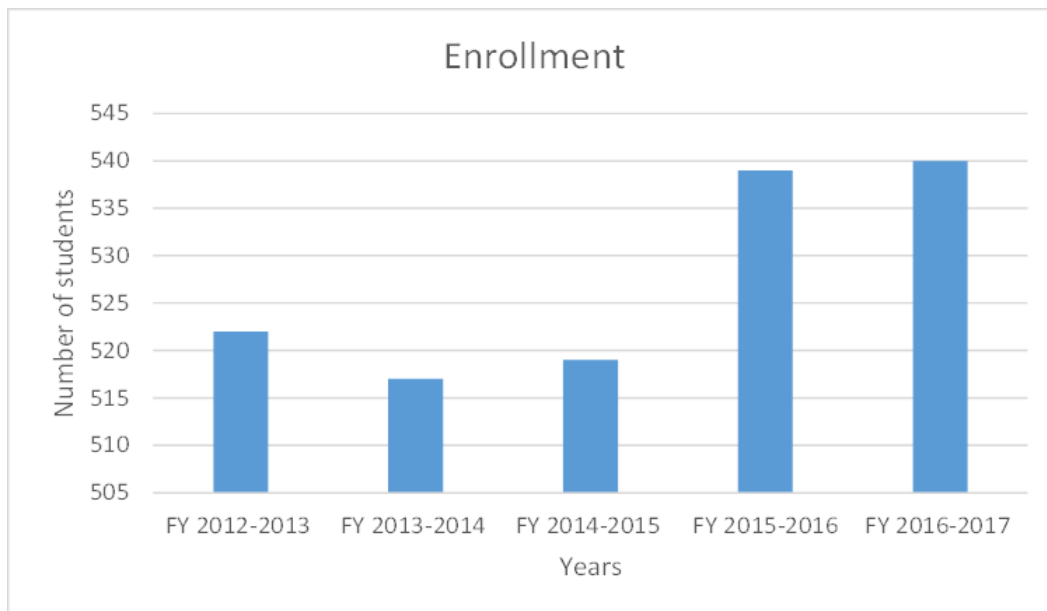
The strength of Cougar Run Elementary is the daily dedication of the entire learning community to encourage, inspire and empower children to achieve and learn in a respectful environment. We sincerely care about what our children learn and who they become. Our core philosophy is to always do what is best for our children each and every day. Cougar Run Elementary has consistently been rated as a high performing school with consistent high academic achievement and growth. Cougar Run has implemented the Project Based Learning teaching methodology which supports students in gaining knowledge and skills by working for an extended period of time to investigate and respond to a complex question, problem, or challenge. 21st century skills, the 4C's (communication, collaboration, creativity and critical thinking) are all essential skills within the PBL philosophy and help our students take content to a much deeper level as well as make real world connections and support real world problem solving. PBL has significantly enhanced student engagement and teacher enthusiasm for taking academic standards and world class outcomes to a deeper level. Cougar Run Elementary is a great place to learn and work because of the truly outstanding learning community who are focused on every child, every day.

# Cougar Run | Elementary School

Established 1996 | Highlands Ranch High School Feeder | Conventional Calendar  
8780 Venneford Ranch Road, Highlands Ranch, CO 80126 | 303.387.6675

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 97,247	\$ 100,189	\$ 102,211	\$ 106,811	\$ 89,832
Certified	1,660,489	1,626,835	1,724,794	1,808,309	1,794,997
Classified	361,888	397,904	448,743	459,795	432,687
Professional/Technical	-	-	-	-	-
Benefits	566,199	592,084	657,496	777,459	849,506
Purchased Services	80,017	79,385	72,379	90,195	-
Supplies and Materials	187,012	212,690	225,239	200,890	48,961
Capital Equipment	-	-	51,618	53,572	-
Other Expense	9,582	(30,694)	5,559	(48,050)	-
<b>Total Expenditures</b>	<b>\$ 2,962,434</b>	<b>\$ 2,978,393</b>	<b>\$ 3,288,039</b>	<b>\$ 3,448,981</b>	<b>\$ 3,215,983</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 34,734</b>	<b>\$ 69,222</b>	<b>\$ 64,566</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	26.90	27.00	28.50	29.88	30.94
Classified	11.42	12.34	14.58	19.85	21.09
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>39.32</b>	<b>40.34</b>	<b>44.08</b>	<b>50.73</b>	<b>53.03</b>
<b>Enrollment</b>	<b>522</b>	<b>517</b>	<b>519</b>	<b>539</b>	<b>540</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,675</b>	<b>\$ 5,761</b>	<b>\$ 6,335</b>	<b>\$ 6,399</b>	<b>\$ 5,956</b>
				<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>	<b>523</b>
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,479</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Coyote Creek | Elementary School

Established 1995 | ThunderRidge High School Feeder | Conventional Calendar  
 2861 Baneberry Court, Highlands Ranch, CO 80129 | 303.387.6175

**Principal |** Gigi Whalen

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

Coyote Creek is dedicated to a partnership between community and school which promotes academic excellence and fosters the development of strong morals and values. Within an accepting and supportive environment, our children will develop their diverse abilities and become confident and responsible citizens with a life-long love of learning.

Coyote Creek is a Leader in Me school that offers personalized learning for every student. We tap into students interests and learning styles and allow them to learn in ways that most benefit them. Students learn about and put into

practice the 7 Habits of Highly Effective People - be proactive, begin with the end in mind, think win-win, put first things first, synergize, seek first things first, and sharpen the saw. By using these habits daily, students are more successful both socially and academically - and teachers work to make student learning personalized to tap into their passions and interests. Coyote Creek is also very excited to begin using Lego Education Kits as a learning tool in the 2015-16 school year!! We

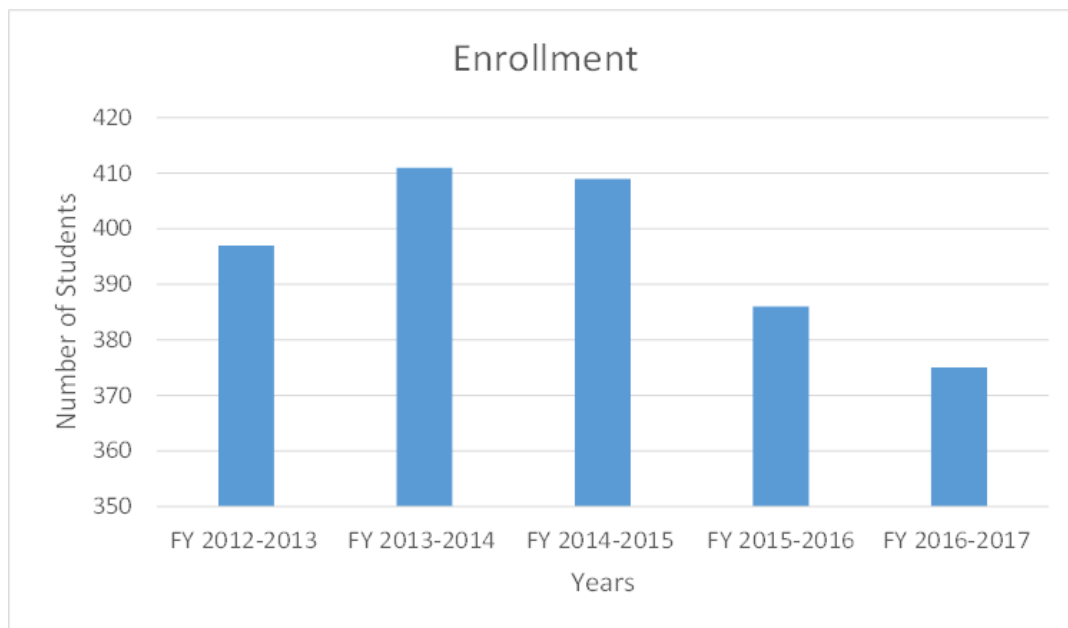


will have simple machines for kindergarten, We-do Math STEM for grades 2-4, story starter for grades 2-5, build to express for 1-6th grades, and EV3 Robotics for grades 5 & 6!! These kits will give students the opportunity to learn using hands on, interactive tools that bring science, technology, engineering and math (STEM) into content learning. We have also created more 21st century learning spaces where kids can move fluidly throughout the room, sit in a cozy corner, on the floor, standing up - whatever works for their learning style. Coyote Creek is a 100% nut restricted school. We welcome all students who have nut allergies as we provide a safe environment for these students throughout the school.

# Coyote Creek | Elementary School

Established 1995 | ThunderRidge High School Feeder | Conventional Calendar  
2861 Baneberry Court, Highlands Ranch, CO 80129 | 303.387.6175

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 92,078	\$ 93,315	\$ 92,876	\$ 150,204	\$ 147,271
Certified	1,451,455	1,598,896	1,590,615	1,407,819	1,203,219
Classified	315,861	275,042	337,225	351,610	280,274
Professional/Technical	-	-	-	-	-
Benefits	496,920	538,022	571,454	586,605	597,508
Purchased Services	100,573	88,011	93,370	85,057	-
Supplies and Materials	120,359	123,882	177,920	103,322	30,052
Capital Equipment	-	-	7,343	47,352	-
Other Expense	(2,379)	(17,954)	(36,298)	35,883	-
<b>Total Expenditures</b>	<b>\$ 2,574,867</b>	<b>\$ 2,699,213</b>	<b>\$ 2,834,505</b>	<b>\$ 2,767,851</b>	<b>\$ 2,258,324</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 38,702</b>	<b>\$ 111,206</b>	<b>\$ 146,616</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	2.00	1.85
Certified	20.70	23.90	25.10	23.32	22.35
Classified	10.34	8.07	11.74	12.84	12.65
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>32.04</b>	<b>32.97</b>	<b>37.84</b>	<b>38.16</b>	<b>36.85</b>
<b>Enrollment</b>	<b>397</b>	<b>411</b>	<b>409</b>	<b>386</b>	<b>375</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,486</b>	<b>\$ 6,567</b>	<b>\$ 6,930</b>	<b>\$ 7,171</b>	<b>\$ 6,022</b>
			<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>		<b>523</b>
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,545</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Eagle Ridge | Elementary School

Established 1988 | Highlands Ranch High School Feeder | Conventional Calendar  
 7716 Timberline Road, Lone Tree, CO 80124 | 303.387.7075

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**Principal | Doug Humphreys**

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**School Performance Framework 2014**

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Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Exceeds
Academic Growth Gaps	Exceeds

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**Mission Statement**

To provide a safe, nurturing and engaging learning environment where every individual is valued and inspired to soar. Together we will create a community committed to excellence.

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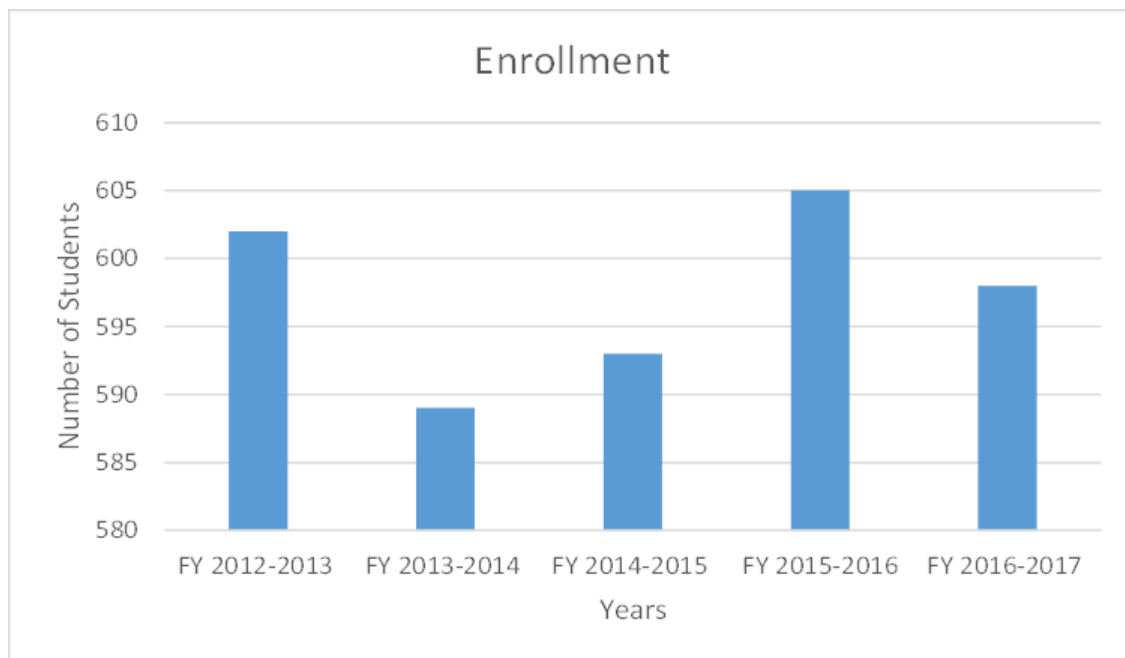


Eagle Ridge is a school dedicated to supporting every student in achieving their personal and academical goals. We believe that through student leadership, we are able to create a learning environment that meets the diverse needs of our children. Through our student leadership development we have seen our students soar and make a positive difference in the lives of our community.

# Eagle Ridge | Elementary School

Established 1988 | Highlands Ranch High School Feeder | Conventional Calendar  
7716 Timberline Road, Lone Tree, CO 80124 | 303.387.7075

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 82,760	\$ 85,033	\$ 86,325	\$ 154,962	\$ 89,832
Certified	1,780,742	1,910,644	1,971,248	1,880,904	1,992,002
Classified	378,301	403,847	394,738	441,231	454,788
Professional/Technical	-	-	-	-	-
Benefits	667,711	702,826	744,319	789,159	929,273
Purchased Services	88,697	76,721	90,512	107,726	-
Supplies and Materials	151,359	258,590	230,917	208,256	115,683
Capital Equipment	9,124	-	(587)	26,576	-
Other Expense	22,363	11,775	7,530	9,912	-
<b>Total Expenditures</b>	<b>\$ 3,181,058</b>	<b>\$ 3,449,436</b>	<b>\$ 3,525,003</b>	<b>\$ 3,618,726</b>	<b>\$ 3,581,578</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 40,690</b>	<b>\$ 59,494</b>	<b>\$ 224,857</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.92	1.00
Certified	30.30	31.90	34.40	33.55	36.22
Classified	14.19	12.89	14.13	19.29	20.35
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>45.49</b>	<b>45.79</b>	<b>49.53</b>	<b>54.75</b>	<b>57.57</b>
<b>Enrollment</b>	<b>602</b>	<b>589</b>	<b>593</b>	<b>605</b>	<b>598</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,284</b>	<b>\$ 5,856</b>	<b>\$ 5,944</b>	<b>\$ 5,981</b>	<b>\$ 5,989</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 6,512



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Eldorado | Elementary School

Established 2001 | ThunderRidge High School Feeder | Conventional Calendar  
 1305 Timbervale Trail, Highlands Ranch, CO 80129 | 303.387.6325

**Principal | Katy Kollasch**

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching



### **Mission Statement**

Our mission is to be the center of a vibrant, enjoyable, growing community, where our emphasis is the unique development of our children within a safe, dynamic, and responsive learning environment.

Eldorado Elementary is a fully comprehensive school offering a world class education to students of Pre-School and Kindergarten to 6th grade in the beautiful city of Highlands Ranch. Eldorado's mission is to be the center of a vibrant, enjoyable, growing community, where our emphasis is the unique development of our children within a safe, dynamic and responsive learning environment. Together our invested stakeholders work hard to envision the future, aiming to create a modern approach to learning that will motivate and inspire the whole child, empowering students to be ethical individuals and productive members of their global communi-

ty. Our multiple specials offerings, both during school and as extra-curricular activities, including art, physical education and health, technology and music offer the ideal springboard for children to engage their curiosity and share experiences that will help create interest pathways for the future. Character Education and Service Learning are cornerstones of our school encouraging children to make a difference both locally, nationally and internationally. An outstanding staff, a well rounded instructional approach encompassing elements of project based learning, a defined framework for literacy instruction, departmentalization at the intermediate level, interventions and involvement for our diverse spectrum of learners, and the understanding of how individual learning styles and multiple intelligences impact each child, allows students the autonomy to direct their own learning and select a personalized capstone project prior to graduation before transitioning to middle school. Ultimately, the community of Eldorado Elementary believes that every child has the capacity to be successful physically, intellectually, emotionally and socially, and we are dedicated to providing opportunities that help children to recognize and capitalize on their individual strengths. Eldorado Elementary students are ready to take ownership of their learning and change the world!



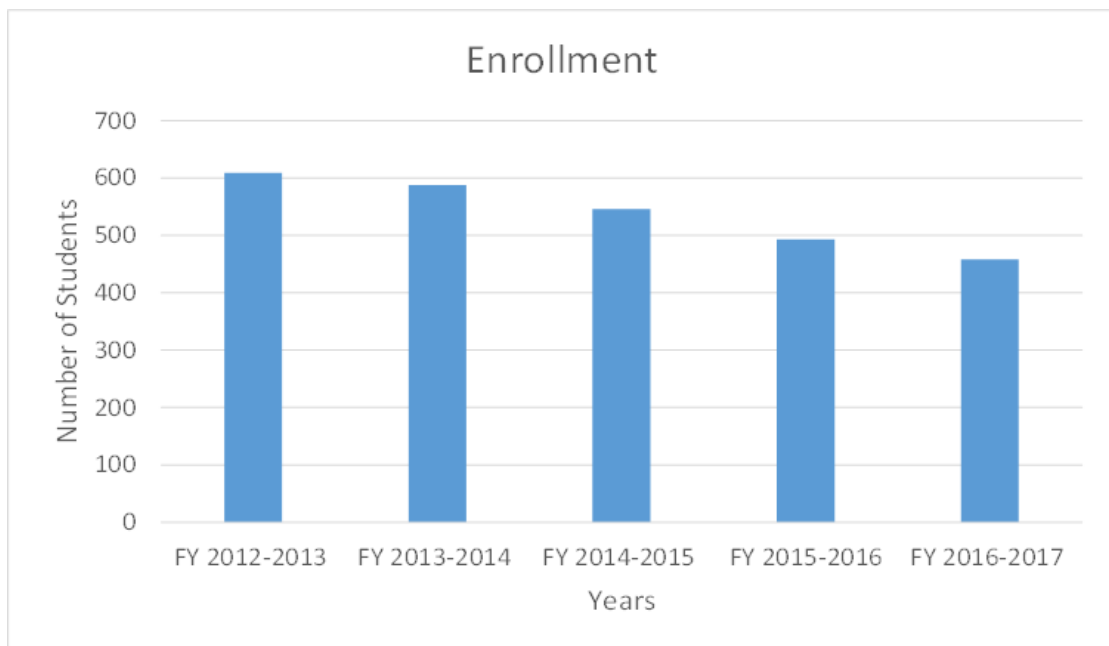
tion, departmentalization at the intermediate level, interventions and involvement for our diverse spectrum of learners, and the understanding of how individual learning styles and multiple intelligences impact each child, allows students the autonomy to direct their own learning and select a personalized capstone project prior to graduation before transitioning to middle school. Ultimately, the community of Eldorado Elementary believes that every child has the capacity to be successful physically, intellectually, emotionally and socially, and we are dedicated to providing opportunities that help children to recognize and capitalize on their individual strengths. Eldorado Elementary students are ready to take ownership of their learning and change the world!



# Eldorado | Elementary School

Established 2001 | ThunderRidge High School Feeder | Conventional Calendar  
1305 Timbervale Trail, Highlands Ranch, CO 80129 | 303.387.6325

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 150,810	\$ 130,889	\$ 141,000	\$ 145,230	\$ 157,408
Certified	1,908,697	1,927,306	1,911,248	1,776,084	1,491,535
Classified	343,597	306,079	354,246	327,743	263,618
Professional/Technical	-	-	-	-	-
Benefits	712,004	657,126	678,470	727,988	699,534
Purchased Services	83,405	88,660	88,372	69,667	6,300
Supplies and Materials	166,039	179,466	229,404	175,126	12,377
Capital Equipment	-	-	5,091	28,251	-
Other Expense	14,585	(14,340)	(22,029)	15,006	17,800
<b>Total Expenditures</b>	<b>\$ 3,379,137</b>	<b>\$ 3,275,187</b>	<b>\$ 3,385,801</b>	<b>\$ 3,265,094</b>	<b>\$ 2,648,572</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (44,201)</b>	<b>\$ (46,630)</b>	<b>\$ 103,509</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	1.80	2.00	2.00	2.00
Certified	32.96	33.85	32.70	29.89	27.87
Classified	12.58	10.38	11.91	11.92	11.62
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>47.54</b>	<b>46.03</b>	<b>46.61</b>	<b>43.81</b>	<b>41.49</b>
<b>Enrollment</b>	<b>609</b>	<b>588</b>	<b>546</b>	<b>493</b>	<b>458</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,549</b>	<b>\$ 5,570</b>	<b>\$ 6,201</b>	<b>\$ 6,623</b>	<b>\$ 5,783</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,306</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Flagstone | Elementary School

Established 2003 | Douglas County High School Feeder | Conventional Calendar  
 104 Lovington Street, Castle Rock, CO 80104 | 303.387.5225

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**Principal | Kelli Smith**

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**School Performance Framework 2014**

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets




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**Mission Statement**

Flagstone Elementary will be a safe, friendly, child-centered learning community focused on excellence and success for each student.

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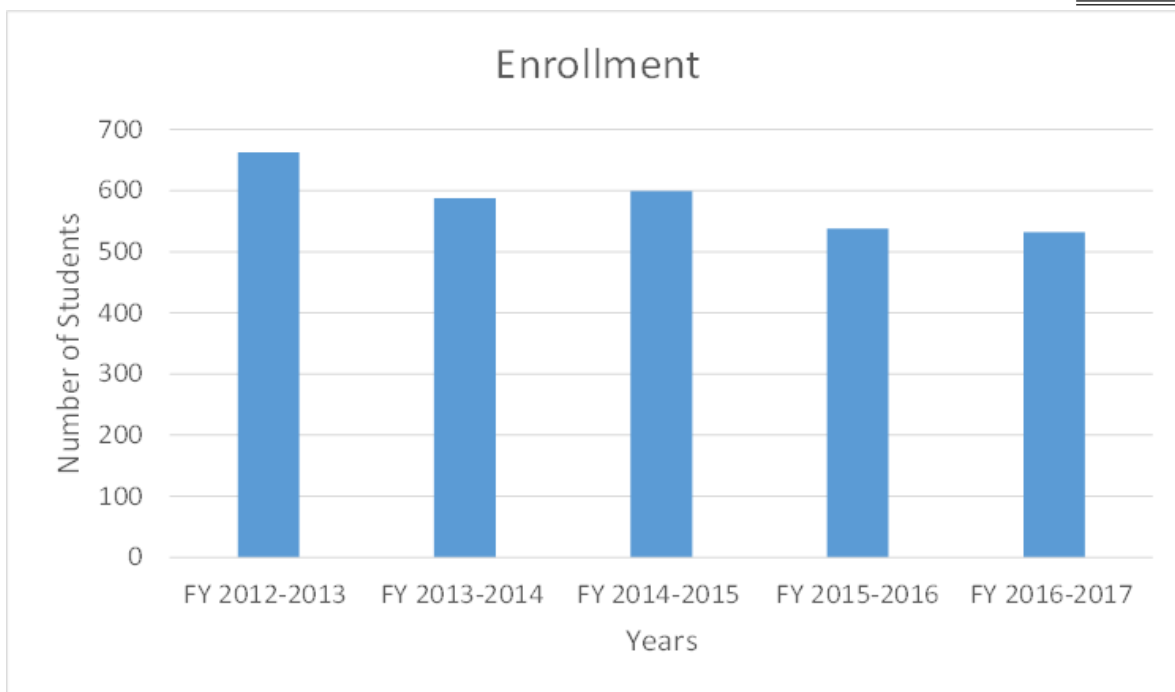
We have developed our school goals around the Whole Child Framework. We have goals in 5 areas: Safe, Healthy, Engaged, Challenged and Supported. Through these goals we are offering our students a relevant, challenging and rigorous educational experience in all aspects of their growth and development. We offer specials in science, music, art, PE, and integrate technology into all aspects of the curriculum. We have a green sustainability emphasis - students run our waste free lunch, recycling, garden and energy reduction teams. We have comprehensive school character development program that was developed with student and community input and is driven by our ROCKS matrix (Responsible, Open Minded, Caring, Kind, and Safe and Friendly) that all students and staff model and live by. Grade level teams work in collaboration on lesson planning and assessment creation and all students are held to high level expectations. We believe in meeting students where they are and growing them to the next level academically, emotionally and socially. We have a comprehensive support team and process to identify students that need a specialized program below or above the grade level curriculum. Our PTO functions as an integral component of our school day, offering support in the classroom and in funding our innovative school goals.



# Flagstone | Elementary School

Established 2003 | Douglas County High School Feeder | Conventional Calendar  
104 Lovington Street, Castle Rock, CO 80104 | 303.387.5225

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 115,449	\$ 84,000	\$ 86,940	\$ 164,776	\$ 157,340
<i>Certified</i>	1,903,645	2,139,150	1,982,008	1,647,857	1,739,347
<i>Classified</i>	345,293	268,964	243,345	251,480	238,308
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	699,600	693,055	661,516	624,883	782,193
Purchased Services	123,738	124,073	109,878	119,748	-
Supplies and Materials	252,688	162,460	175,148	215,042	31,347
Capital Equipment	-	-	23,850	25,407	-
Other Expense	(6,779)	(4,067)	(566)	(6,780)	-
<b>Total Expenditures</b>	<b>\$ 3,433,633</b>	<b>\$ 3,467,634</b>	<b>\$ 3,282,119</b>	<b>\$ 3,042,412</b>	<b>\$ 2,948,535</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 108,756</b>	<b>\$ 54,291</b>	<b>\$ 124,806</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	2.00	2.00
Certified	34.80	39.00	37.30	32.86	31.30
Classified	11.85	8.74	8.69	10.15	10.89
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>47.65</b>	<b>48.74</b>	<b>46.99</b>	<b>45.01</b>	<b>44.19</b>
<b>Enrollment</b>	662	587	599	538	532
<b>School Expenditures Per Pupil</b>	<b>\$ 5,187</b>	<b>\$ 5,907</b>	<b>\$ 5,479</b>	<b>\$ 5,655</b>	<b>\$ 5,542</b>
				<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>	<b>523</b>
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,065</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Fox Creek | Elementary School

Established 1995 | Highlands Ranch High School Feeder | Conventional Calendar  
 6585 Collegiate Drive, Highlands Ranch, CO 80130 | 303.387.7000




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**Principal | Brian Rodda**

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### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets

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### Mission Statement

Fox Creek...Learning, Every Child, Every Day.

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From the moment you walk in the front door of Fox Creek you can feel this is a special place. We are a community of learning and discovery that inspires kids and adults alike. The staff of FCE focuses on the education of the whole child, so academic instruction has equal footing with character development and community contribution.

As an Expeditionary Learning School our children learn through deeply meaningful and authentic learning expeditions. Student engagement and ownership of their learning is extremely high because of the learning expedition approach. Students work both in teams and on their own engaging in long-term projects that incorporate science, social studies, reading, writing, and mathematics. Our students present their learning multiple times a year to various audiences that raises the significance, or importance, of what they do. Fox Creek kids are active in their learning and we emphasize learning by doing, discovering, and thinking deeply. At Fox Creek we develop a culture of CREW. This means that every child has a part of

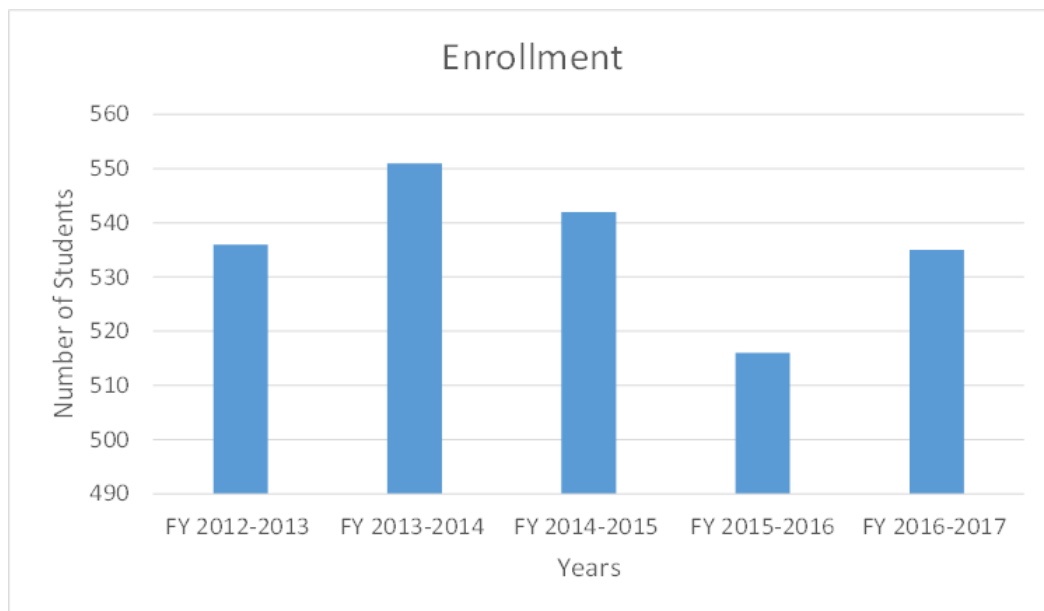


helping us get to our destination. Everyone matters, and we need each other to succeed. You can see this culture in our classrooms, hallways and playground. It's present in both our students and staff alike. Our parents are a part of the CREW, and are very active and involved in continuing the vision and legacy of Fox Creek.

# Fox Creek | Elementary School

Established 1995 | Highlands Ranch High School Feeder | Conventional Calendar  
6585 Collegiate Drive, Highlands Ranch, CO 80130 | 303.387.7000

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 90,181	\$ 94,043	\$ 96,882	\$ 99,788	\$ 89,832
Certified	1,793,202	1,864,021	1,824,743	1,879,938	1,726,357
Classified	373,595	405,582	396,488	376,457	294,941
Professional/Technical	-	-	-	-	-
Benefits	622,983	658,831	700,608	757,978	772,516
Purchased Services	100,298	184,946	182,725	96,043	2,100
Supplies and Materials	140,141	171,901	255,636	270,138	30,916
Capital Equipment	-	-	23,310	50,214	-
Other Expense	1,015	(20,368)	(4,218)	5,349	16,278
<b>Total Expenditures</b>	<b>\$ 3,121,417</b>	<b>\$ 3,358,954</b>	<b>\$ 3,476,174</b>	<b>\$ 3,535,905</b>	<b>\$ 2,932,940</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 165,373</b>	<b>\$ 305,143</b>	<b>\$ 231,461</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	28.30	30.36	31.59	31.07	30.90
Classified	14.31	13.22	13.14	13.19	14.15
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>43.61</b>	<b>44.58</b>	<b>45.73</b>	<b>45.26</b>	<b>46.05</b>
<b>Enrollment</b>	<b>536</b>	<b>551</b>	<b>542</b>	<b>516</b>	<b>535</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,824</b>	<b>\$ 6,096</b>	<b>\$ 6,414</b>	<b>\$ 6,853</b>	<b>\$ 5,482</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	6,005



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Franktown | Elementary School

Established 1980 | Ponderosa High School Feeder | Conventional Calendar  
 1384 North State Highway 83, Franktown, CO 80116 | 303.387.5300



<b>Principal   Mark Harrell</b>	
<b>School Performance Framework 2014</b>	
<b>Performance Indicators</b>	<b>Rating</b>
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets

### Mission Statement

We are committed to creating a learning community that knows no limits with respect to the success of the whole child. Therefore, all students at FES will meet or exceed their proficiency levels in order to reach their full potential. "Be Respectful, Be Responsible, Be Safe."

Welcome to Franktown Elementary school, a place where everybody knows your name. Franktown Elementary is a school of about 310 students prek-5th on the southeastern border of Douglas County School District. We are in a rural setting; children who attend our school come from high density neighborhood settings to large acreage ranches. Franktown Elementary is an excellent place to be a learner. We have many of the same amenities new schools offer to their students, including a complete menu of technology based learning tools in each classroom. Beyond the walls of our building and the fixtures we have in place, the attributes that make our school such a great place are the people of our school community - our students, our staff, and our families. Together we strive to share the ownership of our school and the learning that takes place within it. Everyone has a role in the process

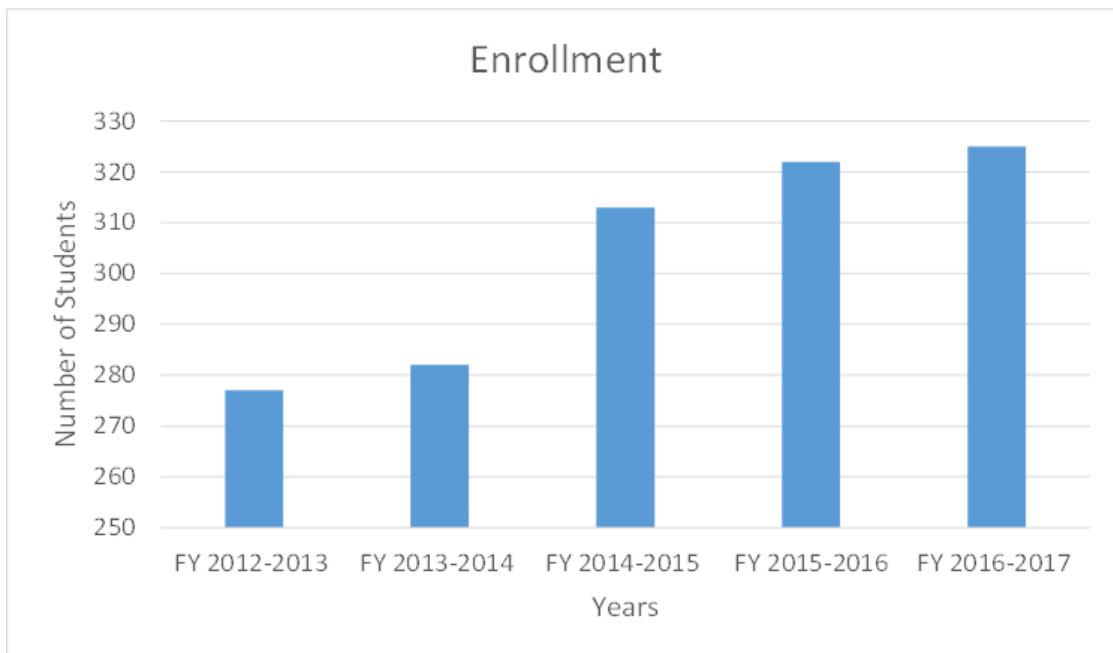


of constantly evaluating our work..... to prepare our students for the world 20-30 years from now. To that end, we look at the academic testing required by state level mandates, the School Performance Framework provided by the Colorado Department of Education, and MAP or Measure of Academic Performance data on a regular basis to monitor the growth of every student. We must ensure their growth by having the appropriate interventions in place to support every learner. As an entire school community, we examine data at staff and SAC meetings. During these meetings we review the information, make and implement appropriate programming changes and continue to monitor our progress and adjust our work. Beyond our academic efforts to ensure every learner exceeds academic growth expectations, we hold in the forefront of our work the concept of preparing our students for a world we don't know exists yet. Therefore, our most important work is to instill a growth mindset of learning in every student. Each one of our students must be highly adaptable to be prepared for an ever-changing world.

# Franktown | Elementary School

Established 1980 | Ponderosa High School Feeder | Conventional Calendar  
1384 North State Highway 83, Franktown, CO 80116 | 303.387.5300

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 94,985	\$ 96,232	\$ 98,560	\$ 102,370	\$ 89,832
Certified	1,123,948	947,371	1,078,322	1,241,930	1,120,786
Classified	288,288	279,768	278,489	266,050	205,718
Professional/Technical	-	-	-	-	-
Benefits	434,139	389,541	452,204	529,818	518,981
Purchased Services	13,917	17,987	26,188	22,849	11,250
Supplies and Materials	91,150	117,395	146,965	160,096	89,418
Capital Equipment	-	-	(12,923)	32,466	-
Other Expense	(1,956)	(1,394)	4,602	4,161	-
<b>Total Expenditures</b>	<b>\$ 2,044,472</b>	<b>\$ 1,846,899</b>	<b>\$ 2,072,406</b>	<b>\$ 2,359,738</b>	<b>\$ 2,035,985</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 24,001</b>	<b>\$ 102,317</b>	<b>\$ 175,186</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	0.90	0.90	1.00	1.00	1.00
Certified	17.40	18.20	18.70	19.98	20.00
Classified	9.26	9.42	10.12	9.67	8.84
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>27.56</b>	<b>28.52</b>	<b>29.82</b>	<b>30.64</b>	<b>29.84</b>
<b>Enrollment</b>	<b>277</b>	<b>282</b>	<b>313</b>	<b>322</b>	<b>325</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 7,381</b>	<b>\$ 6,549</b>	<b>\$ 6,621</b>	<b>\$ 7,328</b>	<b>\$ 6,265</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,788</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Frontier Valley | Elementary School

Established 2002 | Legend High School Feeder | Split-Fall Break Modified Calendar  
7716 Timberline Road, Lone Tree, CO 80124 | 303.387.7075

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**Principal | Kimberly Seefried**

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**School Performance Framework 2014**

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Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets

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**Mission Statement**

"Learning, encouraging, exploring, extending...together."

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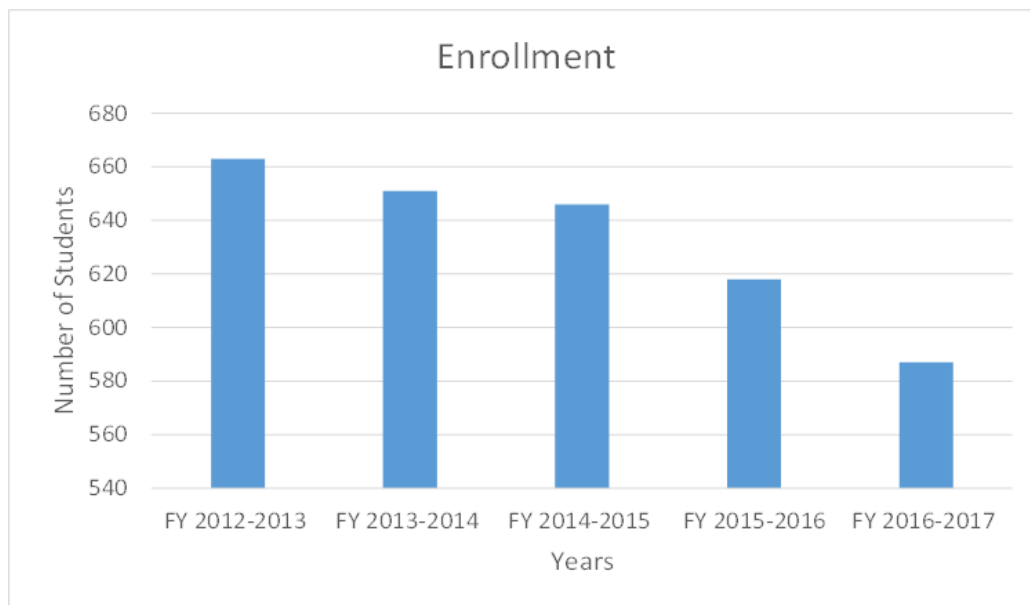
Frontier Valley is a neighborhood school where our students, teachers, families and school are the true heartbeat of the community. No matter where you go throughout the school, students are busy, actively learning and being challenged to move to that next level personally and academically! Frontier Valley Elementary is a warm and welcoming school community where the staff and parents work together to provide an extraordinary learning experience for all students! By providing personalized learning opportunities to develop critical thinking, essential skills, creativity, communication and collaboration our students will be prepared for the 21st century and beyond. Our continued commitment to a partnership between home and school makes us a unique place for all of our students to grow, learn and succeed to their potential!



# Frontier Valley | Elementary School

Established 2002 | Legend High School Feeder | Split-Fall Break Modified Calendar  
7716 Timberline Road, Lone Tree, CO 80124 | 303.387.7075

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 84,294	\$ 89,522	\$ 84,933	\$ 151,000	\$ 157,408
Certified	2,093,038	2,017,294	2,115,651	2,025,798	1,809,791
Classified	339,009	333,993	370,331	339,862	323,972
Professional/Technical	-	-	-	-	-
Benefits	728,250	702,481	781,239	807,845	840,261
Purchased Services	107,919	111,404	110,718	123,252	-
Supplies and Materials	180,562	205,653	268,050	233,510	-
Capital Equipment	-	-	23,061	16,893	-
Other Expense	10,698	11,004	(90)	(24,697)	46,384
<b>Total Expenditures</b>	<b>\$ 3,543,770</b>	<b>\$ 3,471,351</b>	<b>\$ 3,753,892</b>	<b>\$ 3,673,462</b>	<b>\$ 3,177,816</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>					
	\$ 156,209	\$ 213,259	\$ 320,873	\$ -	\$ -
<b>FTE</b>					
Administrative	1.00	1.00	1.00	2.00	2.00
Certified	34.80	36.10	37.50	34.58	32.80
Classified	10.28	11.60	13.24	14.66	15.69
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>46.08</b>	<b>48.70</b>	<b>51.74</b>	<b>51.24</b>	<b>50.49</b>
<b>Enrollment</b>					
	663	651	646	618	587
<b>School Expenditures Per Pupil</b>					
	\$ 5,345	\$ 5,332	\$ 5,811	\$ 5,944	\$ 5,414
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<b>Estimated Total Expenditures Per Pupil</b>	\$	<b>5,937</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Gold Rush | Elementary School

Established 2008 | Legend High School Feeder | Split-Fall Break Modified Calendar  
 12021 South Swift Fox Way, Parker, CO 80134 | 303.387.7700




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**Principal | Jennifer Brown**

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<b>School Performance Framework 2014</b>	
<b>Performance Indicators</b>	<b>Rating</b>
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets

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### Mission Statement

To develop students who think critically and act responsibly. We will accomplish this by building a strong relationship with students, parents, staff and our community that inspires a love of learning and honors individuality and creativity. Explore, Dream, Discover-Oh, the places you will go!

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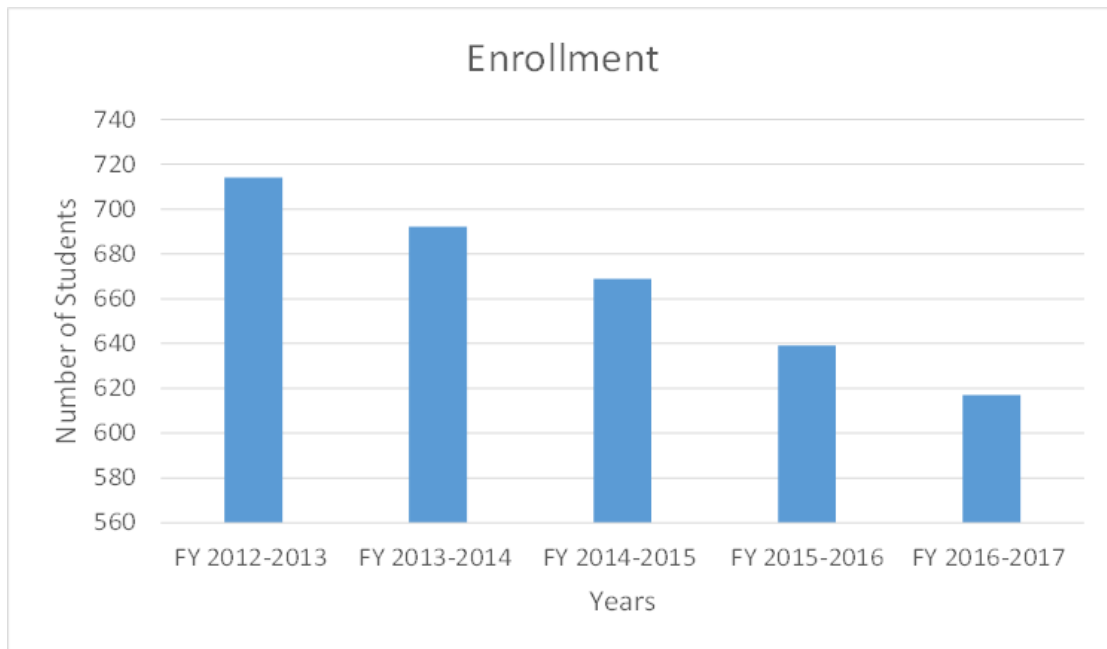


Gold Rush is a unique learning environment that is committed to meeting each student’s academic, social and emotional needs. Gold Rush’s mission is to develop students who think critically and act responsibly. The school accomplishes this goal by building strong relationships with students and their families, inspiring a love of learning and honoring individuality and creativity. Gold Rush continues to be a high performing school as noted by the state of Colorado’s Performance Plan designation. Educators at Gold Rush routinely analyze student assessment data to identify each student’s strengths and needs. Teachers are committed to implementing best instructional practices and preparing students for the 21st Century. For example, national reading expert Stephanie Harvey trained teachers across grades K-5. Teachers are also utilizing Lucy Calkins’ instructional writing units and they are promoting critical thinking and problem solving in math using the Investigations program. Gold Rush is a family environment, and parent involvement is welcomed.

# Gold Rush | Elementary School

Established 2008 | Legend High School Feeder | Split-Fall Break Modified Calendar  
12021 South Swift Fox Way, Parker, CO 80134 | 303.387.7700

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 107,780	\$ 172,629	\$ 181,406	\$ 170,728	\$ 157,408
Certified	2,109,756	2,225,569	2,169,499	2,171,440	1,897,425
Classified	427,989	417,862	366,994	343,097	320,004
Professional/Technical	-	-	-	-	-
Benefits	755,858	807,002	811,988	869,883	870,067
Purchased Services	105,621	101,792	94,343	106,849	15,895
Supplies and Materials	157,324	284,047	157,938	363,053	22,134
Capital Equipment	-	-	(1,776)	52,980	-
Other Expense	5,445	(85,925)	7,003	9,939	-
<b>Total Expenditures</b>	<b>\$ 3,669,773</b>	<b>\$ 3,922,976</b>	<b>\$ 3,787,394</b>	<b>\$ 4,087,968</b>	<b>\$ 3,282,933</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 296,052</b>	<b>\$ 258,905</b>	<b>\$ 343,778</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	2.00	2.00	2.00	2.00
Certified	36.80	40.50	38.55	36.01	34.24
Classified	14.87	14.94	12.01	13.61	15.65
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>52.67</b>	<b>57.44</b>	<b>52.56</b>	<b>51.62</b>	<b>51.89</b>
<b>Enrollment</b>	<b>714</b>	<b>692</b>	<b>669</b>	<b>639</b>	<b>617</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,140</b>	<b>\$ 5,669</b>	<b>\$ 5,661</b>	<b>\$ 6,397</b>	<b>\$ 5,321</b>
				<b>*(1)(2) Centrally Held Expenditures Per Pupil</b>	<b>523</b>
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 5,844</b>



\*(1)(2) Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Heritage | Elementary School

Established 2001 | Mountain Vista High School Feeder | Conventional Calendar  
 3350 Summit View Parkway, Highlands Ranch, CO 80126 | 303.3876725

**Principal |** Alisa Pauley

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Meets
Academic Growth Gaps	Exceeds



### Mission Statement

To inspire, encourage, and empower all children to achieve their highest potential.

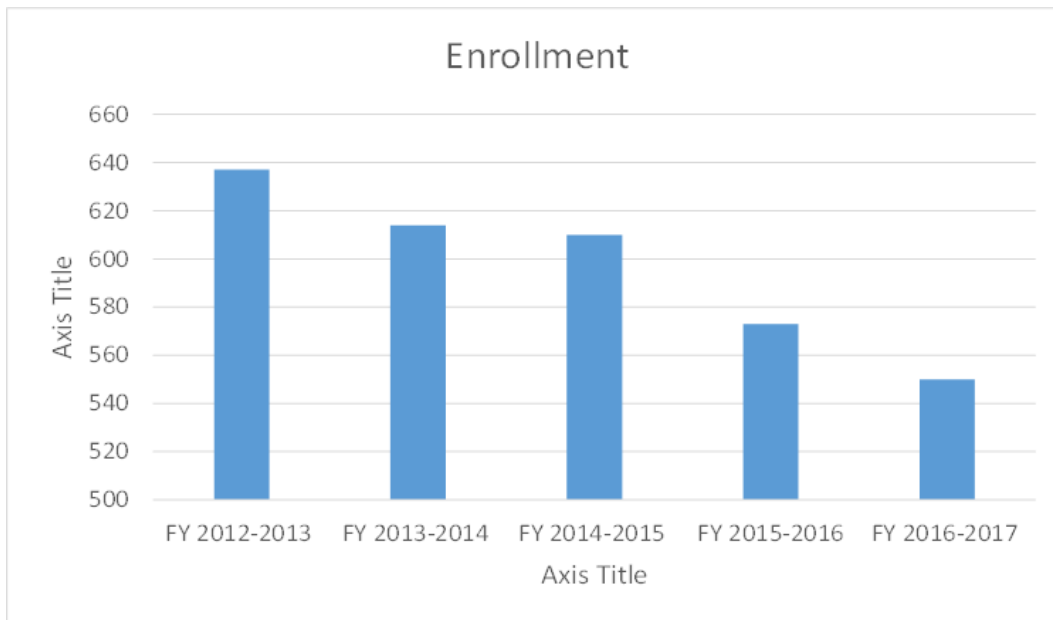


Heritage is a neighborhood school that provides a multitude of student leadership and enrichment opportunities. We strive to inspire, encourage, and empower all students to achieve their highest potential. We achieve our mission through focusing on high academic achievement, developing leadership in students, staff, parents, and community members, sustainable wellness initiatives, and student opportunities that support the "whole child."

# Heritage | Elementary School

Established 2001 | Mountain Vista High School Feeder | Conventional Calendar  
3350 Summit View Parkway, Highlands Ranch, CO 80126 | 303.3876725

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 102,522	\$ 76,236	\$ 79,625	\$ 82,847	\$ 89,832
Certified	1,878,744	1,920,055	1,931,409	1,973,106	1,861,802
Classified	308,229	286,579	242,153	270,654	247,458
Professional/Technical	-	-	-	-	-
Benefits	643,444	629,708	652,872	744,467	805,535
Purchased Services	92,842	99,267	113,644	99,173	-
Supplies and Materials	199,884	307,297	139,057	214,279	3,327
Capital Equipment	-	-	32,501	24,991	-
Other Expense	9,241	4,397	4,345	(4,037)	-
<b>Total Expenditures</b>	<b>\$ 3,234,907</b>	<b>\$ 3,323,539</b>	<b>\$ 3,195,606</b>	<b>\$ 3,405,479</b>	<b>\$ 3,007,954</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 203,993</b>	<b>\$ 113,035</b>	<b>\$ 178,709</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	33.50	36.00	34.90	36.77	33.60
Classified	11.15	10.15	9.34	11.05	11.46
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>45.65</b>	<b>47.15</b>	<b>45.24</b>	<b>48.82</b>	<b>46.06</b>
<b>Enrollment</b>	<b>637</b>	<b>614</b>	<b>610</b>	<b>573</b>	<b>550</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,078</b>	<b>\$ 5,413</b>	<b>\$ 5,239</b>	<b>\$ 5,943</b>	<b>\$ 5,469</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 5,992



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Iron Horse | Elementary School

Established 1998 | Legend High School Feeder | Split-Fall Break Modified Calendar  
 20151 Tallman Drive, Parker, CO 80138 | 303.387.8525

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**Principal |** Kirsten Bloomfield

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**School Performance Framework 2014**

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching



**Mission Statement**

When we teach our children to Know, they learn to: know when they know, know when they don't know, and know how to access the resources to know. When we teach our children to care, they learn to: care about themselves, care about each other, and care about their community and the world around them. When we teach our children to excel, they learn to reach for the stars, overcome obstacles, see the possibilities and go beyond.

Iron Horse Elementary is a neighborhood school that operates on the belief that all students possess the ability to reach, and exceed their own individual academic and personal goals. We strongly believe that all students have strengths and leadership qualities that will guide them to success in their future. We embrace the understanding that all students learn in their own

unique way. Our staff strives to meet the needs of all learners through a consistent use of differentiation. We have adopted the Envision Math Program that allows for a seamless differentiation to take place during classroom instruction, as well as at home with the use of homework tailored to each student's specific understanding of the lesson taught that day.

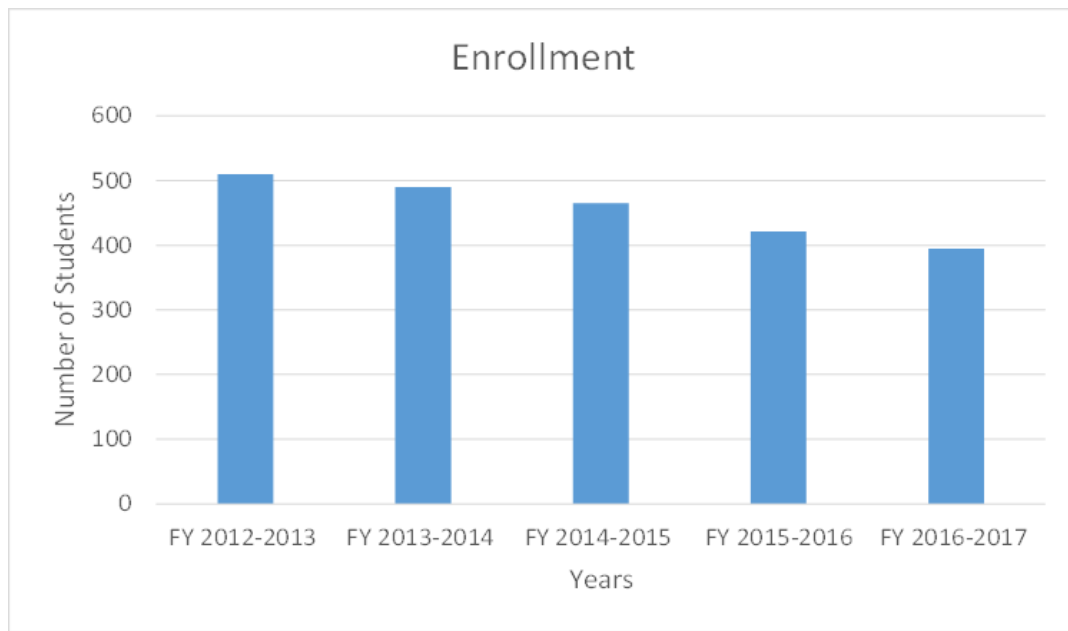


This high level of differentiation in math supports all students to achieve academic growth. The Iron Horse staff understands that each child progresses at different rates for both reading and writing. In order to empower our students with the tools and resources that are unique to their specific needs, we use the Every Child a Reader and Every Child a Writer Programs. These two programs allow students to develop at the level most appropriate for the individual stage of learning they are currently in. By using differentiation, teachers target the specific learning needs of each child which result in building a strong foundation for future learning. Iron Horse Elementary prides itself with being a community school that genuinely loves and respects our students, parents, staff, and overall community.

# Iron Horse | Elementary School

Established 1998 | Legend High School Feeder | Split-Fall Break Modified Calendar  
20151 Tallman Drive, Parker, CO 80138 | 303.387.8525

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 99,016	\$ 102,339	\$ 102,899	\$ 70,658	\$ 89,832
Certified	1,637,265	1,544,255	1,506,790	1,427,995	1,440,089
Classified	294,413	307,274	312,929	340,685	287,747
Professional/Technical	-	-	-	-	-
Benefits	545,721	557,342	564,157	586,540	666,048
Purchased Services	85,181	84,168	90,478	86,913	2,176
Supplies and Materials	144,838	207,893	282,806	191,110	14,612
Capital Equipment	-	-	34,548	49,293	-
Other Expense	3,630	5,487	(46,136)	6,430	-
<b>Total Expenditures</b>	<b>\$ 2,810,064</b>	<b>\$ 2,808,757</b>	<b>\$ 2,848,471</b>	<b>\$ 2,759,624</b>	<b>\$ 2,500,504</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 84,268</b>	<b>\$ 93,547</b>	<b>\$ 243,116</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	28.80	29.30	30.35	23.51	25.33
Classified	9.39	10.55	10.40	13.21	10.59
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>39.19</b>	<b>40.85</b>	<b>41.75</b>	<b>37.72</b>	<b>36.92</b>
<b>Enrollment</b>	510	490	465	421	395
<b>School Expenditures Per Pupil</b>	<b>\$ 5,510</b>	<b>\$ 5,732</b>	<b>\$ 6,126</b>	<b>\$ 6,555</b>	<b>\$ 6,330</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil		<b>\$ 6,853</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Larkspur | Elementary School

Established 1972 | Castle View High School Feeder | Conventional Calendar  
 1103 West Perry Park Avenue, Larkspur, CO 80118 | 303.387.5375

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**Principal | Jennifer Oldham**

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**School Performance Framework 2014**

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Exceeds
Academic Growth Gaps	Exceeds




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**Mission Statement**

To inspire, educate and nurture service-minded citizens with curious, inquisitive minds and outstanding character through relevant learning experiences in the outdoor environment.

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LARKSPUR - On Earth Day, the U.S. Department of Education announced that Larkspur Elementary was one of 48 schools across the nation to receive a Green Ribbon Award this year. Larkspur is the second DCSD school ever to receive the honor, which recognizes exemplary efforts to reduce environmental impact and utility costs, promote better health, and ensure effective environmental education. In 2013, Douglas County School District was one of only 14 school districts nationwide to be honored with the first-ever district-level Green Ribbon award. Larkspur Principal Michael Norris says their sustainability program, including efforts to encourage recycling and composting in the school’s cafeteria, are completely student-led. “The students own it and drive it. They collect the items, carry them out to be composted” Norris explained. “Them taking ownership is much more powerful for them and it is also much more sustainable.” Additionally the students have created an energy council that monitors energy usage in the school and have planted a garden. All of the activities work nicely with the school’s new focus on Environment Learning.



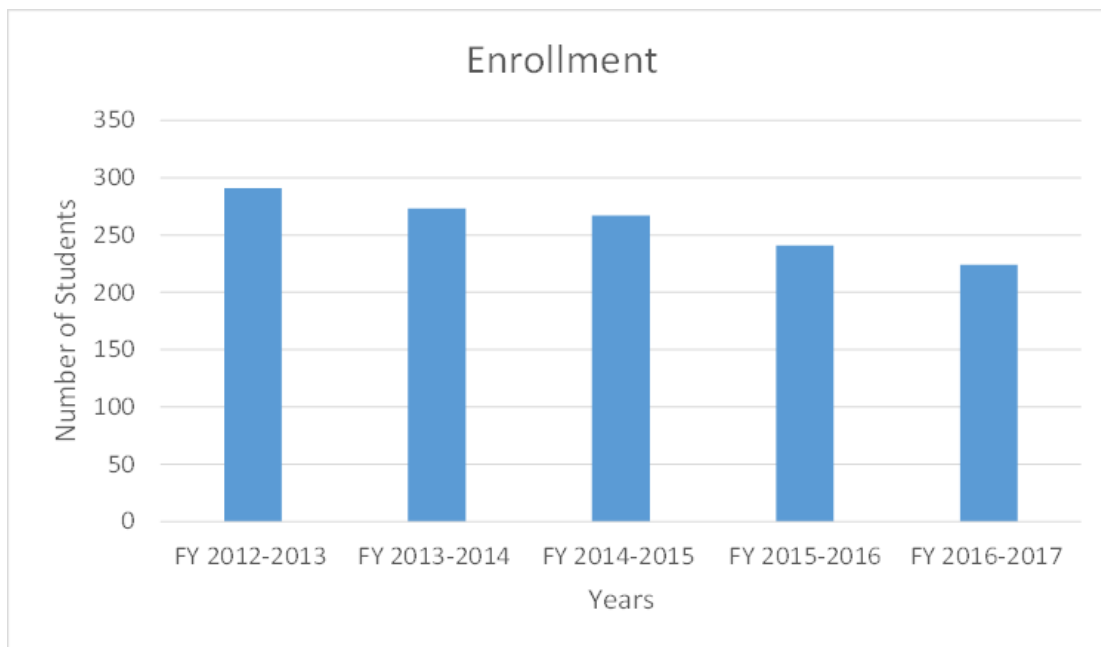


# Larkspur | Elementary School

Established 1972 | Castle View High School Feeder | Conventional Calendar

1103 West Perry Park Avenue, Larkspur, CO 80118 | 303.387.5375

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 91,202	\$ 92,422	\$ 50,667	\$ 78,833	\$ 89,832
Certified	1,017,528	988,875	1,037,064	948,607	851,828
Classified	223,909	215,591	190,272	171,658	166,626
Professional/Technical	-	-	-	-	-
Benefits	371,451	372,766	407,530	419,961	406,116
Purchased Services	18,534	28,520	21,916	28,680	-
Supplies and Materials	106,317	136,444	94,548	73,880	(485)
Capital Equipment	-	-	13,229	23,200	-
Other Expense	(2,454)	(2,052)	(3,605)	10,830	-
<b>Total Expenditures</b>	<b>\$ 1,826,489</b>	<b>\$ 1,832,566</b>	<b>\$ 1,811,620</b>	<b>\$ 1,755,650</b>	<b>\$ 1,513,917</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 103,270</b>	<b>\$ 89,683</b>	<b>\$ 86,279</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	15.98	18.30	17.80	16.90	15.69
Classified	6.95	7.45	6.81	6.49	6.46
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>23.93</b>	<b>26.75</b>	<b>25.61</b>	<b>24.39</b>	<b>23.15</b>
<b>Enrollment</b>	<b>291</b>	<b>273</b>	<b>267</b>	<b>241</b>	<b>224</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,277</b>	<b>\$ 6,713</b>	<b>\$ 6,785</b>	<b>\$ 7,285</b>	<b>\$ 6,759</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	7,282



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Legacy Point | Elementary School

Established 2003 | Ponderosa High School Feeder | Conventional Calendar  
 12736 Red Rosa Circle, Parker, CO 80134 | 303.387.8725

Principal | Patti Magby

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching



### Mission Statement

To live, learn, laugh and leave a legacy.

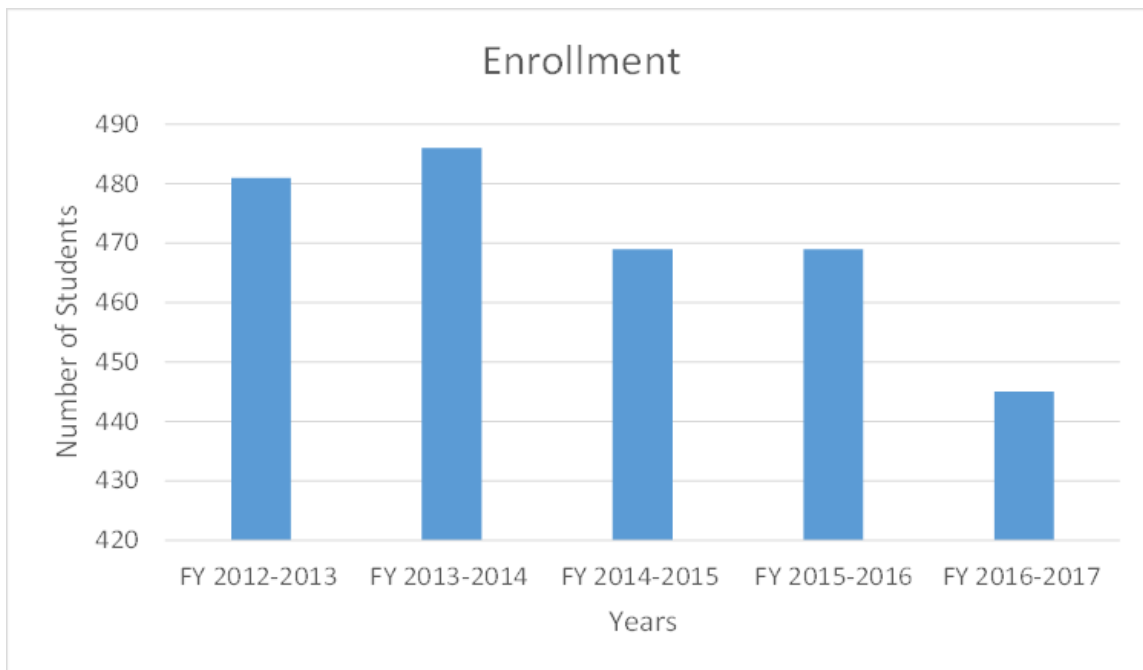


Legacy Point Elementary is a student-centered neighborhood school that embraces the Leader in Me philosophy. We understand that we are preparing students for jobs that have yet to be created. Through the Leader in Me framework, we are able to focus on timeless principles that cross over into every aspect of life. Through the curriculum, we focus on developing a student skill set that allows students to communicate by listening, having meaningful conversations, and to problem solve as a team. The staff at Legacy Point strive to teach beyond state standards and provide students with a World Class Education, understanding that authenticity comes from teaching 21st century skills outright and letting the students practice or pitch their ideas to a real audience. Aligning with these expectations, leadership opportunities or roles are accessible to every student. Students own their successes and growth through recording data and reflections in their Leadership Notebooks. The opportunity to express voice and choice in their learning, including setting academic and personal Wildly Important Goals (WIGs), empowers students to recognize their leadership potential. The Legacy Point community believes in our students, therefore our students believe in themselves.

# Legacy Point | Elementary School

Established 2003 | Ponderosa High School Feeder | Conventional Calendar  
12736 Red Rosa Circle, Parker, CO 80134 | 303.387.8725

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 99,301	\$ 102,636	\$ 82,083	\$ 69,840	\$ 89,832
<i>Certified</i>	1,190,008	1,369,171	1,461,728	1,462,319	1,592,849
<i>Classified</i>	234,255	305,770	291,553	328,708	267,848
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	477,615	550,576	566,302	598,122	714,661
Purchased Services	72,679	78,391	73,456	87,447	-
Supplies and Materials	107,084	162,019	179,079	194,476	(29,061)
Capital Equipment	-	-	126,725	27,146	-
Other Expense	11,391	5,561	3,586	5,339	44,256
<b>Total Expenditures</b>	<b>\$ 2,192,334</b>	<b>\$ 2,574,126</b>	<b>\$ 2,784,513</b>	<b>\$ 2,773,396</b>	<b>\$ 2,680,385</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 200,659</b>	<b>\$ 311,469</b>	<b>\$ 400,516</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	24.10	26.70	30.05	27.18	28.79
Classified	8.28	11.23	11.36	12.06	12.36
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>33.38</b>	<b>38.93</b>	<b>42.41</b>	<b>40.25</b>	<b>42.15</b>
<b>Enrollment</b>	481	486	469	469	445
<b>School Expenditures Per Pupil</b>	<b>\$ 4,558</b>	<b>\$ 5,297</b>	<b>\$ 5,937</b>	<b>\$ 5,913</b>	<b>\$ 6,023</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	6,546



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Lone Tree Elementary | Magnet School

Established 2007 | Highlands Ranch High School Feeder | Conventional Calendar

9375 Heritage Hills Circle, Lone Tree, CO 80124 | 303.387.7450

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Principal | Mindy Persichina

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### School Performance Framework 2014

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Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Exceeds
Academic Growth Gaps	Exceeds

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### Mission Statement

We grow responsible citizens who learn by doing, who exemplify the Lifelong Guidelines and LIFESKILLS, and who work and learn collaboratively. We provide a rich learning environment that engages the senses, encourages civic-mindedness, and fosters critical thinking. Our Highly Effective Teaching instructional model and global action projects engage students in real world learning today so they are prepared for tomorrow.

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Lone Tree Elementary is a beautiful building and has always been a school with enriched environments. Free of the clutter of typical classrooms, our environments are both comfortable and engaging and set the stage for student-centric hands-on learning. Now we want to combine that with a vision where inspiration and creativity will be apparent throughout our building in the form of **Collective Creatives**.

Think of our school as a museum waiting to come alive with permanent art installations that are the collaborative efforts of our young artists and members from our greater community. We want our students to experience the creative journey of how original ideas can be sculpted, drawn, painted, felted, carved, folded, or woven into a larger piece that is unique and lasting. We want to fashion an environment that inspires others to envision what is possible when ideas are shared and then realized through the lens of young artists.

When people come through our doors we want them to think they have arrived at a place like none other... a place where the first thing that comes to mind is... **WOW!**

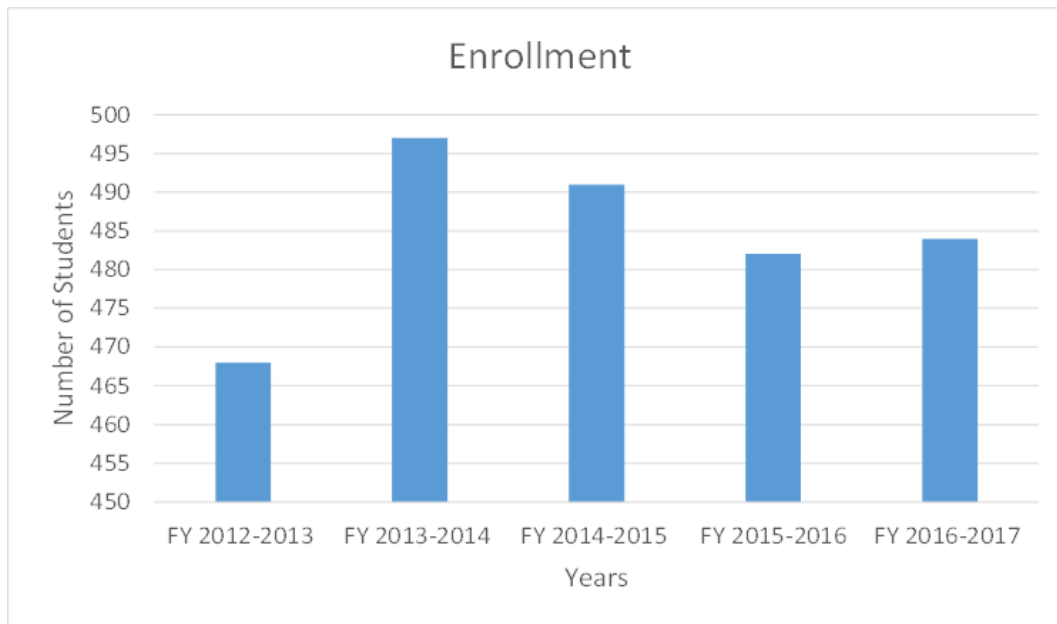


# Lone Tree Elementary | Magnet School

Established 2007 | Highlands Ranch High School Feeder | Conventional Calendar

9375 Heritage Hills Circle, Lone Tree, CO 80124 | 303.387.7450

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 107,134	\$ 85,270	\$ 84,152	\$ 87,404	\$ 89,832
Certified	1,576,761	1,574,702	1,602,162	1,672,021	1,668,621
Classified	264,725	263,525	235,444	217,768	164,367
Professional/Technical	-	-	-	-	-
Benefits	550,488	557,276	569,416	612,248	704,430
Purchased Services	87,707	98,007	77,058	107,983	-
Supplies and Materials	177,779	156,861	198,572	178,014	56,826
Capital Equipment	-	-	(7,992)	30,615	-
Other Expense	5,508	20,319	1,681	20,169	-
<b>Total Expenditures</b>	<b>\$ 2,770,101</b>	<b>\$ 2,755,961</b>	<b>\$ 2,760,493</b>	<b>\$ 2,926,223</b>	<b>\$ 2,684,076</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (220,460)</b>	<b>\$ 124,193</b>	<b>\$ 177,547</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.40	1.00	1.00	1.00	1.00
Certified	27.35	30.30	30.10	27.51	30.19
Classified	6.44	8.34	6.42	6.84	6.96
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>35.20</b>	<b>39.64</b>	<b>37.52</b>	<b>35.35</b>	<b>38.15</b>
<b>Enrollment</b>	468	497	491	482	484
<b>School Expenditures Per Pupil</b>	<b>\$ 5,919</b>	<b>\$ 5,545</b>	<b>\$ 5,622</b>	<b>\$ 6,071</b>	<b>\$ 5,546</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 6,069



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Mammoth Heights | Elementary School

Established 2008 | Chaparral High School Feeder | Split-Fall Break Modified Calendar  
 9500 Stonegate Parkway, Parker, CO 80134 | 303.387.8925



**Principal | Nick Holtzvluger**

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching

### Mission Statement

Cherish and nurture the unique qualities of all children, foster compassion and respect, inspire children to dream and strive for the extraordinary.

From the moment you walk in the door at Mammoth Heights, you feel welcomed, cared for and cherished for the unique individual that you are. Our students have the opportunity to think together, take risks, and make different choices for learning. Technology, innovation and creativity are embedded in our planning and instruction for students. Our school currently utilizes iPads, Chrome books, and MacBooks to enhance our students’ 21st century learning environment. Technology integration to support daily instruction and communication amongst students and teachers is visible each day. Mammoth Heights has many choices to meet the needs of our student population. We currently offer a full day kindergarten program that helps prepare our students for first grade. Furthermore, we offer a 6th grade middle school model

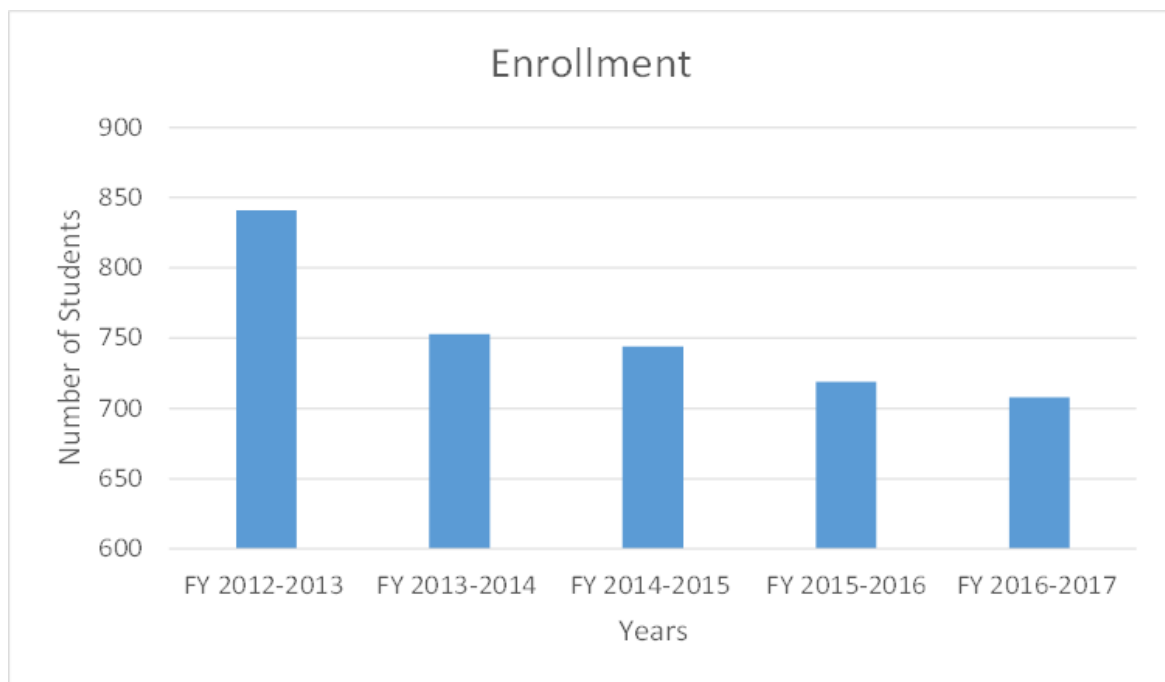


that includes departmentalization and individualized scheduling to better prepare our students for middle school. All of our K-6 classrooms take a balanced literacy approach to instruction focused on World Class Outcomes, alignment to state standards, and differentiation based on students’ unique learning needs. All grade levels also use Math in Focus to support academic achievement in numeracy with a focus on problem solving and conceptual application. Our students experience additional programming such as music, art, physical education, science, and technology. The culture and climate at Mammoth Heights sets our school apart from others. Students, parents, and staff are happy, grateful and anxious for their education and to be in such a strong and positive learning space. Mammoth Heights will always encourage everyone to Dream, Strive and Become the best that they can be.

# Mammoth Heights | Elementary School

Established 2008 | Chaparral High School Feeder | Split-Fall Break Modified Calendar  
9500 Stonegate Parkway, Parker, CO 80134 | 303.387.8925

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 154,839	\$ 153,431	\$ 155,420	\$ 160,083	\$ 157,408
Certified	2,526,498	2,419,751	2,553,615	2,304,849	2,309,889
Classified	432,158	434,580	400,561	392,223	342,773
Professional/Technical	-	-	-	-	-
Benefits	883,225	872,726	956,729	936,224	1,027,149
Purchased Services	97,924	95,034	122,254	113,263	18,000
Supplies and Materials	342,408	142,141	169,830	213,344	102,238
Capital Equipment	-	-	26,620	24,252	-
Other Expense	9,132	5,633	9,484	18,981	30,490
<b>Total Expenditures</b>	<b>\$ 4,446,183</b>	<b>\$ 4,123,297</b>	<b>\$ 4,394,513</b>	<b>\$ 4,163,218</b>	<b>\$ 3,987,947</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 43,245</b>	<b>\$ 233,428</b>	<b>\$ 470,265</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	2.00	2.00	2.00
Certified	45.60	43.60	46.87	41.48	41.80
Classified	13.73	13.14	13.64	15.78	16.27
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>61.33</b>	<b>58.74</b>	<b>62.51</b>	<b>59.26</b>	<b>60.07</b>
<b>Enrollment</b>	<b>841</b>	<b>753</b>	<b>744</b>	<b>719</b>	<b>708</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,287</b>	<b>\$ 5,476</b>	<b>\$ 5,907</b>	<b>\$ 5,790</b>	<b>\$ 5,633</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	6,156



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Meadow View | Elementary School

Established 2000 | Castle View High School Feeder | Modified Calendar  
 3700 Butterfield Crossing, Castle Rock, CO 80109 | 303.387.5425

Principal | Lacey Dahl

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Approaching
Academic Growth	Approaching
Academic Growth Gaps	Does Not Meet



### Mission Statement

As a community of learners, Meadow View Elementary will inspire a passion for learning by fostering student growth and independence through educational opportunities in a safe environment.



Our mission is to stimulate and deepen learning through integrating the arts using Leonard Bernstein’s Artful Learning model. Our school is transforming learning by allowing students to create and experience the arts within all subjects and disciplines. We use art-based strategies, which include all modalities, as a tool to teach and have students express learning. Artful learning is a rigorous learning model that strengthens standards and curriculum expectations allowing students to experience, inquire, create and reflect. Our goal is to extend sustainable learning beyond the classroom and to inspire lifelong learning.

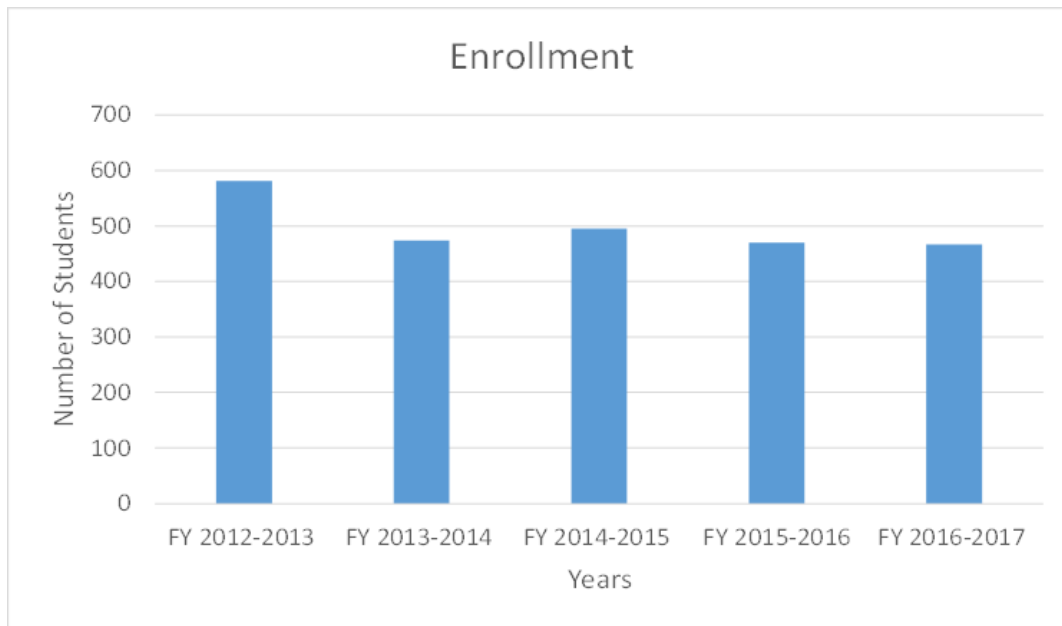


# Meadow View | Elementary School

Established 2000 | Castle View High School Feeder | Modified Calendar  
3700 Butterfield Crossing, Castle Rock, CO 80109 | 303.387.5425

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 187,244	\$ 119,247	\$ 177,650	\$ 189,195	\$ 89,832
Certified	1,712,033	1,692,102	1,683,800	1,638,492	1,783,181
Classified	298,269	256,132	302,075	343,200	292,097
Professional/Technical	-	-	-	-	-
Benefits	624,513	604,194	689,611	706,183	793,165
Purchased Services	102,075	196,127	153,650	217,413	-
Supplies and Materials	166,040	375,851	184,248	173,681	4,571
Capital Equipment	-	24,575	33,183	23,542	-
Other Expense	2,030	8,996	6,786	11,000	-
<b>Total Expenditures</b>	<b>\$ 3,092,203</b>	<b>\$ 3,277,225</b>	<b>\$ 3,231,003</b>	<b>\$ 3,302,707</b>	<b>\$ 2,962,846</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 76,896</b>	<b>\$ 394,391</b>	<b>\$ 420,297</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	1.00	2.00	2.00	1.00
Certified	30.00	29.80	28.40	27.15	31.88
Classified	10.41	9.56	11.00	14.21	14.55
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>42.41</b>	<b>40.36</b>	<b>41.40</b>	<b>43.36</b>	<b>47.43</b>
<b>Enrollment</b>	<b>581</b>	<b>474</b>	<b>495</b>	<b>470</b>	<b>467</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,322</b>	<b>\$ 6,914</b>	<b>\$ 6,527</b>	<b>\$ 7,027</b>	<b>\$ 6,344</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	6,867



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Mountain View | Elementary School

Established 1980 | Ponderosa High School Feeder | Split-Fall Break Modified Calendar  
 8502 North Pinery Parkway, Parker, CO 80134 | 303.387.8675

**Principal |** Milie Grotts

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

All who enter Mountain View: prepare for the future through innovative and relevant experience; use communication to bridge home, school, and community; value the diversity of each person; nurture and respect others; take pride in their work; assume responsibility for actions; demonstrate a positive attitude; celebrate individual growth.

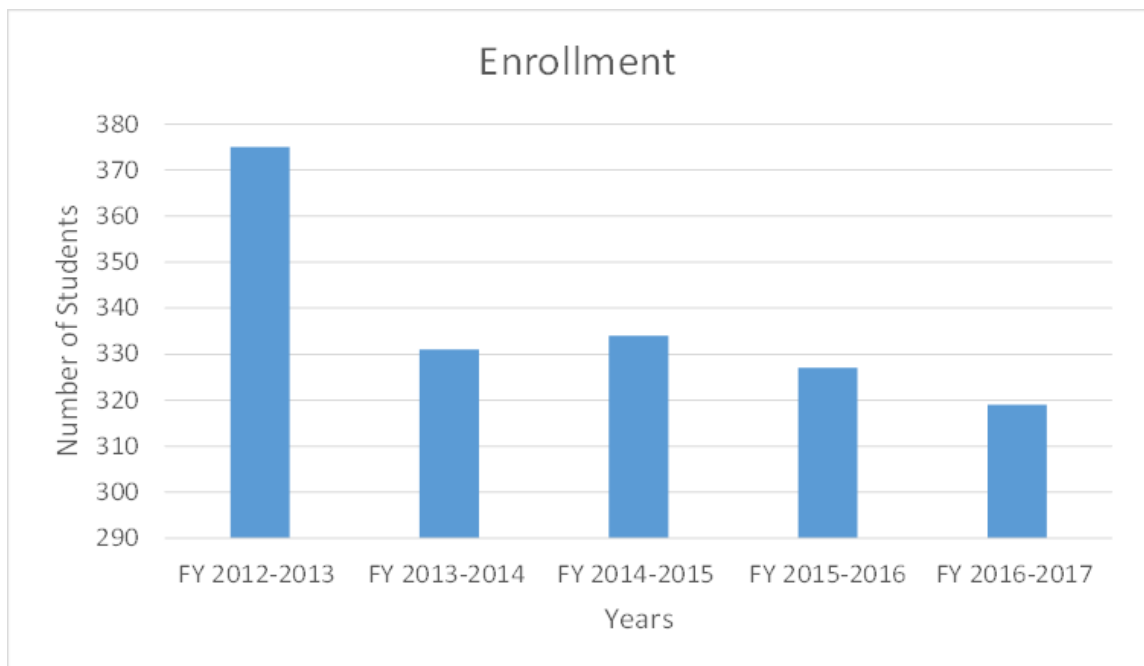
Mountain View is a unique, primary neighborhood school that meets the needs of each child that walks through the doors and inspires each student to reach his or her individual potential. We are a PK-2 primary building that provides a nurturing environment focusing on what is best for young children academically, socially and emotionally. Our school has amazing resources to meet the needs of above level, at level, and below level students, as well as students with special needs. We have a supportive parent community and an active PTO, which results in financial support, a large volunteer group and fun, family events. There is a culture you can feel the minute you walk through our doors. You see amazing children and adults who love what they do everyday! We continue to offer a full range of specials and clubs, which develop the whole child. Instructionally, we customize a learning environment that is ideal for early learners. Our Reggio Emilia inspired outdoor learning environment continues to evolve. Our students are making amazing growth according to Nationally Normed Assessment and students are excited about learning. We are preparing them for the future through innovative and relevant experiences. We have developed into a school that children are excited to attend. Parents are proud to send their children to Mountain View which is evident by our highest ever number of Open Enrolled students. Our staff members are excited to be a part of the amazing culture that makes up our Mountain View family.



# Mountain View | Elementary School

Established 1980 | Ponderosa High School Feeder | Split-Fall Break Modified Calendar  
8502 North Pinery Parkway, Parker, CO 80134 | 303.387.8675

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 87,113	\$ 91,678	\$ 92,664	\$ 96,834	\$ 89,832
Certified	1,243,338	1,199,860	1,175,154	1,178,558	1,142,917
Classified	379,405	319,826	305,449	310,557	313,700
Professional/Technical	-	-	-	-	-
Benefits	505,949	488,018	496,046	509,537	578,029
Purchased Services	63,358	61,161	192,809	195,849	8,200
Supplies and Materials	140,900	176,600	205,190	152,868	(19,589)
Capital Equipment	-	-	-	16,631	-
Other Expense	(3,028)	(3,087)	1,756	2,110	3,865
<b>Total Expenditures</b>	<b>\$ 2,417,035</b>	<b>\$ 2,334,056</b>	<b>\$ 2,469,068</b>	<b>\$ 2,462,943</b>	<b>\$ 2,116,954</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (48,110)</b>	<b>\$ 53,648</b>	<b>\$ 115,472</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	19.40	21.80	20.90	18.48	18.68
Classified	12.68	10.21	9.88	8.16	10.50
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>33.08</b>	<b>33.01</b>	<b>31.78</b>	<b>27.64</b>	<b>30.18</b>
<b>Enrollment</b>	<b>375</b>	<b>331</b>	<b>334</b>	<b>327</b>	<b>319</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,445</b>	<b>\$ 7,052</b>	<b>\$ 7,392</b>	<b>\$ 7,532</b>	<b>\$ 6,636</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 7,159



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Northeast | Elementary School

Established 1966 | Ponderosa High School Feeder | Split-Fall Break Modified Calendar  
 6598 North State Highway 83, Parker, CO 80134 | 303.387.8600

Principal | Kara Tidemann

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

Northeast is a caring community of learners who strive to reach their fullest potential by being honest, respectful, and responsible.

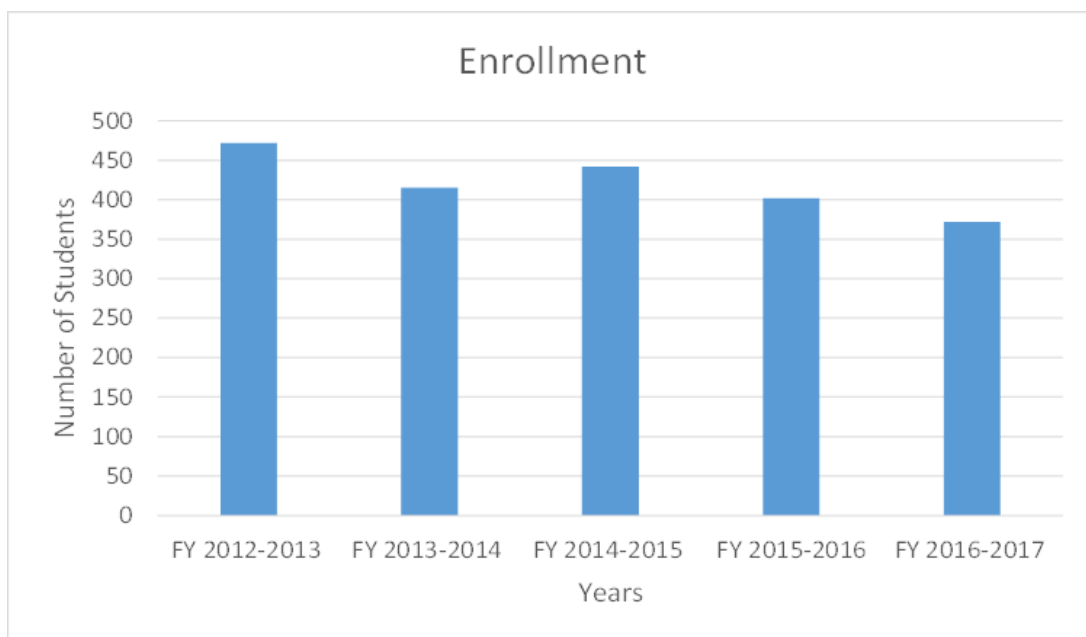
Northeast’s mission is to provide a learning environment that promotes a love of the academics and arts. We celebrate our dedication to putting the needs of our students first. Our students actively engage in learning through a Project Based Learning (PBL) approach. In the PBL teaching method, students gain knowledge and skills by working, for an extended period, to investigate and respond to a complex, real-life question or challenge. Learning is promoted through inquiry and investigation, culminating in a presentation. Several opportunities develop from philanthropic interests. PBL projects are a favorite of our NE students! Classrooms offer differentiated learning to accommodate all learners. During Response to Intervention, we offer enrichment groups like Math Olympiad, Math Exemplars, and Junior Great Books, while also providing support through Lexia, and curriculum support groups. Our goal is to meet every student’s needs and achieve at least a years’ growth. The Arts also play a significant role in our learning environment. Northeast’s rich history includes having one of the largest choir programs, and offering instrumental music. Additional opportunities include Running Club, Art Club, Dodge Ball, Chess Club, Spanish, Math Olympiad, Battle of the Books, and so much more! If your child has an interest, we likely have offerings to support their learning! Northeast is a happy place where all learning and engagement is supported in a safe, healthy environment. We are a Positive Behavior Support school, where Northeast Eagles SOAR, being Safe, Organized, Accountable and Respectful. We have high expectations for our Northeast learning environment.



# Northeast | Elementary School

Established 1966 | Ponderosa High School Feeder | Split-Fall Break Modified Calendar  
6598 North State Highway 83, Parker, CO 80134 | 303.387.8600

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 82,760	\$ 85,033	\$ 86,325	\$ 87,000	\$ 89,832
Certified	1,523,664	1,389,996	1,343,314	1,281,974	1,319,568
Classified	276,688	263,012	259,752	204,791	132,583
Professional/Technical	-	-	-	-	-
Benefits	525,844	483,957	481,966	496,035	564,911
Purchased Services	86,224	82,382	94,816	103,407	-
Supplies and Materials	111,746	142,092	142,806	113,784	1,948
Capital Equipment	-	-	38,297	45,584	-
Other Expense	(41,710)	4,656	11,083	9,439	-
<b>Total Expenditures</b>	<b>\$ 2,565,216</b>	<b>\$ 2,451,129</b>	<b>\$ 2,458,359</b>	<b>\$ 2,342,014</b>	<b>\$ 2,108,842</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 37,114</b>	<b>\$ 127,143</b>	<b>\$ 151,711</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	25.10	24.20	25.90	25.38	23.75
Classified	9.61	8.63	8.31	8.55	8.80
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>35.71</b>	<b>33.83</b>	<b>35.21</b>	<b>34.93</b>	<b>33.55</b>
<b>Enrollment</b>	<b>472</b>	<b>415</b>	<b>442</b>	<b>402</b>	<b>372</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,435</b>	<b>\$ 5,906</b>	<b>\$ 5,562</b>	<b>\$ 5,826</b>	<b>\$ 5,669</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil		\$ 6,192



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Northridge | Elementary School

Established 1982 | Mountain Vista High School Feeder | Conventional Calendar  
 555 Southpark Road, Highlands Ranch, CO 80126 | 303.387.6525

**Principal | James Hamilton**

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Exceeds
Academic Growth Gaps	Meets



### Mission Statement

We, the students, patrons and staff of Northridge Elementary School, will create an environment in which all are physically and emotionally safe and challenged to reach their highest academic achievement in an atmosphere of continuous improvement.

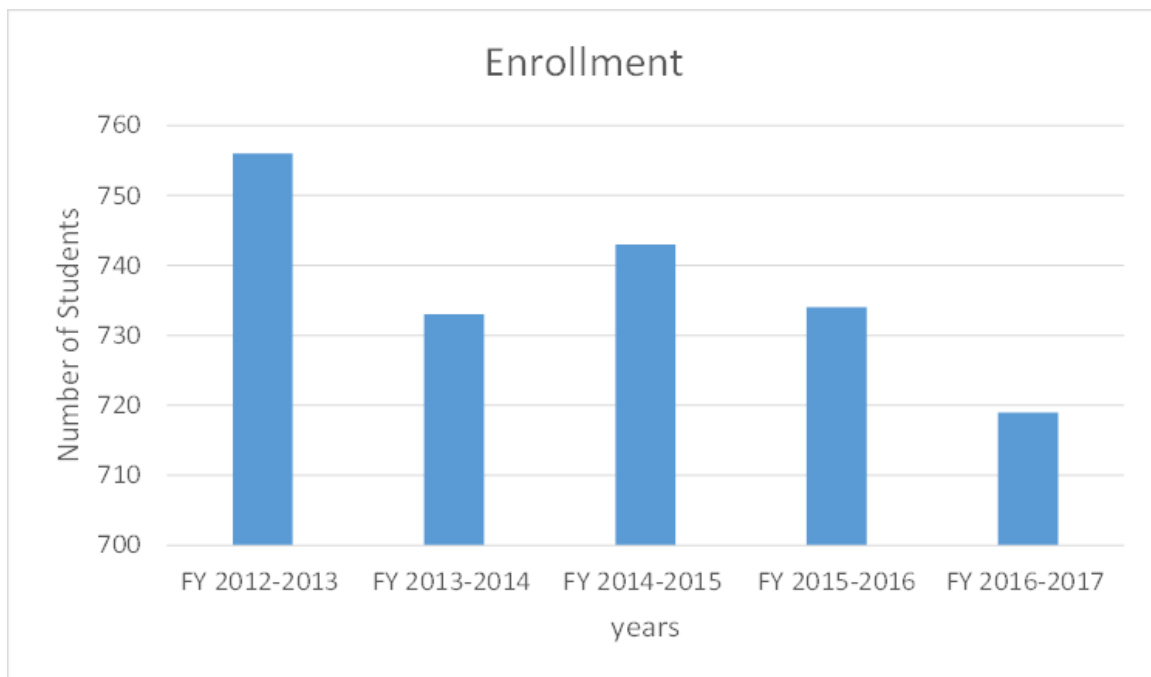


Northridge Elementary is an academically high-performing neighborhood school that serves students from Kindergarten through 6th grade. We have a “no excuses” attitude toward our responsibility for providing a challenging, exciting, and safe school experience for our students. Our staff and families honor the development of the whole child and value choice, diversity and balance in all things. We pride ourselves in providing a STEAM (science, technology, engineering, arts & math) model, a unique variety of specials classes and many extracurricular student activities before and after school. Our parent community is actively involved with volunteering through participation on committees, support in the classrooms, organizing school events and various other opportunities to serve. We hope that each child's learning experience at Northridge is one that allows them to understand who they are as a learner and develop life skills that will benefit them socially, emotionally and academically as they continue learning and grow into responsible citizens.

# Northridge | Elementary School

Established 1982 | Mountain Vista High School Feeder | Conventional Calendar  
555 Southpark Road, Highlands Ranch, CO 80126 | 303.387.6525

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 117,968	\$ 124,948	\$ 137,788	\$ 142,621	\$ 157,408
Certified	2,217,084	2,339,905	2,206,980	2,247,779	2,254,766
Classified	394,246	396,143	341,623	363,091	370,991
Professional/Technical	-	-	-	-	-
Benefits	762,832	796,876	758,190	837,249	1,008,774
Purchased Services	153,521	135,174	113,976	109,974	18,300
Supplies and Materials	361,522	426,164	322,544	219,746	61,629
Capital Equipment	-	-	9,267	26,383	-
Other Expense	8,519	9,542	12,059	10,866	-
<b>Total Expenditures</b>	<b>\$ 4,015,691</b>	<b>\$ 4,228,751</b>	<b>\$ 3,902,426</b>	<b>\$ 3,957,707</b>	<b>\$ 3,871,868</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 228,608</b>	<b>\$ 165,108</b>	<b>\$ 336,560</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	2.00	2.00	2.00
Certified	38.95	39.40	39.30	38.03	38.83
Classified	11.93	13.32	11.80	17.79	20.52
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>51.88</b>	<b>53.72</b>	<b>53.10</b>	<b>57.83</b>	<b>61.35</b>
<b>Enrollment</b>	756	733	743	734	719
<b>School Expenditures Per Pupil</b>	<b>\$ 5,312</b>	<b>\$ 5,769</b>	<b>\$ 5,252</b>	<b>\$ 5,392</b>	<b>\$ 5,385</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	5,908



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Pine Grove | Elementary School

Established 1995 | Chaparral High School Feeder | Fall Break Modified Calendar  
 10450 Stonegate Parkway, Parker, CO 80134 | 303.387.8075



**Principal | Molly Gnaegy**

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Meets
Academic Growth Gaps	Meets

### Mission Statement

Our mission at Pine Grove is to produce students who can read with understanding, write with clarity and use mathematics to solve problems. They should have factual knowledge of the world in which they live and be able to apply that knowledge to new situations. Students should have a strong sense of responsibility and personal worth and be respectful of themselves, others and of the reasonable limits.

Pine Grove is a neighborhood elementary school nestled in the beautiful community of Stonegate in Parker, Colorado. Our community makes strong connections that are solidified each morning as friends meet one another on their way to start a wonderful day of learning at Pine Grove. At arrival and dismissal, you will see students walking, riding bikes and scooters as parents push strollers with future Pine Grove Panthers.

Once students arrive, they begin a journey of learning. Our school mission is "Building the Bridge From Foundation to Innovation." The passionate teachers at Pine Grove don't take their eye off of important foundational skills, but cherish the opportunity to allow students to demonstrate and apply their learning to situations they may encounter in the real world. Through this learning process, students engage with a variety of technology to enhance their learning and increase engagement. Our talented Specials teachers offer art, music, P.E. and technology to support a well-rounded learning environment. At Pine Grove, we know that not all students learn at the same rate. We are very proud of the fact that we hire certified intervention specialists to support the RtI (Response to Intervention) process through remediation and/or Gifted and Talented instruction. These dedicated staff members collaborate with classroom teachers to provide wrap around support for all of our students at Pine Grove in order to meet their individual learning goals. During the school day at Pine Grove, students are



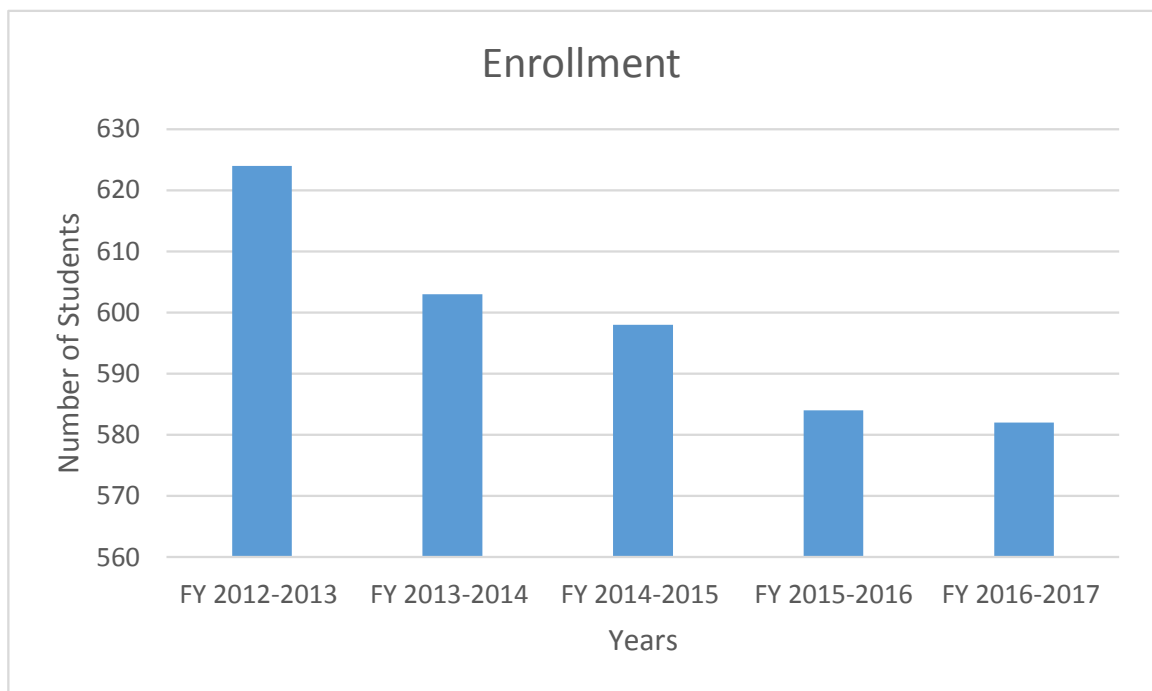
involved in many leadership opportunities such as Energy Team, Technology Club or Student Leadership, each run by a certified staff member. After school, Pine Grove has the feel of a community center and is busy each day until approximately 6 pm as students engage in a variety of after-school enrichment opportunities. We are able to provide such an outstanding learning environment for our students because of our supportive Educational Alliance/PTO who consistently raise over \$50,000 each year through fundraising efforts and community events. The sky is the limit for learning at Pine Grove Elementary.



# Pine Grove | Elementary School

Established 1995 | Chaparral High School Feeder | Split-Fall Break Modified Calendar  
10450 Stonegate Parkway, Parker, CO 80134 | 303.387.8075

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 84,294	\$ 152,202	\$ 156,463	\$ 161,157	\$ 157,408
Certified	2,055,735	2,059,083	2,152,439	2,091,164	1,788,669
Classified	416,183	416,122	392,875	412,145	327,578
Professional/Technical	-	-	-	-	-
Benefits	725,921	724,806	778,492	833,164	831,522
Purchased Services	110,173	106,260	111,558	108,351	17,839
Supplies and Materials	192,805	171,880	192,763	213,070	125,503
Capital Equipment	5,537	-	28,709	41,895	-
Other Expense	(36,391)	8,951	7,548	12,692	679
<b>Total Expenditures</b>	<b>\$ 3,554,257</b>	<b>\$ 3,639,303</b>	<b>\$ 3,820,848</b>	<b>\$ 3,873,638</b>	<b>\$ 3,249,198</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 118,008</b>	<b>\$ 175,682</b>	<b>\$ 229,536</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	2.00	2.00	2.00	2.00
Certified	31.80	33.20	34.70	32.37	31.84
Classified	13.51	12.68	11.85	17.13	17.32
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>46.31</b>	<b>47.88</b>	<b>48.55</b>	<b>51.50</b>	<b>51.16</b>
<b>Enrollment</b>	<b>624</b>	<b>603</b>	<b>598</b>	<b>584</b>	<b>582</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,696</b>	<b>\$ 6,035</b>	<b>\$ 6,389</b>	<b>\$ 6,633</b>	<b>\$ 5,583</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 6,106



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Pine Lane | Elementary School

Established 1972 | Chaparral High School Feeder | Split –Fall Break Modified Calendar  
 South Campus | 6475 East Ponderosa Drive, Parker, CO 80138 | 303.387.8325  
 North Campus | 6485 East Ponderosa Drive, Parker, CO 80138 | 303.387.8275



<b>Principal   Jason Starkey</b>	
<b>School Performance Framework 2014</b>	
<b>Performance Indicators</b>	<b>Rating</b>
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching

### Mission Statement

A school community committed to supporting dynamic and relevant learning experiences for our 21st century world.



Pine Lane Elementary is a school community committed to supporting dynamic and relevant learning experiences for our 21st century world. Through our values of diversity, diligence, and dedication, we strive to provide our students with authentic learning experiences that drive thinking and learning. Our Colorado Boettcher Teacher Residency Program promotes cutting edge practices in classrooms and our comprehensive programming, including World Language, STEM, ESL, GT, programming for special education, Reading Recovery, Health and Wellness, Technology Integration, and certified specials programming promotes a well rounded educational experience for our students.

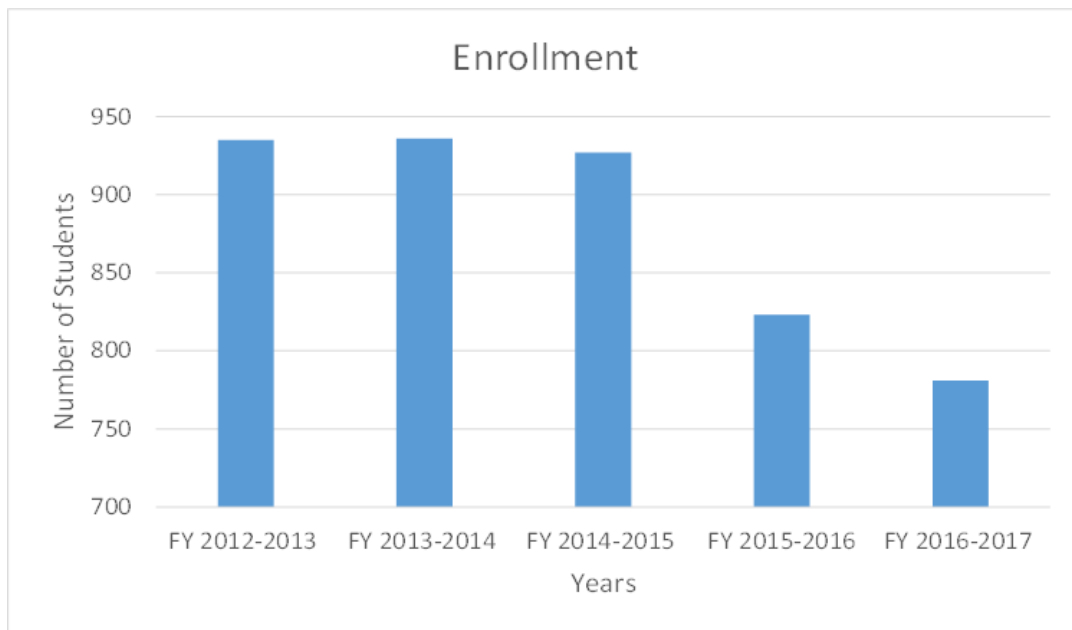
# Pine Lane | Elementary School

Established 1972 | Chaparral High School Feeder | Split –Fall Break Modified Calendar

South Campus | 6475 East Ponderosa Drive, Parker, CO 80138 | 303.387.8325

North Campus | 6485 East Ponderosa Drive, Parker, CO 80138 | 303.387.8275

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 206,608	\$ 175,927	\$ 189,057	\$ 136,275	\$ 157,408
Certified	3,146,630	3,504,333	3,544,354	3,115,376	3,034,411
Classified	542,729	535,480	502,146	522,355	486,035
Professional/Technical	-	-	-	-	-
Benefits	1,082,150	1,172,252	1,213,618	1,149,114	1,343,961
Purchased Services	104,240	100,058	161,133	104,419	19,000
Supplies and Materials	171,406	284,723	243,602	255,570	131,622
Capital Equipment	9,492	11,553	47,068	99,012	-
Other Expense	4,874	42,429	50,747	11,851	(18,934)
<b>Total Expenditures</b>	<b>\$ 5,268,130</b>	<b>\$ 5,826,755</b>	<b>\$ 5,951,724</b>	<b>\$ 5,393,972</b>	<b>\$ 5,153,503</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 69,398</b>	<b>\$ 67,327</b>	<b>\$ 145,171</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.60	2.00	2.80	2.00	2.00
Certified	53.25	59.30	62.14	54.38	54.22
Classified	17.56	18.72	18.06	20.50	22.14
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>73.41</b>	<b>80.02</b>	<b>83.00</b>	<b>76.88</b>	<b>78.36</b>
<b>Enrollment</b>	<b>935</b>	<b>936</b>	<b>927</b>	<b>823</b>	<b>781</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,634</b>	<b>\$ 6,225</b>	<b>\$ 6,420</b>	<b>\$ 6,554</b>	<b>\$ 6,599</b>
			<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>		<b>523</b>
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>7,122</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Pioneer | Elementary School

Established 1997 | Legend High School Feeder | Split-Fall Break Modified Calendar  
 10881 Riva Ridge Street, Parker, CO 80138 | 303.387.8400

**Principal |** Kelli Bainbridge

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Approaching
Academic Growth	Approaching
Academic Growth Gaps	Does Not Meet



### Mission Statement

To maximize student achievement in a safe, caring environment.

At Pioneer Elementary School, our vision is "Empowering each other to pioneer a better tomorrow." To achieve this vision, our students need to develop not only the knowledge, but the skills and attitudes that lead to success. We concentrate on a list of attitudes we call the Pack Profile: Pioneer Students are caring, respectful, principled, persistent, open minded, inquisitive, motivated, adaptable, prepared and risk takers.

By developing these attitudes, along with the knowledge and skills outlined in DCSD's Guaranteed and Viable Curriculum, we know we are developing students who can live, learn, work and thrive in a constantly changing world. Pioneer teachers strive to provide authentic learning experiences for their students. We have a large school garden and a coop where we raise chickens. Children help care for the plants and animals, and can often be seen gathering eggs, measuring the growth of our pumpkins or picking the green beans to be served in our cafeteria. Students can also be found at the nearby creek, where they might test the pH of the water or measure the depth and temperature of the water in the pond. We believe that our students learn best when they work collaboratively to solve real world problems, so we are always looking for ways to provide

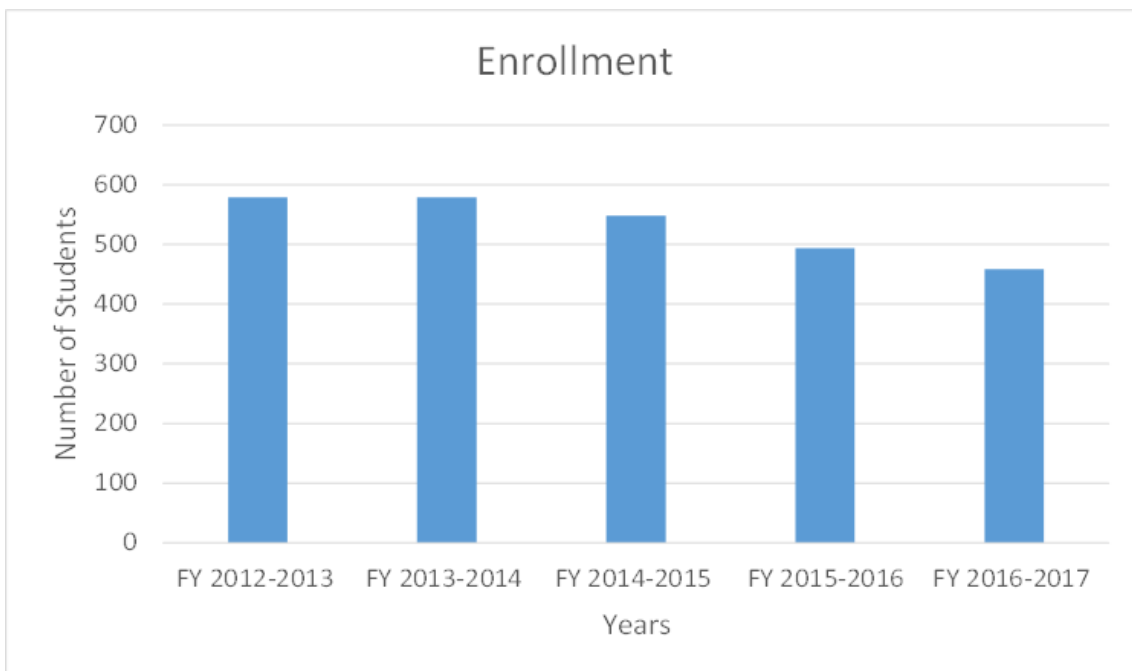


hands on learning experiences. Pioneer was recently recognized by the National Wildlife Federation and Eco-Schools USA as a "Green Flag School". To win the Green Flag, Pioneer's students and faculty tackled a host of sustainability initiatives that began with forming an Eco-Action team; auditing facility energy efficiency, waste disposal and other environmental impact areas; and instituting environmental-themed curricula. These steps led to a recycling program, public education campaign, and energy conservation initiatives, all designed to raise environmental and natural awareness, cut waste, increase student engagement and save money for the school.

# Pioneer | Elementary School

Established 1997 | Legend High School Feeder | Split-Fall Break Modified Calendar  
10881 Riva Ridge Street, Parker, CO 80138 | 303.387.8400

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 72,185	\$ 110,725	\$ 112,044	\$ 145,462	\$ 99,968
Certified	1,891,339	1,813,474	1,879,377	1,786,415	1,749,988
Classified	444,814	445,075	403,170	373,368	350,374
Professional/Technical	-	-	-	-	-
Benefits	715,412	712,291	716,982	782,318	804,186
Purchased Services	85,540	82,322	123,437	98,046	11,700
Supplies and Materials	114,296	220,953	228,923	218,302	69,902
Capital Equipment	-	137,757	250,591	65,122	-
Other Expense	1,008	10,016	6,036	3,223	700
<b>Total Expenditures</b>	<b>\$ 3,324,595</b>	<b>\$ 3,532,613</b>	<b>\$ 3,720,561</b>	<b>\$ 3,472,255</b>	<b>\$ 3,086,818</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 50,948</b>	<b>\$ 104,716</b>	<b>\$ 90,852</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.50	1.50	2.00	1.15
Certified	33.50	33.98	35.10	31.49	31.05
Classified	15.26	15.18	14.33	15.86	16.76
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>49.76</b>	<b>50.66</b>	<b>50.93</b>	<b>49.35</b>	<b>48.96</b>
<b>Enrollment</b>	<b>579</b>	<b>579</b>	<b>548</b>	<b>494</b>	<b>459</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,742</b>	<b>\$ 6,101</b>	<b>\$ 6,789</b>	<b>\$ 7,029</b>	<b>\$ 6,725</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 7,248



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Prairie Crossing | Elementary School

Established 2001 | Chaparral High School Feeder | Split-Fall Break Modified Calendar  
 11605 South Bradbury Ranch Drive, Parker, CO 80134 | 303.387.8200

**Principal | Carrie Rotherham**

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Exceeds
Academic Growth Gaps	Meets



### Mission Statement

Inspired by our belief that each child is a unique treasure, we challenge students to develop socially, creatively, and intellectually - empowering them to realize their fullest potential.

Prairie Crossing is a neighborhood school, where students are inspired and challenged to reach their individual potential academically, socially and creatively. Our staff personalizes learning for our students so they have the ability to explore a variety of learning paths. Personalized Learning at Prairie Crossing enriches the learning capacity of all students based on his/her interests, unique learning styles, and age appropriate abilities. Students are given voice and choice in how they would like to learn and express understanding of concepts. Students and teachers collaborate through inquiry and guided self-reflection to make learning more powerful. Our

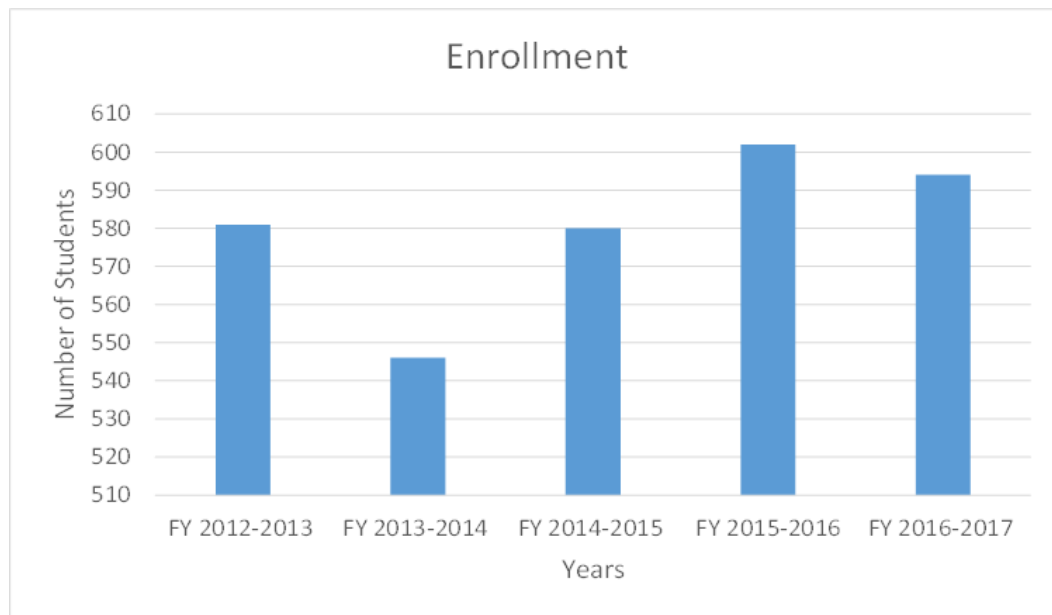


strong technology program is used as one resource to enhance student learning, but not as a replacement for hands-on, direct teacher instruction. We encourage our students to challenge themselves to explore their own strengths and interests to drive their passion for learning. By working together with their teacher each student will discover his/her own learning style and engage in authentic learning which is relevant and meaningful.

# Prairie Crossing | Elementary School

Established 2001 | Chaparral High School Feeder | Split-Fall Break Modified Calendar  
11605 South Bradbury Ranch Drive, Parker, CO 80134 | 303.387.8200

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 101,045	\$ 142,580	\$ 143,833	\$ 137,812	\$ 157,408
Certified	1,747,704	1,773,939	1,923,965	2,024,341	1,974,219
Classified	318,018	364,451	294,196	300,307	264,902
Professional/Technical	-	-	-	-	-
Benefits	632,876	673,462	708,037	804,214	869,064
Purchased Services	88,071	94,416	99,796	107,447	25,000
Supplies and Materials	199,466	238,665	218,055	194,906	51,076
Capital Equipment	-	-	28,978	22,977	-
Other Expense	1,815	10,062	7,695	21,938	-
<b>Total Expenditures</b>	<b>\$ 3,088,996</b>	<b>\$ 3,297,575</b>	<b>\$ 3,424,556</b>	<b>\$ 3,613,942</b>	<b>\$ 3,341,669</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>					
	\$ 65,934	\$ 113,222	\$ 251,136	\$ -	\$ -
<b>FTE</b>					
Administrative	1.00	2.00	2.00	2.00	2.00
Certified	32.30	32.54	36.80	36.89	35.50
Classified	12.07	11.82	10.59	11.94	11.92
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>45.37</b>	<b>46.36</b>	<b>49.39</b>	<b>50.83</b>	<b>49.42</b>
<b>Enrollment</b>					
	581	546	580	602	594
<b>School Expenditures Per Pupil</b>	<b>\$ 5,317</b>	<b>\$ 6,040</b>	<b>\$ 5,904</b>	<b>\$ 6,003</b>	<b>\$ 5,626</b>
					<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil 523
					Estimated Total Expenditures Per Pupil \$ 6,149



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Redstone | Elementary School

Established 2005 | Rock Canyon High School Feeder | Conventional Calendar  
 9970 Glenstone Circle, Highlands Ranch, CO 80130 | 303.387.7300



**Principal | Amy Moyle**

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Exceeds
Academic Growth Gaps	Meets

### Mission Statement

We will reach every child, every day!

In 2011 Redstone Elementary began the journey of becoming a 1:1 iPad Digital School. Through visionary leadership, collaboration, community involvement our vision became reality. As a faculty, we created a shared vision in who we are and what we wanted to become. Digital learning became a platform to increase our student’s learning experience. Student engagement is essential in the lives of our digital natives. Learning needs to be an active versus passive process. Our journey began with this end in mind. Our students read, write, do math and engage in Social Studies and Science. However, they use these skills to share their learning on global platforms by inviting outside sources to share in their learning. Therefore, diminishing the confinement of the four walls of a structured learning environment. Students are learning in new ways previously seen as inconceivable. Our vision has matured and transformed over time. As technology grows and rapidly changes, so too does Redstone, as an educational institution. Moving from using technology as a substitution to redefining learning in the classroom is an expectation for all stakeholders. Participating in math challenges with schools from other nations, differentiation for students using a variety of Apps to meet student’s individual needs, taking digital field trips and walking through the streets of their favorite countries are just a few examples of global learning. Digital learning has expanded our student’s learning beyond what we thought imaginable. Redstone is an Apple Distinguished School recognized for leadership, innovation and educational excellence. We continue to strive for excellence.

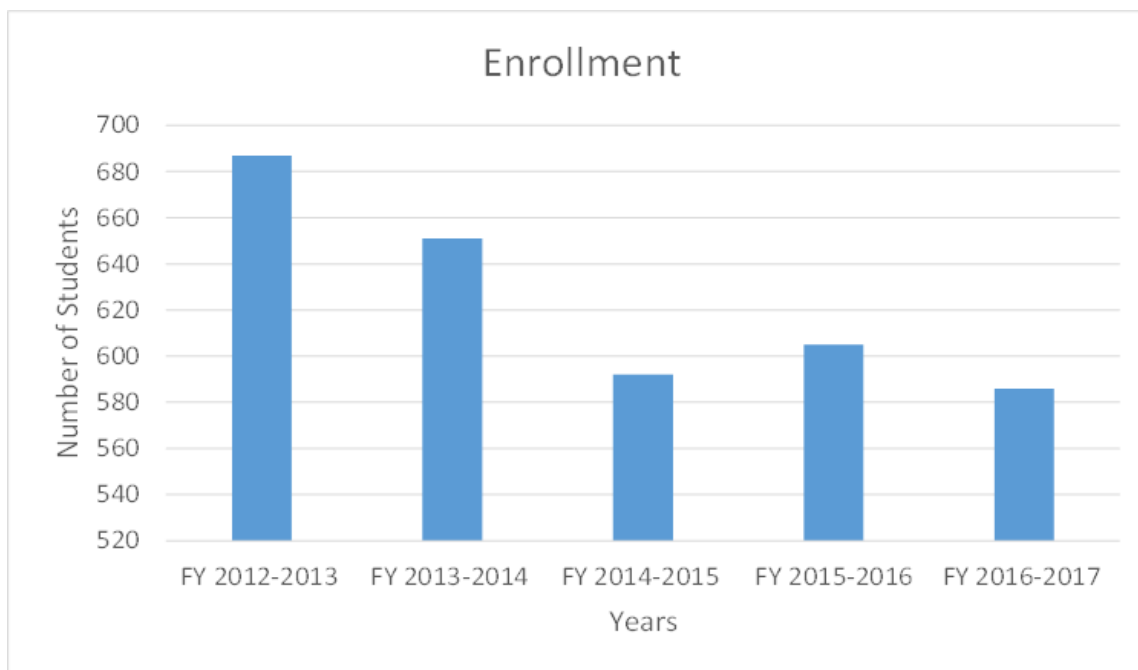




# Redstone | Elementary School

Established 2005 | Rock Canyon High School Feeder | Conventional Calendar  
9970 Glenstone Circle, Highlands Ranch, CO 80130 | 303.387.7300

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 161,712	\$ 165,614	\$ 92,885	\$ 152,353	\$ 157,408
Certified	1,983,340	2,064,680	1,959,736	2,002,395	2,012,288
Classified	347,441	377,084	373,345	362,292	313,230
Professional/Technical	-	-	-	-	-
Benefits	697,891	743,184	748,802	845,433	909,698
Purchased Services	102,202	126,083	107,216	113,181	-
Supplies and Materials	199,616	334,070	183,064	131,336	47,620
Capital Equipment	-	-	24,144	9,086	-
Other Expense	12,133	7,335	(763)	3,196	-
<b>Total Expenditures</b>	<b>\$ 3,504,335</b>	<b>\$ 3,818,051</b>	<b>\$ 3,488,429</b>	<b>\$ 3,619,273</b>	<b>\$ 3,440,244</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>					
	\$ 447,475	\$ 857,611	\$ 792,883	\$ -	\$ -
<b>FTE</b>					
Administrative	2.00	2.00	1.00	2.00	2.00
Certified	32.30	36.80	37.30	38.46	36.30
Classified	12.28	13.50	12.52	14.18	14.39
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>46.58</b>	<b>52.30</b>	<b>50.82</b>	<b>54.64</b>	<b>52.69</b>
<b>Enrollment</b>					
	687	651	592	605	586
<b>School Expenditures Per Pupil</b>					
	\$ 5,101	\$ 5,865	\$ 5,893	\$ 5,982	\$ 5,871
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,394</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Renaissance | Expeditionary Learning Outward Bound School

Established 1995 | Douglas County High School Feeder | Modified Calendar  
 3960 Trailboss Lane, Castle Rock, CO 80104 | 303.387.8000

Principal | Deborah Lemmer

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

To create an environment where students: engage in purposeful and rigorous curriculum that reaches beyond the classroom, contribute to a diverse and inclusive culture, actively seek opportunities to serve others, strive to gain expertise, and seek challenges.

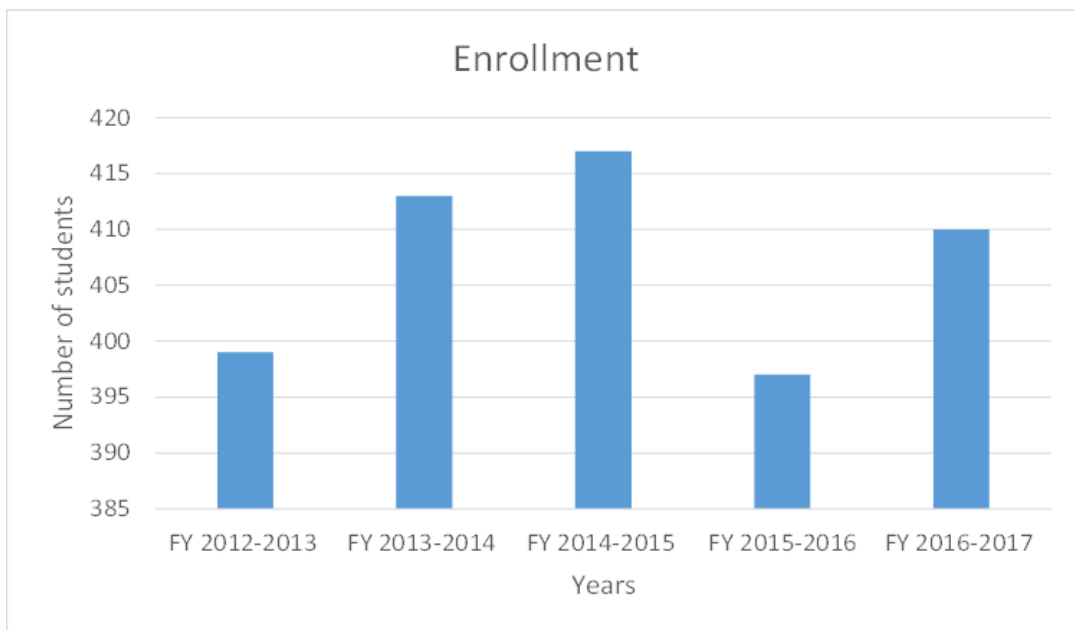


We teach and reach the whole child through building relationships and culture - We Are Crew. Through our Adventure Education and the Arts we ask kids to take risks and to discover their passions and overcome limits. We promote the development of reflection and self-awareness at an early age. Our teachers and students design compelling and relevant studies involving current issues important to a students' life - we call these Learning Expeditions. Service to others is part of our vision. Renaissance Mission Statement: To empower students to explore, discover and understand the world around them and the passions within them. Who are... \*creative, reflective, fulfilled individuals; \*active, compassionate citizens; \*courageous builders of a harmonious and sustainable world.

# Renaissance | Expeditionary Learning Outward Bound School

Established 1995 | Douglas County High School Feeder | Modified Calendar  
3960 Trailboss Lane, Castle Rock, CO 80104 | 303.387.8000

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 95,853	\$ 97,165	\$ 99,090	\$ 103,787	\$ 89,832
Certified	1,307,852	1,312,129	1,291,495	1,394,292	1,474,403
Classified	193,640	210,706	255,709	249,240	230,544
Professional/Technical	-	-	-	-	-
Benefits	467,863	469,247	502,633	578,056	656,475
Purchased Services	211,182	224,787	238,566	229,894	3,734
Supplies and Materials	215,094	228,900	152,299	160,242	18,061
Capital Equipment	19,660	-	35,997	84,177	-
Other Expense	6,486	11,914	(15,171)	17,925	-
<b>Total Expenditures</b>	<b>\$ 2,517,630</b>	<b>\$ 2,554,848</b>	<b>\$ 2,560,619</b>	<b>\$ 2,817,614</b>	<b>\$ 2,473,049</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (7,728)</b>	<b>\$ 71,512</b>	<b>\$ 206,118</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	22.36	24.37	23.80	24.86	26.40
Classified	5.45	6.95	8.77	8.48	11.20
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>28.81</b>	<b>32.32</b>	<b>33.57</b>	<b>34.34</b>	<b>38.60</b>
<b>Enrollment</b>	399	413	417	397	410
<b>School Expenditures Per Pupil</b>	<b>\$ 6,310</b>	<b>\$ 6,186</b>	<b>\$ 6,141</b>	<b>\$ 7,097</b>	<b>\$ 6,032</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	6,555



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Rock Ridge | Elementary School

Established 1988 | Douglas County High School Feeder | Conventional Calendar  
 400 North Heritage Road, Castle Rock, CO 80104 | 303.387.5150



Principal | Peter Mosby

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Approaching
Academic Growth	Meets
Academic Growth Gaps	Approaching

### Mission Statement

To provide a caring and safe learning environment that honors the unique needs of each child while encouraging and empowering all students to achieve their highest potential, as life-long learners, critical thinkers, and global citizens of tomorrow. Developing a partnership with families and community, and maintaining a collaborative and skillful staff is essential.

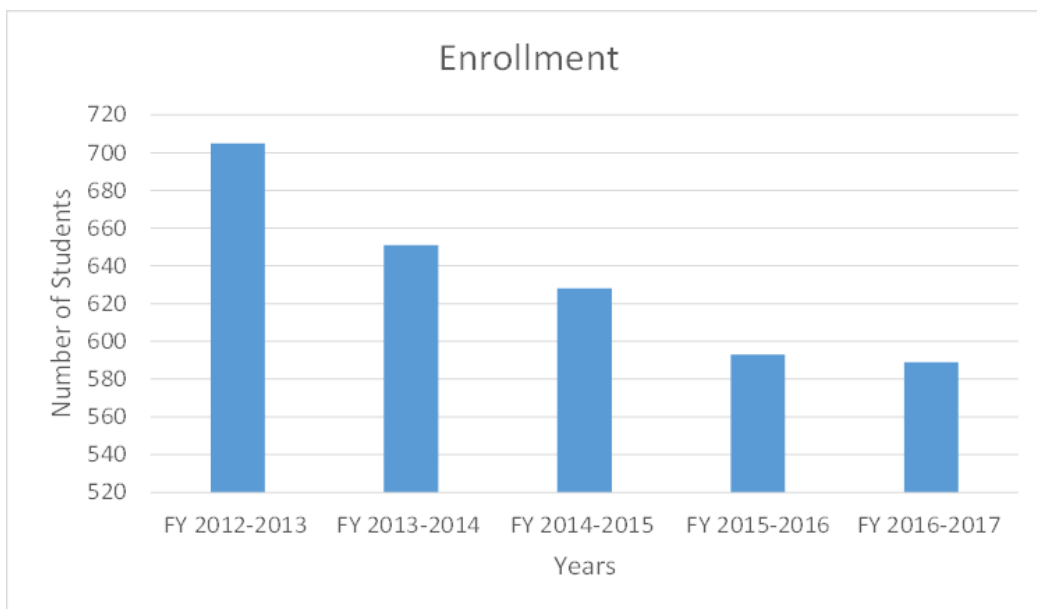
Our school is an International Baccalaureate school, which means: We promote intercultural understanding and respect, not as an alternative to a sense of cultural and national identity, but as an essential part of life in the 21st century. IB Mission Statement: "The International Baccalaureate aims to develop inquiring, knowledgeable and caring young people who help to create a better and more peaceful world through intercultural understanding and respect. The IB organization works with our school, governments and international organizations to develop challenging programmes of international education and rigorous assessment. These programmes encourage students across the world to become active, compassionate and lifelong learners who understand that other people, with their differences, can also be right." What does an IB Education at RRE look like? \*We offer academic breadth and depth \*Our kids care more about the process of their learning than just the results. \*It creates independent learners that feel prepared for the world \*We are genuinely "internationally/globally minded". \*IB encourages Critical Thinking - kids can look beyond just the facts and analyze things \* Inquiry-based instruction and learning \* Subjects are not taught in isolation -- we have a transdisciplinary learning approach. \*The IB Learner Profile offers 10 high quality character traits which include: Balanced, Risk Taker, Open Minded, Principled, Inquirers, Thinkers, Caring, Reflective, Communicators, and Knowledgeable. These traits form a framework for an international education that goes much deeper in meeting the needs of a constantly changing world. \*Our students also have the opportunity to learn a second language, Spanish.



# Rock Ridge | Elementary School

Established 1988 | Douglas County High School Feeder | Conventional Calendar  
400 North Heritage Road, Castle Rock, CO 80104 | 303.387.5150

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 147,115	\$ 158,533	\$ 166,125	\$ 165,386	\$ 157,408
Certified	1,962,904	2,208,993	2,144,166	1,879,800	2,049,605
Classified	355,422	337,255	340,525	363,841	337,222
Professional/Technical	-	-	-	-	-
Benefits	708,844	778,944	783,322	752,474	927,993
Purchased Services	117,996	123,842	105,354	139,279	14,159
Supplies and Materials	229,140	176,715	193,207	169,056	74,962
Capital Equipment	-	-	20,567	52,112	-
Other Expense	462	15,957	13,537	20,377	8,800
<b>Total Expenditures</b>	<b>\$ 3,521,882</b>	<b>\$ 3,800,238</b>	<b>\$ 3,766,804</b>	<b>\$ 3,542,325</b>	<b>\$ 3,570,149</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 135,739</b>	<b>\$ 68,139</b>	<b>\$ 49,170</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	2.00	2.00	2.00
Certified	39.59	42.90	41.10	35.93	37.02
Classified	11.54	10.12	10.98	15.14	14.34
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>53.13</b>	<b>55.02</b>	<b>54.08</b>	<b>53.06</b>	<b>53.36</b>
<b>Enrollment</b>	<b>705</b>	<b>651</b>	<b>628</b>	<b>593</b>	<b>589</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 4,996</b>	<b>\$ 5,838</b>	<b>\$ 5,998</b>	<b>\$ 5,974</b>	<b>\$ 6,061</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 6,584



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Roxborough | Primary School K-2

Established 1991 | ThunderRidge High School Feeder | Conventional Calendar  
 8000 Village Circle West, Roxborough, CO 80125 | 303.387.6002



<b>Principal   Rick Kendall</b>	
<b>School Performance Framework 2014</b>	
<b>Performance Indicators</b>	<b>Rating</b>
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching

### Mission Statement

Roxborough is a school dedicated to excellence. We encourage all learners to reach their full potential through the collaboration of students, staff, and community. We challenge individuals by setting high expectations and nurture them by providing a safe, engaging learning environment.



LITTLETON—It was five years in the making. Finally, this summer, Roxborough Primary and Intermediate School principals Rick Kendall and Meghan Ofer received the news that the school has been authorized as an International Baccalaureate (IB) World School. Roxborough is now one of just three elementary level IB World Schools in the Douglas County School District.

Roxborough Primary and Intermediate is an IB World School, authorized to teach the Primary Years Programme. IB World Schools share a common philosophy—a commitment to high quality, challenging, international education that Roxborough Primary and Intermediate believes is important for our students.



# ROXBOROUGH

PRIMARY AND INTERMEDIATE

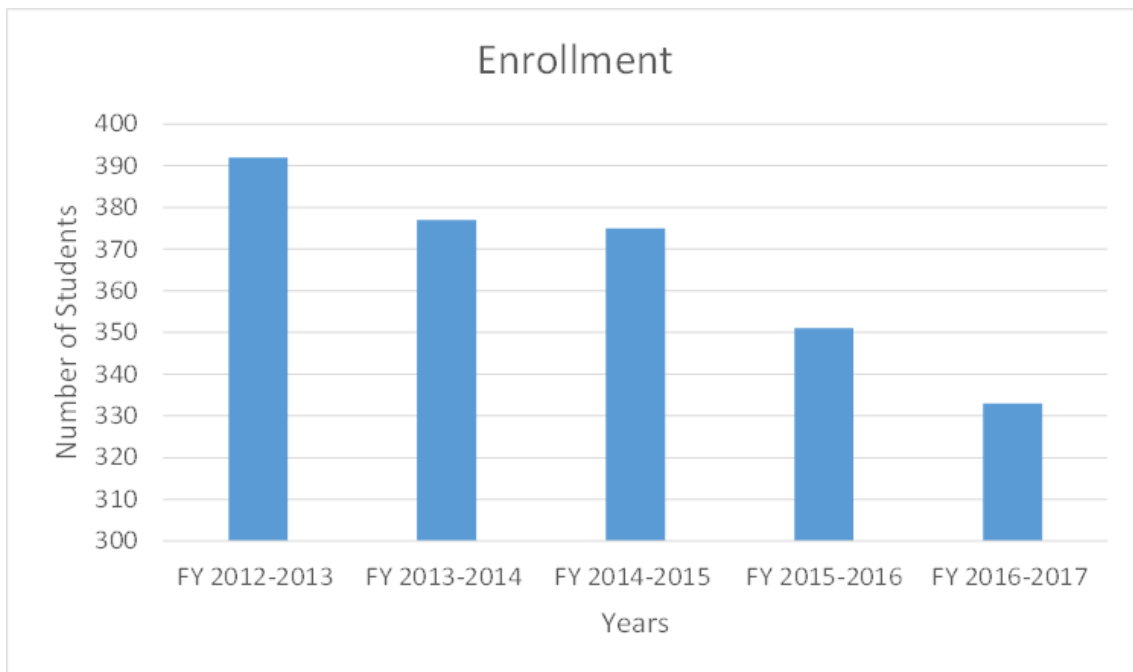
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AN IB WORLD SCHOOL

# Roxborough | Primary School K-2

Established 1991 | ThunderRidge High School Feeder | Conventional Calendar  
8000 Village Circle West, Roxborough, CO 80125 | 303.387.6002

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 84,294	\$ 89,522	\$ 90,500	\$ 93,215	\$ 89,832
Certified	1,262,524	1,424,713	1,470,094	1,487,030	1,235,696
Classified	408,904	417,111	415,677	406,272	249,524
Professional/Technical	-	-	-	-	-
Benefits	496,465	529,408	588,829	652,560	577,348
Purchased Services	121,290	141,705	116,804	103,946	-
Supplies and Materials	169,834	145,098	173,810	160,694	57,221
Capital Equipment	-	-	2,994	17,577	-
Other Expense	(5,431)	8,664	6,667	(16,958)	2,862
<b>Total Expenditures</b>	<b>\$ 2,537,881</b>	<b>\$ 2,756,220</b>	<b>\$ 2,865,374</b>	<b>\$ 2,904,337</b>	<b>\$ 2,212,483</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 76,795</b>	<b>\$ 255,003</b>	<b>\$ 290,490</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	21.80	26.13	27.20	22.81	22.39
Classified	13.58	12.78	13.84	13.76	14.10
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>36.38</b>	<b>39.91</b>	<b>42.04</b>	<b>37.57</b>	<b>37.49</b>
<b>Enrollment</b>	<b>392</b>	<b>377</b>	<b>375</b>	<b>351</b>	<b>333</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,474</b>	<b>\$ 7,311</b>	<b>\$ 7,641</b>	<b>\$ 8,274</b>	<b>\$ 6,644</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 7,167



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Roxborough | Intermediate School 3-6

Established 2008 | ThunderRidge High School Feeder | Conventional Calendar  
 7370 Village Circle East, Roxborough, CO 80125 | 303.387.7600



**Principal** | Megan Ofer

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching

### Mission Statement

Roxborough is a school dedicated to excellence. We encourage all learners to reach their full potential through the collaboration of students, staff, and community. We challenge individuals by setting high expectations and nurture them by providing a safe, engaging learning environment.



Roxborough is an innovative school with strong community roots. We are re-imagining education, immersing our kids in engaging and interactive learning. From coding robots that complete real word tasks to inventing new sports that they pitch to the Olympic Committee, our kids are given authentic and sustainable learning that lasts. What our students learn at Roxborough will support them not just in their schooling, but throughout their lives. Roxborough goes beyond just a neighborhood school- we are deeply connected to the community, with supportive parent involvement and close staff connections. This community connection provides a solid foundation as we focus on student inquiry as an International Baccalaureate candidate school. Our passionate teachers are focused on continuous improvement and innovation. They work tirelessly to give each and every student exactly what they need to succeed academically, socially, and physically. Our kids tell us they have more challenge and more fun learning at Roxborough



**ROXBOROUGH**  
 PRIMARY AND INTERMEDIATE  
 AN IB WORLD SCHOOL

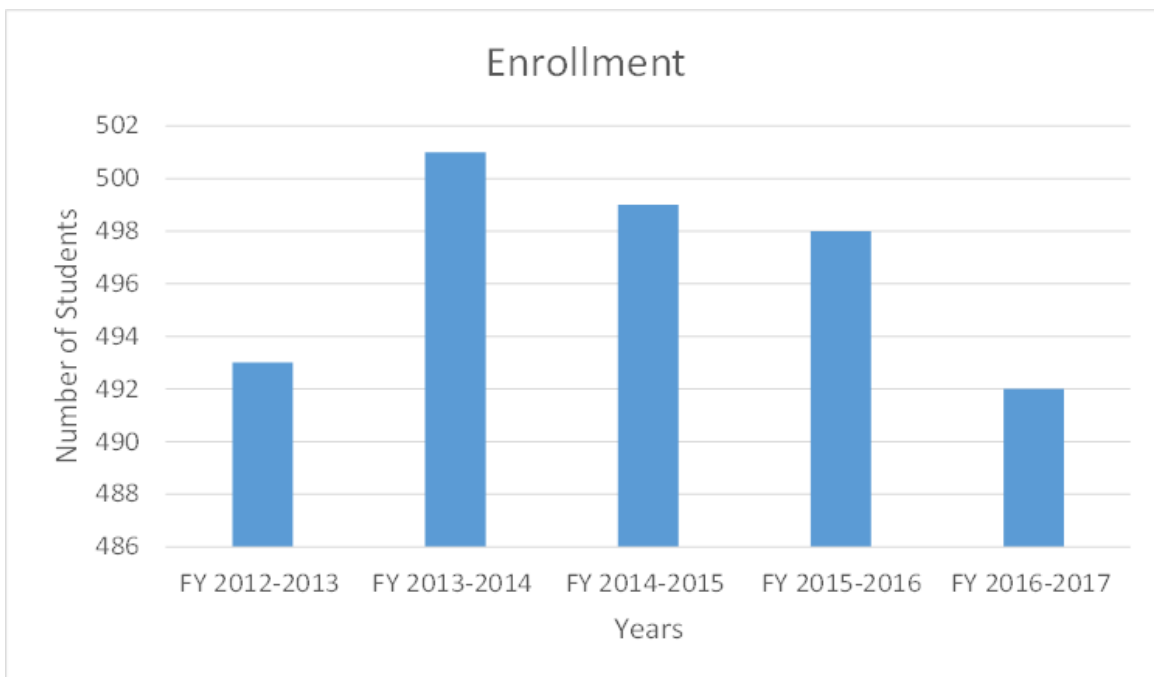




# Roxborough | Intermediate School 3-6

Established 2008 | ThunderRidge High School Feeder | Conventional Calendar  
7370 Village Circle East, Roxborough, CO 80125 | 303.387.7600

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 81,947	\$ 84,191	\$ 83,819	\$ 78,833	\$ 157,408
Certified	1,590,356	1,718,661	1,705,012	1,660,428	1,547,011
Classified	312,087	385,776	300,731	311,698	267,118
Professional/Technical	-	-	-	-	-
Benefits	566,920	644,492	630,766	678,497	722,041
Purchased Services	82,762	115,426	102,377	80,285	-
Supplies and Materials	162,690	165,490	133,213	197,719	923
Capital Equipment	-	-	17,975	37,357	-
Other Expense	(1,069)	16,037	14,771	(16,975)	-
<b>Total Expenditures</b>	<b>\$ 2,795,693</b>	<b>\$ 3,130,072</b>	<b>\$ 2,988,664</b>	<b>\$ 3,027,843</b>	<b>\$ 2,694,501</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 93,664</b>	<b>\$ 264,867</b>	<b>\$ 274,616</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	2.00
Certified	27.50	28.92	29.80	30.34	28.10
Classified	11.01	14.14	10.11	14.58	12.06
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>39.51</b>	<b>44.06</b>	<b>40.91</b>	<b>45.92</b>	<b>42.16</b>
<b>Enrollment</b>	<b>493</b>	<b>501</b>	<b>499</b>	<b>498</b>	<b>492</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,671</b>	<b>\$ 6,248</b>	<b>\$ 5,989</b>	<b>\$ 6,080</b>	<b>\$ 5,477</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,000</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

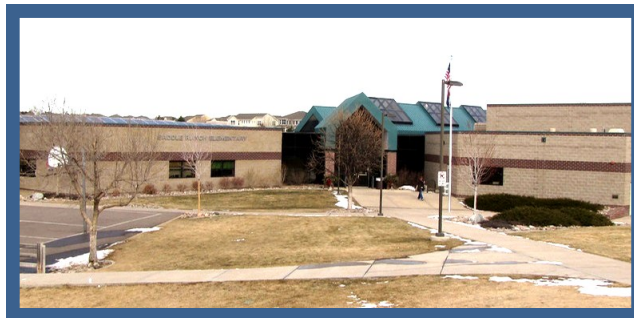
# Saddle Ranch | Elementary School

Established 1999 | ThunderRidge High School Feeder | Conventional Calendar  
 805 English Sparrow Trail, Highlands Ranch, CO 80129 | 303.387.6400

**Principal | Jennifer Malouff**

### School Performance Framework 2014

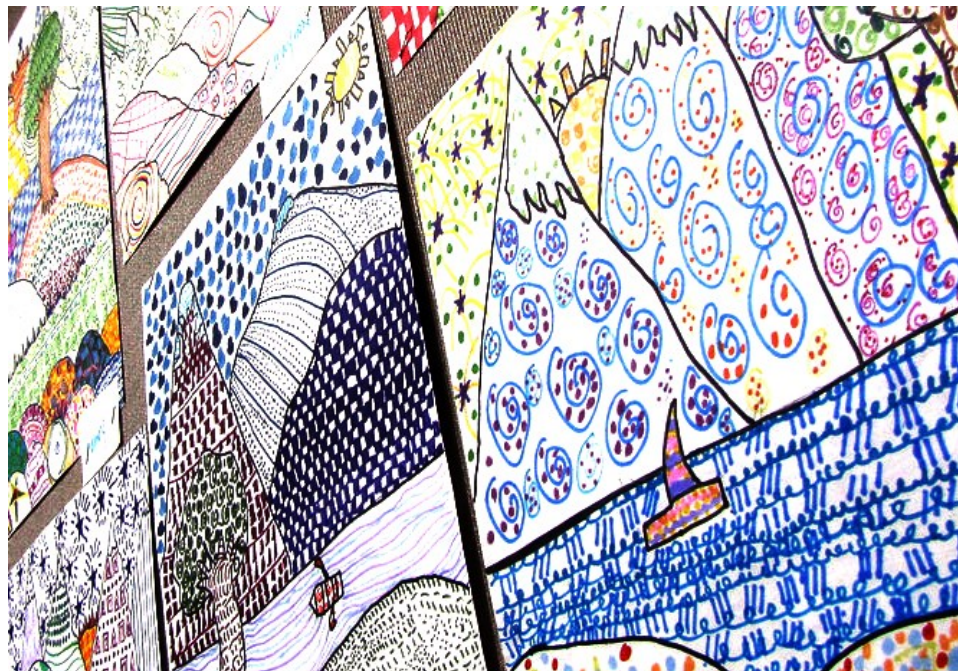
Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Exceeds
Academic Growth Gaps	Exceeds



### Mission Statement

Staff, students, and community commit to instill passion for learning. Students will be empowered to take responsibility for their education and to persevere in order to reach their highest potential. We value, safety, consistency, continuous improvement, and open communication in a caring environment.

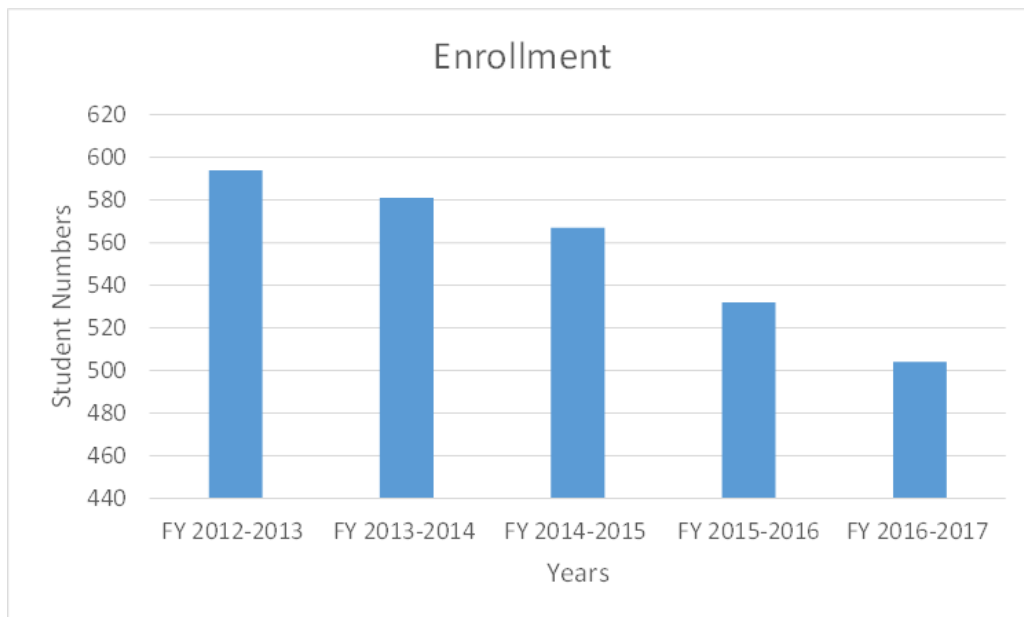
Saddle Ranch Elementary (SRE) is proud to be the preeminent neighborhood school in Douglas County with a primary focus on students, relationships, and safety. We strongly believe in educating the whole-child through challenging core academics, an exemplary arts program, and an array of enrichment activities. SRE has been awarded the John Irwin School of Excellence for the past four years, the Colorado Governor’s Award for Excellence the past three years, and is the recipient of a Grade “A” from ColoradoGrades.com. The faculty and staff at SRE works in partnership with parents and community stakeholders to create an environment where students are empowered to individualize their learning experience. Students learn how to challenge the status-quo and dive deeper into subjects of interest. Teachers are facilitators of academics where students develop 21st century skills that prepares them for an ever-changing world. Students are encouraged to participate actively in class and through enrichment activities that develop critical thinking skills, collaboration, communication skills, and creativity. The SRE enrichment program includes: Green Team, Spelling Bee, Mustang Choir, yoga, running club, Spanish, SRE TV, chess club, art club, garden initiative, stock market experience, band, and orchestra. In addition to core academics and enrichment activities, SRE prides itself on creating a safe, nurturing, and caring environment by participating in Standard Response Protocol (SRP). All faculty, staff, and students practice monthly drills encompassing evacuations, lock-outs, lock-downs, and shelter-in-place drills for severe weather. SRE also takes part in the district’s School Marshall Program. Safety is a priority at Saddle Ranch Elementary! Saddle Ranch Elementary is committed to achieving academic excellence and developing social and emotional skills in a safe and supportive neighborhood school atmosphere.



# Saddle Ranch | Elementary School

Established 1999 | ThunderRidge High School Feeder | Conventional Calendar  
805 English Sparrow Trail, Highlands Ranch, CO 80129 | 303.387.6400

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 106,752	\$ 147,233	\$ 118,465	\$ 79,189	\$ 89,832
Certified	1,956,664	1,820,090	1,930,590	1,974,054	1,667,228
Classified	314,832	316,006	377,018	330,870	221,512
Professional/Technical	-	-	-	-	-
Benefits	674,209	642,009	712,921	772,950	724,124
Purchased Services	98,728	102,145	94,992	99,497	19,200
Supplies and Materials	173,959	152,607	243,643	169,943	14,841
Capital Equipment	-	-	7,625	154,457	-
Other Expense	13,971	(25,669)	7,435	(27,572)	17,203
<b>Total Expenditures</b>	<b>\$ 3,339,115</b>	<b>\$ 3,154,421</b>	<b>\$ 3,492,689</b>	<b>\$ 3,553,386</b>	<b>\$ 2,753,940</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 74,499</b>	<b>\$ 232,490</b>	<b>\$ 251,005</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	2.00	2.00	1.00	1.00
Certified	31.65	31.45	32.00	32.70	30.62
Classified	10.57	11.39	14.24	14.54	9.93
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>43.22</b>	<b>44.84</b>	<b>48.24</b>	<b>48.24</b>	<b>41.55</b>
<b>Enrollment</b>	<b>594</b>	<b>581</b>	<b>567</b>	<b>532</b>	<b>504</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,621</b>	<b>\$ 5,429</b>	<b>\$ 6,160</b>	<b>\$ 6,679</b>	<b>\$ 5,464</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	5,987



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Sage Canyon | Elementary School

Established 2010 | Douglas County High School Feeder | Conventional Calendar  
 2420 Autumn Sage Street, Castle Rock, CO 80108 | 720.433.0110

Principal | Mandy Hill

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

To foster a supportive and challenging school community that fuels a contagious spark for learning and recognizes students as unique individuals.

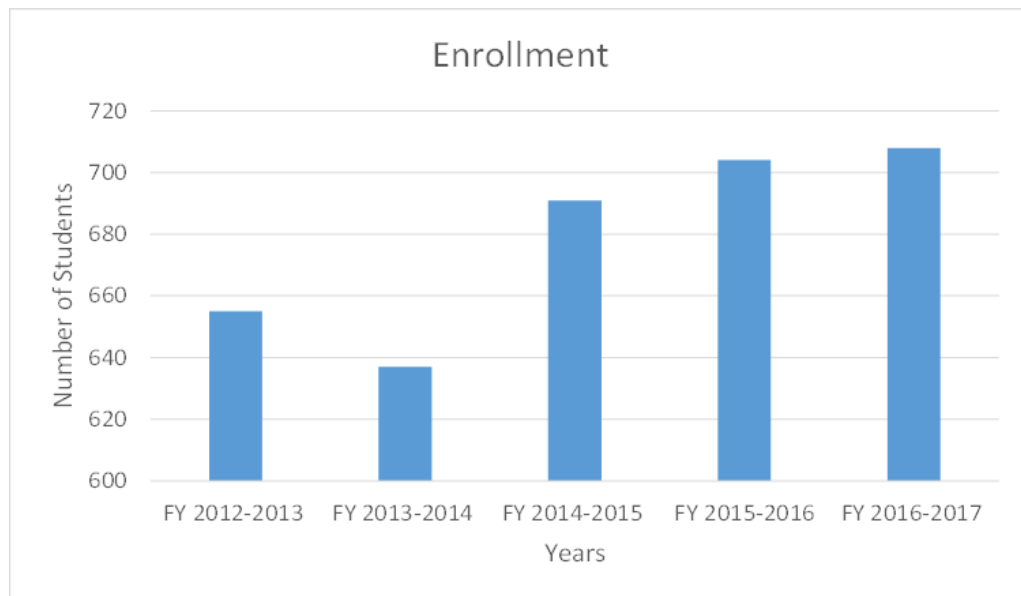
Sage Canyon is proud to be a part of Colorado's Douglas County School District, where parents are provided the opportunity to choose the educational environment and programming that best meets their child's needs. The mission of Sage Canyon is to foster a supportive and challenging school community that fuels a contagious spark for learning and recognizes students as unique individuals. Here at Sage Canyon, we use a Project Based Learning approach to create a solid foundation of fundamental and higher order thinking skills through a structured curriculum that is consistent and aligned throughout the grade levels. Project Based Learning (PBL) is a dynamic approach to teaching in which students explore real-world problems and challenges, simultaneously developing cross-curriculum skills while working in small collaborative groups. Because project-based learning is filled with active and engaged learning, it inspires students to obtain a deeper knowledge of the subjects they're studying. Research also indicates that students are more likely to retain the knowledge gained through this approach far more readily than through traditional book-centered learning. In addition, students develop confidence and self-direction as they move through both team-based and independent work.



# Sage Canyon | Elementary School

Established 2010 | Douglas County High School Feeder | Conventional Calendar  
2420 Autumn Sage Street, Castle Rock, CO 80108 | 720.433.0110

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 124,908	\$ 157,330	\$ 134,626	\$ 143,260	\$ 89,832
Certified	1,578,945	1,745,652	1,827,281	2,025,735	2,345,800
Classified	283,820	309,066	359,815	361,114	344,469
Professional/Technical	-	-	-	-	-
Benefits	556,121	632,346	685,322	833,005	1,018,532
Purchased Services	106,248	144,844	114,932	117,143	16,000
Supplies and Materials	250,377	229,005	263,285	254,665	69,000
Capital Equipment	-	-	1,597	3,249	-
Other Expense	15,049	21,360	13,749	21,215	53,970
<b>Total Expenditures</b>	<b>\$ 2,915,467</b>	<b>\$ 3,239,602</b>	<b>\$ 3,400,607</b>	<b>\$ 3,759,386</b>	<b>\$ 3,937,603</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 197,201</b>	<b>\$ 10,958</b>	<b>\$ 125,060</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	2.00	2.00	1.00
Certified	28.20	36.60	36.40	38.16	42.40
Classified	10.61	11.60	12.44	22.06	22.25
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>40.81</b>	<b>50.20</b>	<b>50.84</b>	<b>62.22</b>	<b>65.65</b>
<b>Enrollment</b>	<b>655</b>	<b>637</b>	<b>691</b>	<b>704</b>	<b>708</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 4,451</b>	<b>\$ 5,086</b>	<b>\$ 4,921</b>	<b>\$ 5,340</b>	<b>\$ 5,562</b>
			<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>		<b>523</b>
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,085</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Sand Creek | Elementary School

Established 1986 | Mountain Vista High School Feeder | Conventional Calendar  
 8898 South Maplewood Drive, Highlands Ranch, CO 80126 | 303.387.6600




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**Principal | Philip Ranford**

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### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets

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### Mission Statement

We strive to meet the needs of all children, no matter how diverse those needs may be, and make the journey of education exciting.

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Sand Creek Elementary is a comprehensive neighborhood school that values development of the whole child. Our school community is made up of not only those who attend our school but extends to the members of our neighborhood and parents. It is through collaboration with all of our stakeholders that we will be successful!

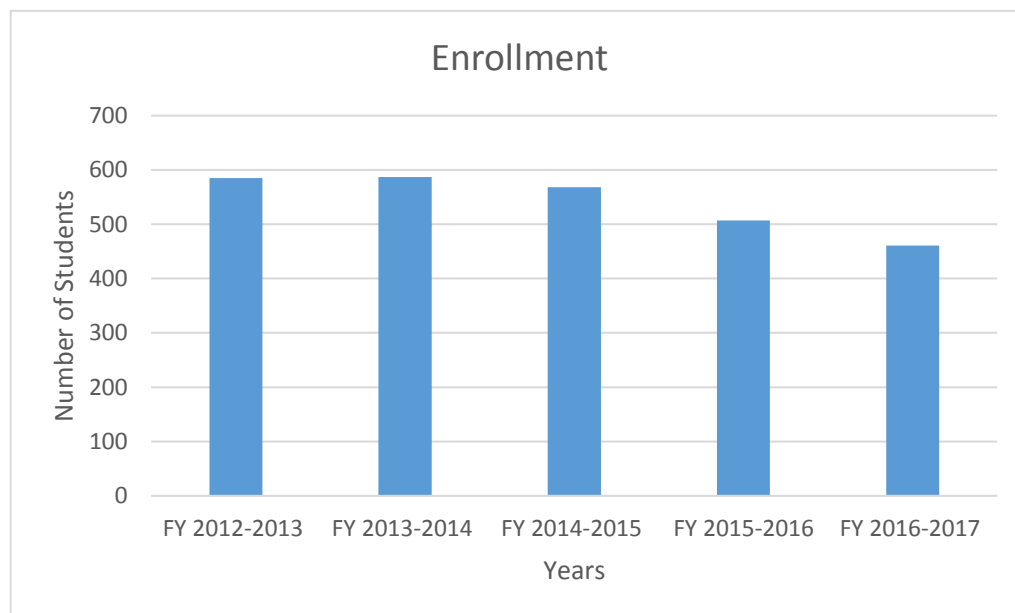
Learning at Sand Creek is a welcoming, innovative and challenging experience. We strive to meet each child's educational needs with a variety of resources, including a focus on the integration of technology. While we understand the need for high expectations for academics, we also offer many enrichment activities for our community because we believe in education the whole child.



# Sand Creek | Elementary School

Established 1986 | Mountain Vista High School Feeder | Conventional Calendar  
8898 South Maplewood Drive, Highlands Ranch, CO 80126 | 303.387.6600

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 84,294	\$ 86,620	\$ 76,000	\$ 78,332	\$ 89,832
Certified	2,115,967	2,405,866	2,347,265	2,215,900	1,878,479
Classified	400,402	423,143	368,260	366,100	301,257
Professional/Technical	-	-	-	-	-
Benefits	755,923	835,918	831,154	867,652	831,508
Purchased Services	76,408	85,225	104,617	110,465	-
Supplies and Materials	152,540	179,863	239,562	221,540	21,171
Capital Equipment	-	-	9,282	63,392	-
Other Expense	11,127	1,576	(4,218)	9,925	-
<b>Total Expenditures</b>	<b>\$ 3,596,660</b>	<b>\$ 4,018,211</b>	<b>\$ 3,971,922</b>	<b>\$ 3,933,305</b>	<b>\$ 3,122,247</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 93,640</b>	<b>\$ 246,280</b>	<b>\$ 253,217</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	35.00	39.50	38.40	36.73	33.86
Classified	13.22	15.38	14.69	15.80	13.57
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>49.23</b>	<b>55.88</b>	<b>54.09</b>	<b>53.53</b>	<b>48.43</b>
<b>Enrollment</b>	<b>585</b>	<b>587</b>	<b>568</b>	<b>507</b>	<b>461</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,148</b>	<b>\$ 6,845</b>	<b>\$ 6,993</b>	<b>\$ 7,758</b>	<b>\$ 6,773</b>
				<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>	<b>523</b>
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 7,296</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Sedalia | Elementary School

Established 1952 | Castle View High School Feeder | Conventional Calendar  
 5449 North Huxtable Street, Sedalia, CO 80135 | 303.387.5500

Principal | George Boser

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Approaching
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

We do whatever it takes for every student, every day while maintaining a merry heart.

Students come first at Sedalia and are at the heart of all decision making and continuous improvement efforts. As a small school with a long history and diverse student population, we promote academic excellence through innovation and collaboration. Learning is a direct result of the positive relationships we build with students, families, and each other. Students feel safe and genuinely cared for as unique individuals. Projects, peers, passion, play and purpose play a significant role in the learning opportunities provided to students. Providing students with choice within a learning environment is a key component of our innovation. We have to find ways to provide students with opportunities to explore areas of interests, even if their interests change from day to day. Think of this as possible apprenticeships through the art of learning, as kids are curious by nature. Learning has progressed beyond a “one size fits most” approach. Students need to have opportunities to inquire, research, tinker, collaborate, innovate, present, contribute, and reflect each day, not only with their grade levels peers, but with other peers who have similar interests, passions and wonderings. We do whatever it takes for every student, every day while maintaining a merry heart!



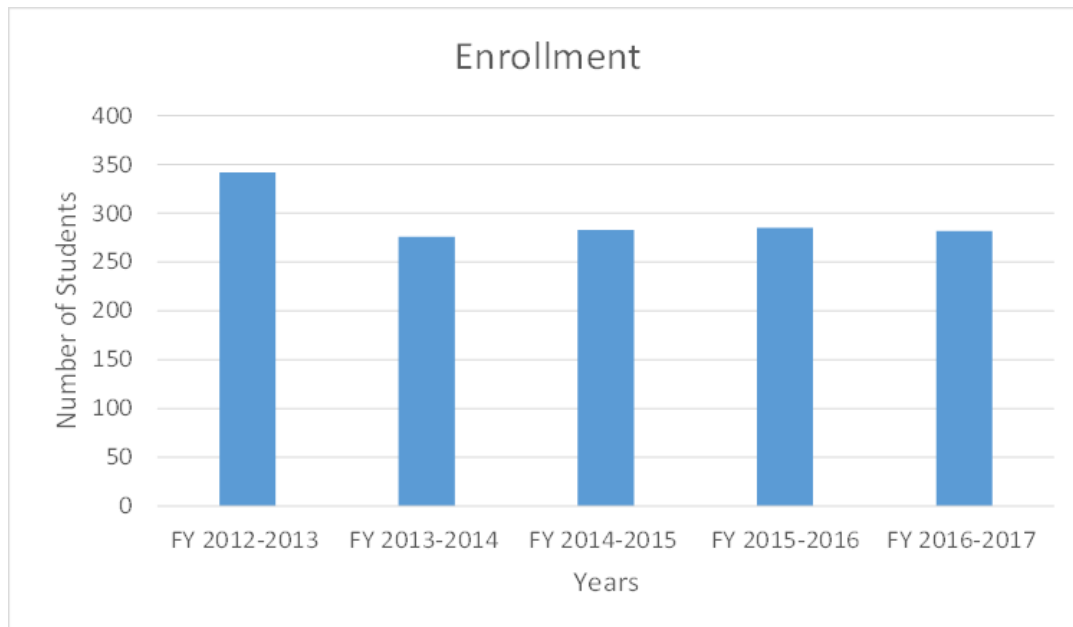


# Sedalia | Elementary School

Established 1952 | Castle View High School Feeder | Conventional Calendar  
5449 North Huxtable Street, Sedalia, CO 80135 | 303.387.5500

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 86,641	\$ 88,196	\$ 93,256	\$ 100,477	\$ 89,832
Certified	1,331,252	1,394,306	1,385,996	1,361,984	1,245,411
Classified	234,430	247,505	249,394	285,939	282,815
Professional/Technical	-	-	-	-	-
Benefits	450,417	488,537	538,151	593,602	591,810
Purchased Services	66,676	79,011	57,899	68,762	6,126
Supplies and Materials	198,868	98,809	144,041	179,899	44,908
Capital Equipment	-	-	19,740	5,940	-
Other Expense	6,963	4,120	2,874	8,669	-
<b>Total Expenditures</b>	<b>\$ 2,375,249</b>	<b>\$ 2,400,485</b>	<b>\$ 2,491,350</b>	<b>\$ 2,605,272</b>	<b>\$ 2,260,902</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (8,898)</b>	<b>\$ 37,679</b>	<b>\$ 137,300</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	21.00	21.12	23.50	21.37	21.44
Classified	8.43	8.50	8.35	12.17	11.43
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>30.43</b>	<b>30.62</b>	<b>32.85</b>	<b>34.54</b>	<b>33.87</b>
<b>Enrollment</b>	<b>342</b>	<b>276</b>	<b>283</b>	<b>285</b>	<b>282</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,945</b>	<b>\$ 8,697</b>	<b>\$ 8,803</b>	<b>\$ 9,141</b>	<b>\$ 8,017</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 8,540



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Soaring Hawk | Elementary School

Established 2004 | Castle View High School Feeder | Modified Calendar  
 4665 Tanglevine Drive, Castle Rock, CO 80109 | 303.387.5825

**Principal** | Chris Neville

## School Performance Framework 2014

Performance Indicators	Rating	
Academic Achievement	Meets	
Academic Growth	Exceeds	<i>FINANCIAL SECTION</i>
Academic Growth Gaps	Exceeds	



### Mission Statement

As a child-centered learning community, Soaring Hawk Elementary will achieve excellence by supporting and empowering all children to develop socially, creatively, and intellectually.

Soaring Hawk Elementary is a proud neighborhood school that focuses on whole-child education. Our mission is to create a child-centered learning community, that achieves excellence by supporting and empowering all children to develop socially, creatively and intellectually. We empower students to be directors of their own learning by creating a highly engaging learning environment that supports all students in achieving their highest potential. We support this endeavor by effectively utilizing the backwards design philosophy to implement meaningful instruction that allows students to learn sustainable skills that will last well beyond their years at Soaring Hawk. Our teachers and parents

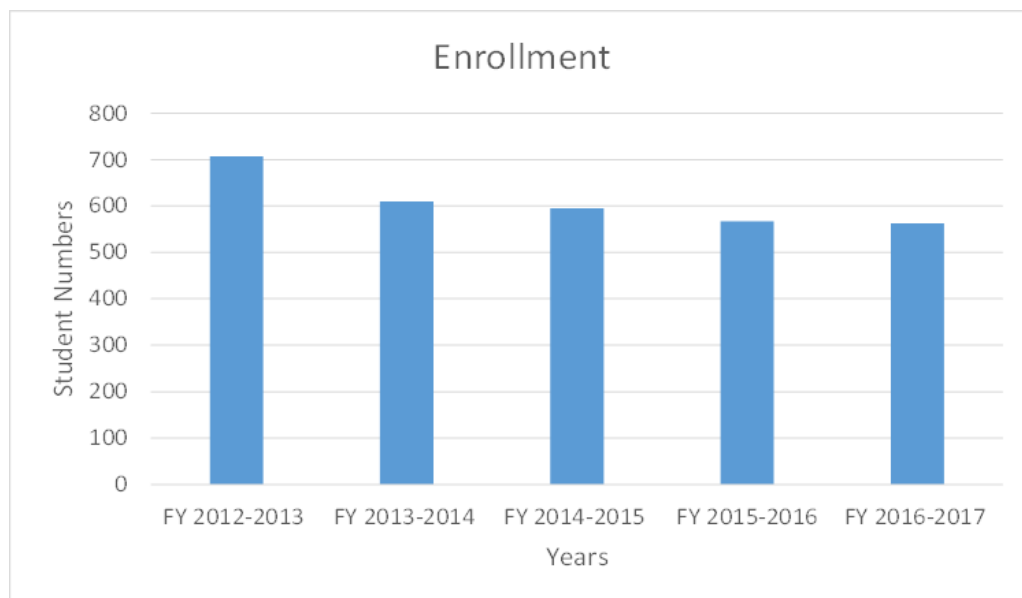


are highly invested in our students and we have a strong school culture that supports and guides our focus on children. In order to reach all aspects of a child, it requires a multi-faceted approach. Our team of highly trained educators collaborate regularly to ensure that we are meeting each child exactly where they are in his or her own learning progression. We design instruction based on data and we provide students with choices in how to demonstrate their learning. Our systematic way of providing interventions allows us to maximize student learning. We utilize Positive Behavior Intervention and Supports (PBIS) as a framework to promote positive social and learning behaviors. Soaring Hawk Elementary is a LIFT school. LIFT stands for Literacy Instructional Framework for Teaching and is a balanced approach to teaching reading and writing using what is known to be research-based best practices. LIFT is a way of bringing our knowledge of literacy to a deeper understanding and weaving what we already know about teaching reading and writing into our day within a successful framework of teaching. Teaching literacy in this way allows us to build a foundation of reading and writing that enables students to access engaging content in the areas of Science and Social Studies. Mathematically, we utilize Everyday Math as a resource to access the district's Guaranteed and Viable Curriculum. Our subject matter content is used as a vehicle to teach collaboration, critical thinking, communication and creativity. Using a team-teaching approach, technology is integrated daily across subject areas utilizing Chromebooks, iPads, Smartboards, and computers to enhance and individualize instruction for all students. Soaring Hawk recognizes that students have many strengths. We are proud to offer physical education, music, health and art classes to all students.

# Soaring Hawk | Elementary School

Established 2004 | Castle View High School Feeder | Modified Calendar  
4665 Tanglevine Drive, Castle Rock, CO 80109 | 303.387.5825

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 80,508	\$ 101,017	\$ 149,367	\$ 154,565	\$ 157,408
<i>Certified</i>	2,225,222	2,267,187	2,062,194	1,927,810	1,930,489
<i>Classified</i>	362,501	315,625	373,228	434,519	383,739
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	769,292	774,858	761,766	801,185	905,743
Purchased Services	116,931	118,870	109,499	109,863	-
Supplies and Materials	207,277	211,797	242,814	204,878	80,129
Capital Equipment	-	-	9,398	125,456	-
Other Expense	21,088	16,998	(4,728)	16,889	-
<b>Total Expenditures</b>	<b>\$ 3,782,819</b>	<b>\$ 3,806,352</b>	<b>\$ 3,703,539</b>	<b>\$ 3,775,166</b>	<b>\$ 3,457,508</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 138,935</b>	<b>\$ 83,485</b>	<b>\$ 44,164</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	2.00	2.00	2.00	2.00
Certified	39.40	36.30	37.80	32.30	34.30
Classified	11.94	9.78	11.90	16.19	19.41
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>52.34</b>	<b>48.08</b>	<b>51.70</b>	<b>50.49</b>	<b>55.71</b>
<b>Enrollment</b>	<b>707</b>	<b>610</b>	<b>595</b>	<b>567</b>	<b>563</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,351</b>	<b>\$ 6,240</b>	<b>\$ 6,224</b>	<b>\$ 6,658</b>	<b>\$ 6,141</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 6,664



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# South Ridge | Elementary School

Established 1972 | Douglas County High School Feeder | Split-Fall Break Modified Calendar  
 1100 South Street, Castle Rock, CO 80104 | 303.387.5075

Principal | Erin Carlson

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Approaching
Academic Growth	Meets
Academic Growth Gaps	Approaching



### Mission Statement

South Ridge Elementary is committed to developing academic excellence, empowering creativity and diversity, fostering a global perspective, encouraging curiosity, and inspiring actions that positively impact the world.

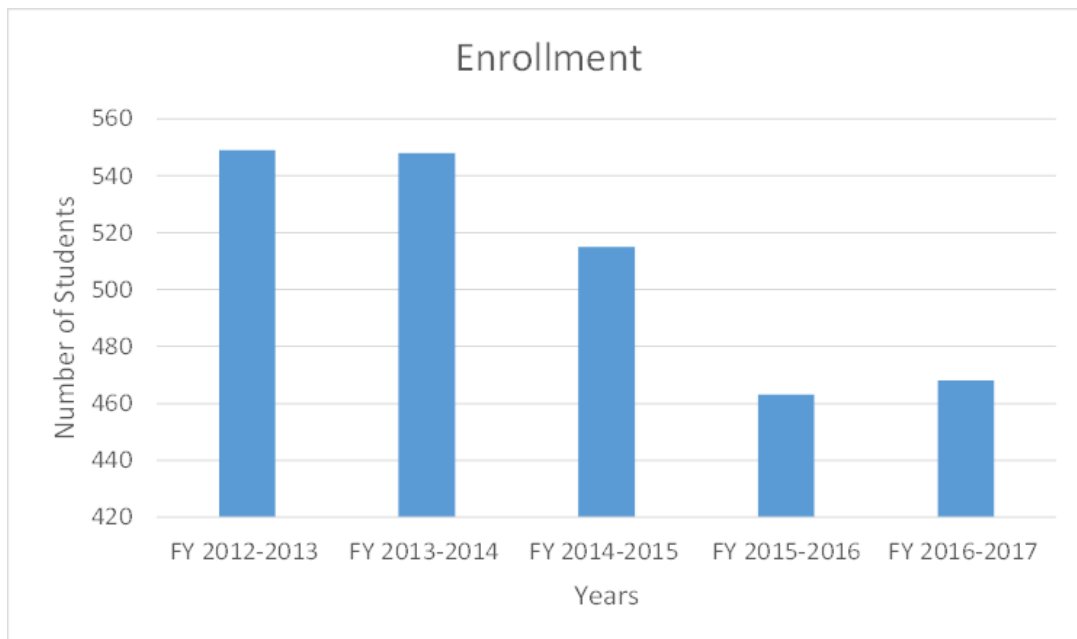
We are an authorized Primary Years International Baccalaureate School. Students in an IB program focus on developing a learner profile to build the attributes and the attitudes of life-long learning and strong character. We want our students to ask questions, investigate and make connections to the world around them. Our students are empowered to take action on issues that are important to them. We encourage our students to find multiple ways to solve problems and demonstrate critical thinking skills through inquiry, innovation and creativity. Our students explore concepts that are relevant across cultures and across time. We support our students to look at issues from multiple perspectives and develop tolerance and understanding for others who might have a different background. We are a school that welcomes a diverse student population- both culturally and socio-economically. We believe that one of our strengths is our ability to provide personalized learning and support so that every child, at any level, can reach his or her maximum potential. With teacher support, students take ownership of their learning and are deeply engaged in creating their own learning goals and choosing the steps to meet them. As one of the oldest elementary schools in the district, we are proud to have served generations of Castle Rock families and to have evolved our practices to best meet the needs of tomorrow's world. We welcome you to come by for a visit to see if our school is the right fit for your child.



# South Ridge | Elementary School

Established 1972 | Douglas County High School Feeder | Split-Fall Break Modified Calendar  
1100 South Street, Castle Rock, CO 80104 | 303.387.5075

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 81,947	\$ 84,191	\$ 132,901	\$ 132,614	\$ 143,892
<i>Certified</i>	1,737,019	1,920,319	1,912,833	1,944,219	2,034,033
<i>Classified</i>	308,028	359,333	325,623	365,753	313,337
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	616,380	713,875	721,524	825,657	908,630
Purchased Services	98,797	96,819	118,202	152,936	-
Supplies and Materials	189,048	134,690	166,458	180,654	3,182
Capital Equipment	-	-	19,765	55,448	-
Other Expense	14,448	20,468	19,104	22,068	8,600
<b>Total Expenditures</b>	<b>\$ 3,045,667</b>	<b>\$ 3,329,695</b>	<b>\$ 3,416,410</b>	<b>\$ 3,679,348</b>	<b>\$ 3,411,674</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (41,100)</b>	<b>\$ (13,643)</b>	<b>\$ 34,777</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	2.00	1.90	1.80
Certified	34.45	38.09	39.00	36.79	36.30
Classified	10.87	12.07	11.25	14.57	13.95
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>46.32</b>	<b>51.16</b>	<b>52.25</b>	<b>53.26</b>	<b>52.05</b>
<b>Enrollment</b>	549	548	515	463	468
<b>School Expenditures Per Pupil</b>	<b>\$ 5,548</b>	<b>\$ 6,076</b>	<b>\$ 6,634</b>	<b>\$ 7,947</b>	<b>\$ 7,290</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	<b>\$ 7,813</b>



\*<sup>(1)(2)</sup>Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Stone Mountain | Elementary School

Established 2008 | ThunderRidge High School Feeder | Conventional Calendar  
 10625 Weathersfield Drive, Highlands Ranch, CO 80129 | 303.387.7525

Principal | Michelle Franci

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Meets
Academic Growth Gaps	Meets



### Mission Statement

Stone Mountain Elementary is a place where learning is our highest mission. We pledge to provide a respectful, caring and purposeful environment that values every child. We are committed to building character, celebrating improvement and honoring each other in our pursuit of excellence.

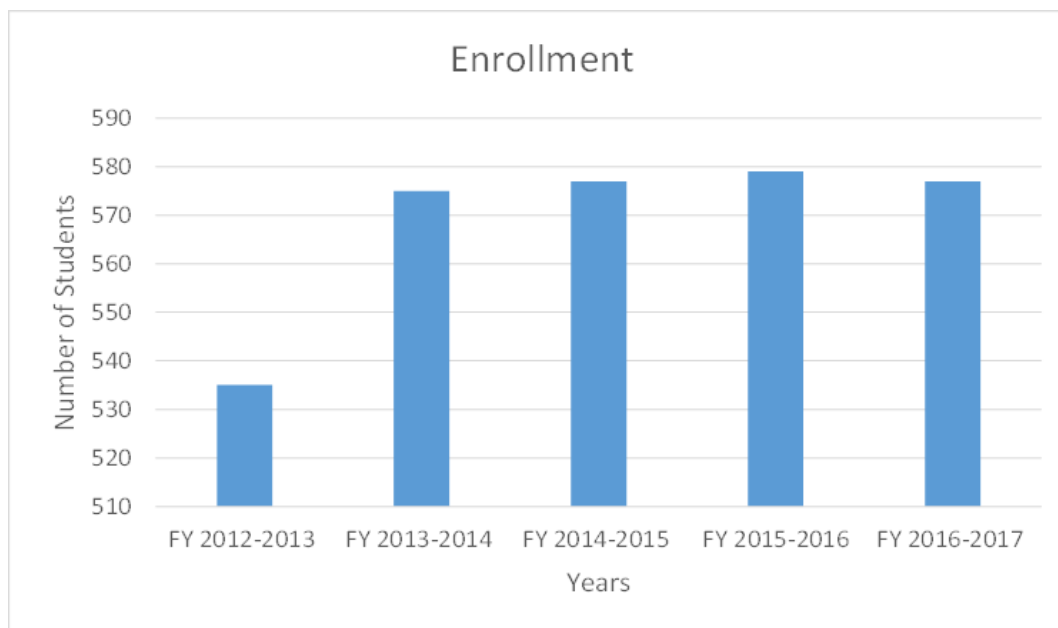
Stone Mountain is a five star destination school for all learners. The foundation for Stone Mountain is built on the five stars of success: leadership, learning, service, community and culture. Stone Mountain liberates the leader in every student. Stone Mountain leaders help themselves and others do the right thing. They set the direction and build an inspiring vision for their future. They have the ability to take charge and influence themselves and others. Leaders model and encourage to improve themselves and the lives of others around them. Students will not only lead others, but own their learning. Expert teachers implement best practices in order to provide personalized learning that is meaningful, differentiated, and purposefully assessed that has rigor and relevance and promotes higher level thinking. When students own their learning, they are engaged, challenged and determined. Personalized learning provides differentiated pathways, both academically and socially, for all students. Students at Stone Mountain will participate in various service learning experiences. These experiences will create positive relationships between students, staff, parents and the community. Connecting with other communities and cultures enables students to create an awareness of global perspectives. The Stone Mountain community promotes strengthening bonds between students, staff and parents. Our community thrives when people work together. We share a common goal, and by working together we can accomplish more than by working alone. Building a strong culture is intentional and planned; a positive climate is not created overnight. We grow, cultivate and delicately manicure our culture each and every day. Stone Mountain is a place where students, parents and staff are supported, valued and encouraged to be their best. A common goal is a safe and respectful environment based on our CIR-CLE values: care, improve, respect, cooperate and learn everyday.



# Stone Mountain | Elementary School

Established 2008 | ThunderRidge High School Feeder | Conventional Calendar  
10625 Weathersfield Drive, Highlands Ranch, CO 80129 | 303.387.7525

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 93,404	\$ 94,668	\$ 94,222	\$ 181,031	\$ 157,408
Certified	1,552,827	1,839,710	1,787,065	1,895,373	1,776,114
Classified	381,108	335,541	359,875	355,685	279,719
Professional/Technical	-	-	-	-	-
Benefits	584,762	655,216	689,349	797,901	806,568
Purchased Services	92,871	104,805	107,404	112,572	15,700
Supplies and Materials	148,011	160,635	209,433	209,715	99,199
Capital Equipment	-	-	16,920	6,916	-
Other Expense	7,776	1,178	7,397	12,307	-
<b>Total Expenditures</b>	<b>\$ 2,860,759</b>	<b>\$ 3,191,753</b>	<b>\$ 3,271,664</b>	<b>\$ 3,571,500</b>	<b>\$ 3,134,708</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 43,433</b>	<b>\$ 167,588</b>	<b>\$ 200,365</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	2.00	2.00
Certified	27.10	32.45	30.70	31.64	30.92
Classified	13.65	11.30	12.53	12.67	10.41
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>41.75</b>	<b>44.75</b>	<b>44.23</b>	<b>46.31</b>	<b>43.33</b>
<b>Enrollment</b>	<b>535</b>	<b>575</b>	<b>577</b>	<b>579</b>	<b>577</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,347</b>	<b>\$ 5,551</b>	<b>\$ 5,670</b>	<b>\$ 6,168</b>	<b>\$ 5,433</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 5,956



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Summit View | Elementary School

Established 1992 | Mountain Vista High School Feeder | Conventional Calendar  
 10200 Piedmont Drive, Highlands Ranch, CO 80126 | 303.387.6800

Principal | Sheri Coll

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Exceeds
Academic Growth Gaps	Meets



### Mission Statement

To develop critical thinkers, optimize individual potential, and strive for the extraordinary. By engaging students, parents, staff, and our community, we will stimulate a lifelong love of learning, build personal responsibility, and accentuate creativity.

Summit View teaches the whole child through a balance of rigorous academics and the character development necessary for kids to reach beyond the limits they once thought possible. As an Expeditionary Learning School, Summit View holds true to the philosophy, “We are crew, not passengers.” This saying represents students and teachers alike at SVE. We are all part of the learning process and we must each take an active role in the journey in order to reach new heights that would be unreachable alone. Students have the opportunity to explore uncharted trails and discover new horizons in a supportive environment. From the minute you walk through the doors, a sense of community permeates the halls. Students begin each day with CREW where they collaborate with their classmates and teachers to build deep relationships that foster academic excellence. Students learn in a meaningful and authentic way through learning expeditions. Learning expeditions, derived from the Colorado and Douglas County content standards, engage students in relevant studies and current issues that are important to students’ lives. Innovative and cross-curricular programs are interwoven with technology to enhance learning. Our expectations are set high and our school/student performance scores support our strong academic success. Our fully staffed STEM lab allows students to engage in inquiry-based learning. Choice of specials classes creates academic ownership. Three state-of-the-art technology labs, along with laptops and iPads for all students and the first elementary to have a full TV green screen lab, allows learning to go beyond the school walls and change our community. Students present their learning to their peers, their school, and our community. Our mentor program allows for older students to work with younger students and further strengthen our strong family environment. From observing engaged students with learning through technology and hands on activities, to viewing small group deep thinking Socratic seminars; from watching Fitness Fridays to listening to students inquiring and laughing, Summit View enhances the whole child. At Summit View, we are the apex of 21st Century Learning as we engage students, create thinkers, and celebrate achievement.

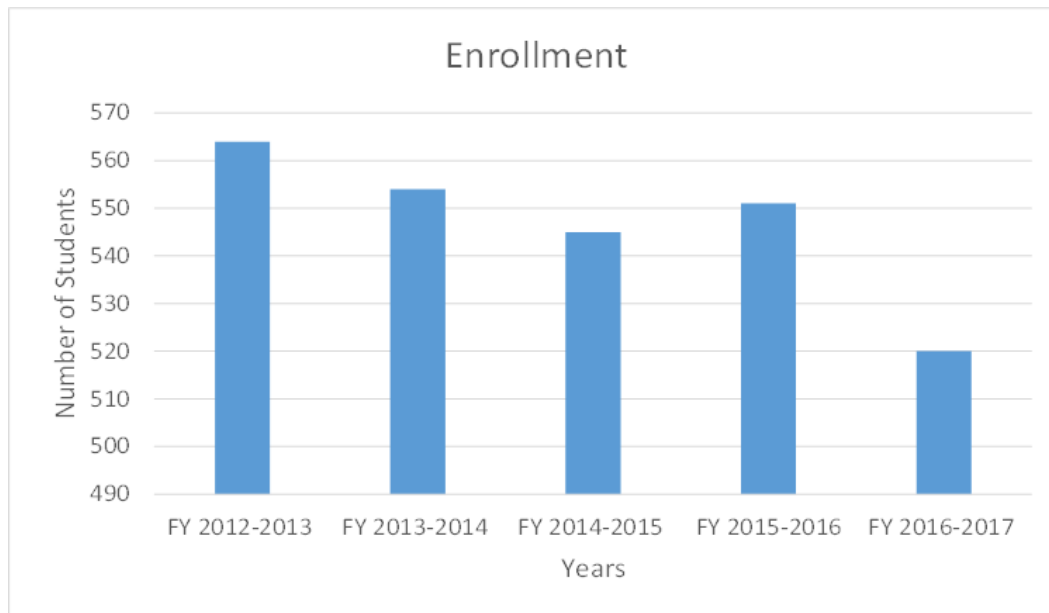




# Summit View | Elementary School

Established 1992 | Mountain Vista High School Feeder | Conventional Calendar  
10200 Piedmont Drive, Highlands Ranch, CO 80126 | 303.387.6800

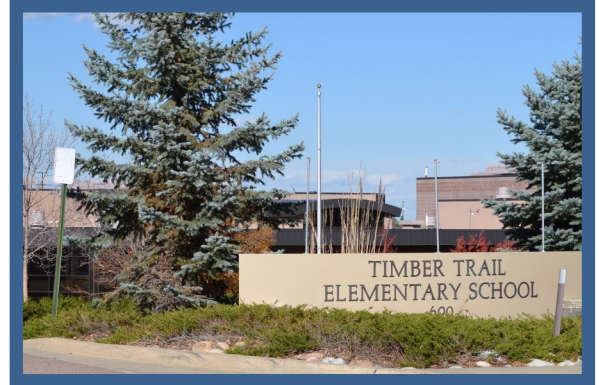
	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 167,593	\$ 87,447	\$ 90,330	\$ 93,040	\$ 89,832
Certified	1,817,616	1,768,715	1,790,190	1,844,691	1,733,617
Classified	324,980	387,195	393,702	370,178	284,535
Professional/Technical	-	-	-	-	-
Benefits	651,001	661,930	720,713	793,411	767,763
Purchased Services	92,974	115,447	139,831	134,330	2,500
Supplies and Materials	189,072	259,520	255,745	139,517	26,180
Capital Equipment	-	-	(59)	77,627	-
Other Expense	6,152	1,533	5,702	11,804	17,048
<b>Total Expenditures</b>	<b>\$ 3,249,388</b>	<b>\$ 3,281,787</b>	<b>\$ 3,396,154</b>	<b>\$ 3,464,598</b>	<b>\$ 2,921,475</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 201,001</b>	<b>\$ 454,055</b>	<b>\$ 658,038</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	1.00	1.00	1.00	1.00
Certified	29.05	30.80	32.91	30.93	31.38
Classified	11.60	12.69	13.80	14.27	12.14
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>42.65</b>	<b>44.49</b>	<b>47.71</b>	<b>46.19</b>	<b>44.52</b>
<b>Enrollment</b>	564	554	545	551	520
<b>School Expenditures Per Pupil</b>	<b>\$ 5,761</b>	<b>\$ 5,924</b>	<b>\$ 6,231</b>	<b>\$ 6,288</b>	<b>\$ 5,618</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	<b>\$ 6,141</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Timber Trail | Elementary School

Established 2003 | Rock Canyon High School Feeder | Conventional Calendar  
 690 West Castle Pines Parkway, Castle Rock, CO 80108 | 303.387.5700



<b>Principal   Michele Radke</b>	
<b>School Performance Framework 2014</b>	
<b>Performance Indicators</b>	<b>Rating</b>
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching

### Mission Statement

To provide our students with the education, skills, and resources they will need to be happy, curious, and engaged life-long learners.

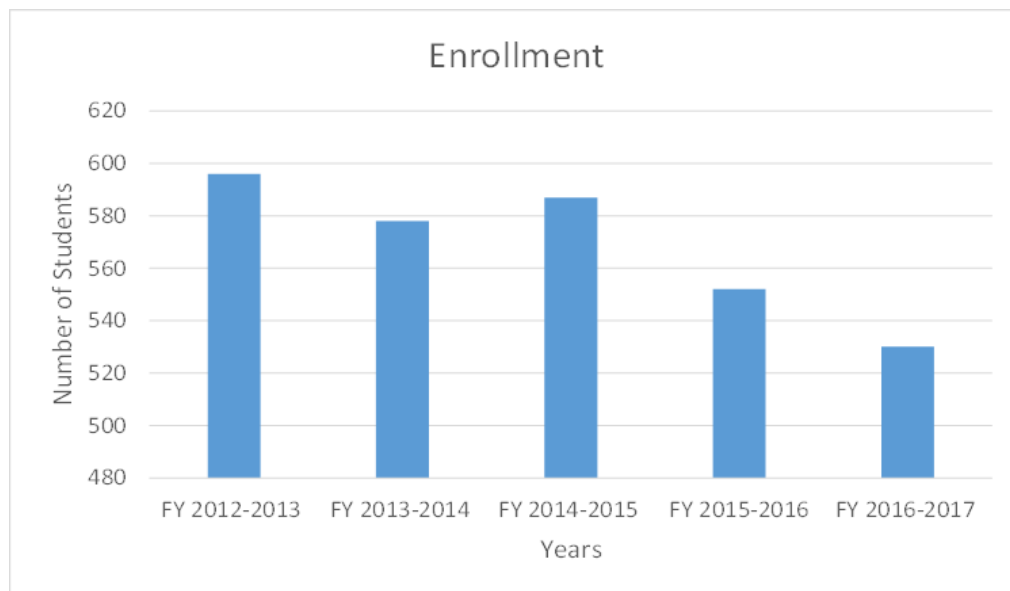


Our mission and vision at Timber Trail is to provide our students with the education, skills, and resources they will need to be happy, curious, and engaged life-long learners. The world changes at a rapid rate. Our students today will have an average of 16 jobs over their lifetimes, most of which have yet to be invented or created. No longer are teachers the dispensers of facts or knowledge. Our charge is to teach students how to think critically, be creative, work collaboratively, and communicate effectively. In short, how to solve problems and think. Our approach to education can not be the way it was when you and I attended school. In fact, it can't even be the same as it was last year. In addition, we look at educating the whole child, hence our motto "Timber Trail, Where Hearts and Minds Connect". We truly believe and live this mission every day.

# Timber Trail | Elementary School

Established 2003 | Rock Canyon High School Feeder | Conventional Calendar  
690 West Castle Pines Parkway, Castle Rock, CO 80108 | 303.387.5700

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 86,476	\$ 97,688	\$ 93,983	\$ 96,802	\$ 89,832
Certified	2,016,548	1,924,170	1,898,768	1,832,900	1,804,532
Classified	294,765	334,710	319,489	314,011	359,436
Professional/Technical	-	-	-	-	-
Benefits	676,673	676,546	682,156	722,401	825,896
Purchased Services	81,965	96,866	87,366	100,669	-
Supplies and Materials	175,953	219,397	250,006	133,187	(24,311)
Capital Equipment	-	-	32,893	28,532	-
Other Expense	10,348	(2,660)	3,960	(847)	-
<b>Total Expenditures</b>	<b>\$ 3,342,730</b>	<b>\$ 3,346,717</b>	<b>\$ 3,368,621</b>	<b>\$ 3,227,654</b>	<b>\$ 3,055,385</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (7,045)</b>	<b>\$ 22,487</b>	<b>\$ 246,280</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	32.80	33.50	34.50	33.45	32.40
Classified	10.47	12.05	11.46	13.05	20.43
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>44.27</b>	<b>46.55</b>	<b>46.96</b>	<b>47.50</b>	<b>53.83</b>
<b>Enrollment</b>	<b>596</b>	<b>578</b>	<b>587</b>	<b>552</b>	<b>530</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,609</b>	<b>\$ 5,790</b>	<b>\$ 5,739</b>	<b>\$ 5,847</b>	<b>\$ 5,765</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				Estimated Total Expenditures Per Pupil	\$ 6,288



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Trailblazer | Elementary School

Established 1997 | ThunderRidge High School Feeder | Conventional Calendar  
9760 South Hackberry Street, Highlands Ranch, CO 80129 | 303.387.6250

**Principal** | Deanne Kirby

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets



## Mission Statement

At Trailblazer we are committed to: honoring the past, enriching the present, and inspiring the future thereby maximizing the learning capacity of our community.

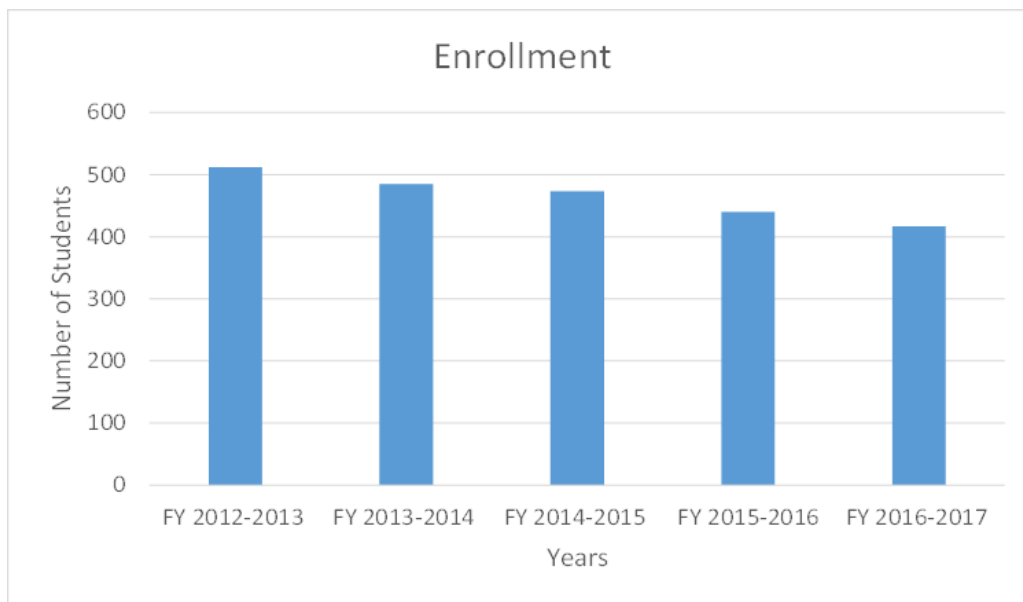
At Trailblazer Elementary School, we strive to make learning authentic. We do this by providing students with ample opportunities to collaborate, to make inquiries and to work through real world problems using trial and error. Our aim is to support students as they learn to be learners by enhancing their ability to communicate, think critically, and design creative answers to complex problems. One example of this learning in action is our Trailblazer Community Garden. Students had the opportunity to put their thinking to the test as they designed the garden, solved issues with irrigation and planting boxes, researched the best materials for the fencing and plant boxes, and decided upon the types of plants that would grow well. In addition to that, our 6th graders took on the responsibility of composting. They designed and built a compost bin, as well as researched and designed a set of lessons for educating the student body about the benefits of composting and how to compost leftovers from lunch and snack times. Our garden stands as evidence of student thinking and collective community action.



# Trailblazer | Elementary School

Established 1997 | ThunderRidge High School Feeder | Conventional Calendar  
9760 South Hackberry Street, Highlands Ranch, CO 80129 | 303.387.6250

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 89,914	\$ 76,276	\$ 82,621	\$ 142,407	\$ 157,408
Certified	1,829,724	1,797,623	1,732,096	1,479,165	1,508,640
Classified	376,850	399,640	381,214	342,985	312,483
Professional/Technical	-	-	-	-	-
Benefits	614,529	615,765	658,393	646,380	725,015
Purchased Services	85,201	77,558	77,720	78,048	-
Supplies and Materials	155,288	145,455	158,171	161,239	75,911
Capital Equipment	-	-	18,351	50,410	-
Other Expense	7,363	(723)	(1,743)	2,068	-
<b>Total Expenditures</b>	<b>\$ 3,158,869</b>	<b>\$ 3,111,594</b>	<b>\$ 3,106,823</b>	<b>\$ 2,902,702</b>	<b>\$ 2,779,457</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (2,970)</b>	<b>\$ (59)</b>	<b>\$ 31,829</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	2.00	2.00
Certified	29.80	31.40	31.10	25.74	26.34
Classified	12.39	13.61	13.94	13.52	14.64
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>43.20</b>	<b>46.01</b>	<b>46.04</b>	<b>41.26</b>	<b>42.98</b>
<b>Enrollment</b>	<b>512</b>	<b>485</b>	<b>473</b>	<b>440</b>	<b>417</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,170</b>	<b>\$ 6,416</b>	<b>\$ 6,568</b>	<b>\$ 6,597</b>	<b>\$ 6,665</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			Estimated Total Expenditures Per Pupil	\$	7,188



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Wildcat Mountain | Elementary School

Established 1998 | Rock Canyon High School Feeder | Conventional Calendar  
 6585 Lionshead Parkway, Littleton, CO 80124 | 303.387.6925

Principal | Molly Milley

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Meets
Academic Growth Gaps	Exceeds



### Mission Statement

Our commitment is to make decisions that consider the student first. Through focused academics, a commitment to character, a positive environment, and a partnership with our community, we direct our attention on educating the whole child.

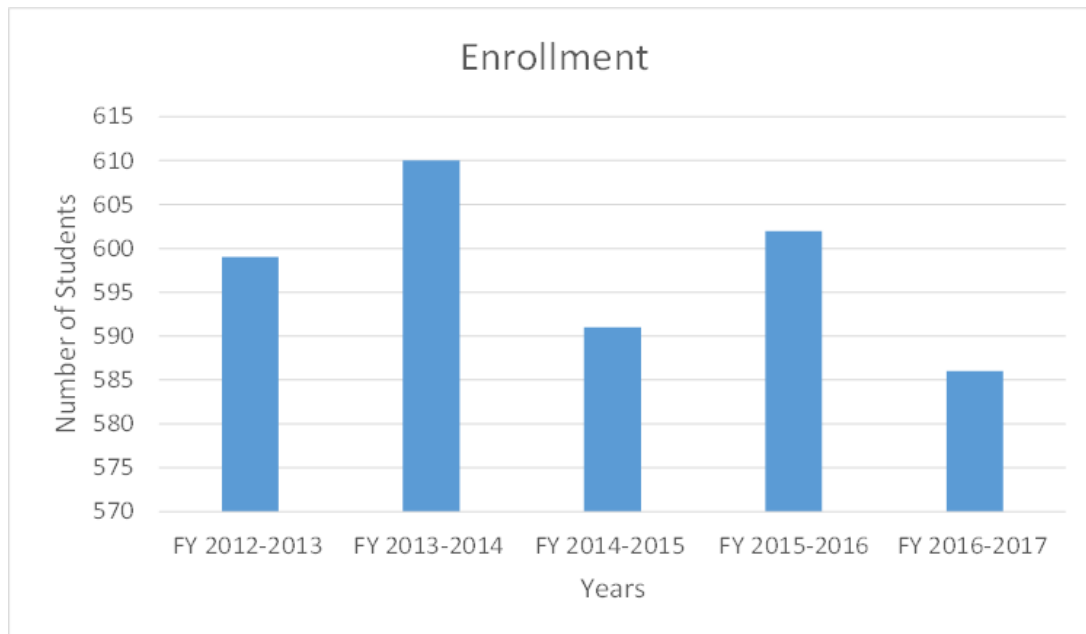


At Wildcat Mountain, we believe in making decisions that consider the student first! Through focused academics, a commitment to character, a positive environment, and a partnership with our community, we dedicate our attention to educating the whole child. We pride ourselves in being a school that is deeply rooted in our values and in our community. We believe that students thrive in a positive environment where they feel safe, happy, and engaged. We have a commitment to building each student's Wildcat PRIDE through our Seven Virtues: Responsibility, Respect, Honesty, Compassion, Giving, Self-Discipline, and Perseverance. At Wildcat, we not only focus on the heart and spirit of each child, but on the mind as well. We believe in focused academics by providing teachers with resources that can best provide a differentiated and personalized learning experience for each student. Resources such as Wonders, Every Child a Writer, and Bridges allow us to create cohesive alignment and clear expectations from grade level to grade level. Using World Class Outcomes and backward planning as our guide, we integrate and embed 21st Century skills to create authentic learning experiences. We value creativity, collaboration, communication, and critical thinking to ensure learning is engaging, sustainable, and fun! Our students' success wouldn't be possible without the most amazing community involvement and support around! Whether through our PTO, WatchDOG Dads, or volunteering, we partner with our community to ensure success for kids! Together, we strive to cultivate passionate hearts and minds in each and every child.

# Wildcat Mountain | Elementary School

Established 1998 | Rock Canyon High School Feeder | Conventional Calendar  
6585 Lionshead Parkway, Littleton, CO 80124 | 303.387.6925

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 148,499	\$ 155,987	\$ 134,553	\$ 170,398	\$ 157,408
Certified	1,868,838	1,958,067	1,919,092	1,989,873	2,046,461
Classified	330,935	303,962	319,870	380,296	308,473
Professional/Technical	-	-	-	-	-
Benefits	672,407	664,132	705,548	784,417	920,505
Purchased Services	113,241	126,112	125,410	135,972	14,000
Supplies and Materials	207,941	348,986	141,238	220,267	6,372
Capital Equipment	-	27,436	(77)	49,906	-
Other Expense	5,860	14,625	8,272	6,499	-
<b>Total Expenditures</b>	<b>\$ 3,347,721</b>	<b>\$ 3,599,305</b>	<b>\$ 3,353,906</b>	<b>\$ 3,737,628</b>	<b>\$ 3,453,219</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (161,177)</b>	<b>\$ (22,209)</b>	<b>\$ 264,982</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	1.00	2.00	2.00
Certified	32.40	33.30	35.30	33.71	36.50
Classified	11.86	10.37	11.33	16.70	12.91
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>46.26</b>	<b>45.67</b>	<b>47.63</b>	<b>52.41</b>	<b>51.41</b>
<b>Enrollment</b>	<b>599</b>	<b>610</b>	<b>591</b>	<b>602</b>	<b>586</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,589</b>	<b>\$ 5,901</b>	<b>\$ 5,675</b>	<b>\$ 6,209</b>	<b>\$ 5,893</b>
				<sup>(1)(2)</sup> <b>Centrally Held Expenditures Per Pupil</b>	<b>523</b>
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,416</b>



\*<sup>(1)(2)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

**ELEMENTARY SCHOOL COMPARISON CHART**

School	Salaries	Benefits	Purchased Services	Supplies and Materials
Acres Green Elementary School	2,900,352	1,061,881	-	98,037
Arrowwood Elementary School	1,817,051	665,822	-	2,533
Bear Canyon Elementary School	2,092,360	766,515	-	54,930
Buffalo Ridge Elementary School	1,801,803	644,947	15,000	37,280
Castle Rock Elem Elementary School	1,747,209	636,812	-	16,400
Cherokee Trail Elementary School	2,110,972	773,672	-	69,376
Cherry Valley Elementary School	326,066	119,422	-	6,555
Clear Sky Elementary School	3,403,201	1,244,224	25,000	118,320
Copper Mesa Elementary School	2,115,408	775,032	8,713	30,995
Cougar Run Elementary School	2,317,516	849,506	-	48,961
Coyote Creek Elementary School	1,630,764	597,508	-	30,052
Eagle Ridge Elementary School	2,536,622	929,273	-	115,683
Eldorado Elementary School	1,912,561	699,534	6,300	12,377
Flagstone Elementary School	2,134,995	782,193	-	31,347
Fox Creek Elementary School	2,111,130	772,516	2,100	30,916
Franktown Elementary School	1,416,336	518,981	11,250	89,418
Frontier Valley Elementary School	2,291,171	840,261	-	-
Gold Rush Elementary School	2,374,837	870,067	15,895	22,134
Heritage Elementary School	2,199,092	805,535	-	3,327
Iron Horse Elementary School	1,817,668	666,048	2,176	14,612
Larkspur Elementary School	1,108,286	406,116	-	(485)
Legacy Point Elementary School	1,950,529	714,661	-	(29,061)
Lone Tree Elementary School	1,922,820	704,430	-	56,826
Mammoth Heights Elementary School	2,810,070	1,027,149	18,000	102,238
Meadow View Elementary School	2,165,110	793,165	-	4,571
Mountain View Elementary School	1,546,449	578,029	8,200	(19,589)
Northeast Elementary School	1,541,983	564,911	-	1,948
Northridge Elementary School	2,783,165	1,008,774	18,300	61,629
Pine Grove Elementary School	2,273,655	831,522	17,839	125,503
Pine Lane Elementary School	3,677,854	1,343,961	19,000	131,622
Pioneer Elementary School	2,200,330	804,186	11,700	69,902
Prairie Crossing Elementary School	2,396,529	869,064	25,000	51,076
Redstone Elementary School	2,482,926	909,698	-	47,620
Renaissance Elementary School	1,794,779	656,475	3,734	18,061
Rock Ridge Elementary School	2,544,235	927,993	14,159	74,962
Roxborough Primary School	1,575,052	577,348	-	57,221
Roxborough Intermediate School	1,971,537	722,041	-	923
Saddle Ranch Elementary School	1,978,572	724,124	19,200	14,841



School	Other Expense	Total Expenditures	Projected Enrollment	*Centrally Held Expenditures Per Pupil	Estimated Total Expenditures Per Pupil
Acres Green Elementary School	108,458	\$ 4,168,728	645	523	\$ 6,986
Arrowwood Elementary School	-	\$ 2,485,406	364	523	\$ 7,351
Bear Canyon Elementary School	-	\$ 2,913,805	523	523	\$ 6,094
Buffalo Ridge Elementary School	30,000	\$ 2,529,030	471	523	\$ 5,892
Castle Rock Elem Elementary School	-	\$ 2,400,421	364	523	\$ 7,118
Cherokee Trail Elementary School	-	\$ 2,954,020	467	523	\$ 6,849
Cherry Valley Elementary School	-	\$ 452,043	55	523	\$ 8,742
Clear Sky Elementary School	-	\$ 4,790,745	804	523	\$ 6,482
Copper Mesa Elementary School	-	\$ 2,930,148	530	523	\$ 6,052
Cougar Run Elementary School	-	\$ 3,215,983	540	523	\$ 6,479
Coyote Creek Elementary School	-	\$ 2,258,324	375	523	\$ 6,545
Eagle Ridge Elementary School	-	\$ 3,581,578	598	523	\$ 6,512
Eldorado Elementary School	17,800	\$ 2,648,572	458	523	\$ 6,306
Flagstone Elementary School	-	\$ 2,948,535	532	523	\$ 6,065
Fox Creek Elementary School	16,278	\$ 2,932,940	535	523	\$ 6,005
Franktown Elementary School	-	\$ 2,035,985	325	523	\$ 6,788
Frontier Valley Elementary School	46,384	\$ 3,177,816	587	523	\$ 5,937
Gold Rush Elementary School	-	\$ 3,282,933	617	523	\$ 5,844
Heritage Elementary School	-	\$ 3,007,954	550	523	\$ 5,992
Iron Horse Elementary School	-	\$ 2,500,504	395	523	\$ 6,853
Larkspur Elementary School	-	\$ 1,513,917	224	523	\$ 7,282
Legacy Point Elementary School	44,256	\$ 2,680,385	445	523	\$ 6,546
Lone Tree Elementary School	-	\$ 2,684,076	484	523	\$ 6,069
Mammoth Heights Elementary School	30,490	\$ 3,987,947	708	523	\$ 6,156
Meadow View Elementary School	-	\$ 2,962,846	467	523	\$ 6,867
Mountain View Elementary School	3,865	\$ 2,116,954	319	523	\$ 7,159
Northeast Elementary School	-	\$ 2,108,842	372	523	\$ 6,192
Northridge Elementary School	-	\$ 3,871,868	719	523	\$ 5,908
Pine Grove Elementary School	679	\$ 3,249,198	582	523	\$ 6,106
Pine Lane Elementary School	(18,934)	\$ 5,153,503	781	523	\$ 7,122
Pioneer Elementary School	700	\$ 3,086,818	459	523	\$ 7,248
Prairie Crossing Elementary School	-	\$ 3,341,669	594	523	\$ 6,149
Redstone Elementary School	-	\$ 3,440,244	586	523	\$ 6,394
Renaissance Elementary School	-	\$ 2,473,049	410	523	\$ 6,555
Rock Ridge Elementary School	8,800	\$ 3,570,149	589	523	\$ 6,584
Roxborough Primary School	2,862	\$ 2,212,483	333	523	\$ 7,167
Roxborough Intermediate School	-	\$ 2,694,501	492	523	\$ 6,000
Saddle Ranch Elementary School	17,203	\$ 2,753,940	504	523	\$ 5,987

## ELEMENTARY SCHOOL COMPARISON CHART CONTINUED

School	Salaries	Benefits	Purchased Services	Supplies and Materials
Sage Canyon Elementary School	2,780,101	1,018,532	16,000	69,000
Sand Creek Elementary School	2,269,568	831,508	-	21,171
Sedalia Elementary School	1,618,058	591,810	6,126	44,908
Soaring Hawk Elementary School	2,471,636	905,743	-	80,129
South Ridge Elementary School	2,491,262	908,630	-	3,182
Stone Mountain Elementary School	2,213,241	806,568	15,700	99,199
Summit View Elementary School	2,107,984	767,763	2,500	26,180
Timber Trail Elementary School	2,253,800	825,896	-	(24,311)
Trailblazer Elementary School	1,978,531	725,015	-	75,911
Wildcat Mountain Elementary School	2,512,342	920,505	14,000	6,372
<b>Sub Total</b>	<b>102,477,518</b>	<b>37,485,366</b>	<b>295,892</b>	<b>2,004,802</b>



School	Other Expense	Total Expenditures	Projected Enrollment	*Centrally Held Expenditures Per Pupil	Estimated Total Expenditures Per Pupil
Sage Canyon Elementary School	53,970	\$ 3,937,603	708	523	\$ 6,085
Sand Creek Elementary School	-	\$ 3,122,247	461	523	\$ 7,296
Sedalia Elementary School	-	\$ 2,260,902	282	523	\$ 8,540
Soaring Hawk Elementary School	-	\$ 3,457,508	563	523	\$ 6,664
South Ridge Elementary School	8,600	\$ 3,411,674	468	523	\$ 7,813
Stone Mountain Elementary School	-	\$ 3,134,708	577	523	\$ 5,956
Summit View Elementary School	17,048	\$ 2,921,475	520	523	\$ 6,141
Timber Trail Elementary School	-	\$ 3,055,385	530	523	\$ 6,288
Trailblazer Elementary School	-	\$ 2,779,457	417	523	\$ 7,188
Wildcat Mountain Elementary School	-	\$ 3,453,219	586	523	\$ 6,416
<b>Sub Total</b>	<b>388,459</b>	<b>\$ 142,652,037</b>	<b>24,817</b>	<b>523</b>	<b>\$ 6,271</b>

\*Centrally held expenditures per pupil represents additional allocations that will be budgeted throughout the year. See individual school pages for footnotes.



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## Douglas County School District



- Castle Rock Middle School
- Cimarron Middle School
- Cresthill Middle School
- Mesa Middle School
- Mountain Ridge Middle School
- Ranch View Middle School
- Rocky Heights Middle School
- Sagewood Middle School
- Sierra Middle School





# Castle Rock | Middle School

Established 1996 | Castle View High School Feeder | Conventional Calendar  
 2575 Meadows Boulevard, Castle Rock, CO 80109 | 303.387.1300

**Principal** | Lee-Ann Hayen

## School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching



### Mission Statement

We take P.R.I.D.E. in the belief that ALL students deserve access and opportunity to explore, take risks, and use critical thinking skills as they begin to explore their own identities and prepare for the 21st century and beyond.

We are proud to be a part of an incredible feeder program in Castle Rock who are thinking outside the box about what is best for kids as we prepare them for the 21st century and beyond. This year we are exploring and taking risks in the classroom as a staff to see how to better meet the needs of the students in our feeder. We have deemed this a year of exploration and innovation, as well as a year of play and reflection for both students and staff. In doing so, we believe ALL kids should have access and opportunity to classrooms that are engaging, fun and stretch them as learners and human beings. Philosophy: Staff, parents, and community partnerships work together to ensure that all students have access and opportunity to an education that allows students to explore and navigate what this world has to offer. Students' experiences should reinforce risk-taking with the chance to try, to succeed, to fail, but to ultimately learn about who they are in the process, arming them with the cognitive practices that will carry students farther than our own classroom walls. We will do so by modeling the following values: 1. Modeling kindness and respect with relationships that encourage students to reflect and grow 2. High expectations for students, teachers, and administration 3. Safety and well-beings for all 4. Expecting to be your best and to see the best in others 5. Optimistically seeking new learning opportunities while acknowledging that discomfort in new learning is a vehicle for innovation, change, and new possibilities .

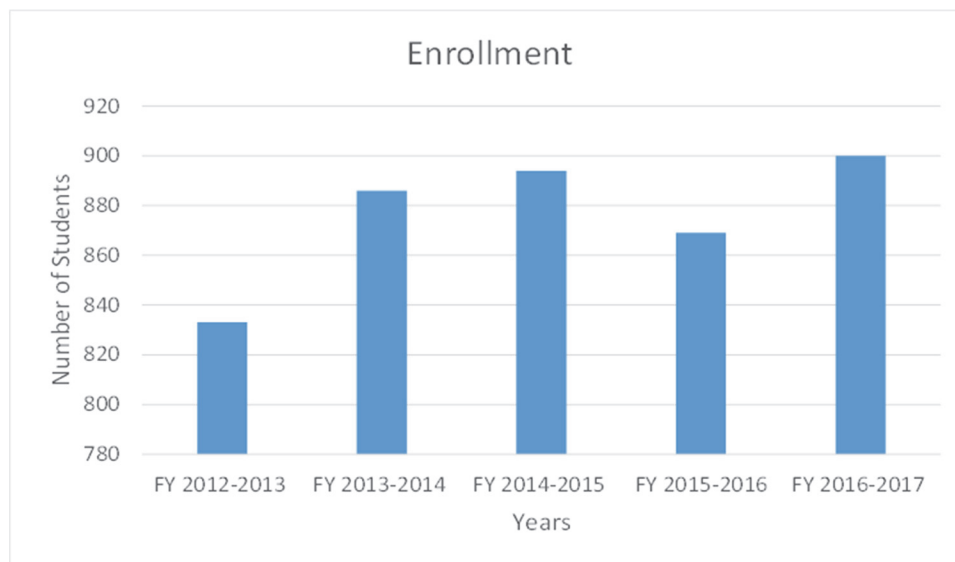




# Castle Rock | Middle School

Established 1996 | Castle View High School Feeder | Conventional Calendar  
2575 Meadows Boulevard, Castle Rock, CO 80109 | 303.387.1300

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 262,172	\$ 236,207	\$ 201,333	\$ 221,288	\$ 314,028
Certified	3,070,672	3,223,995	3,284,630	3,380,120	3,312,227
Classified	442,421	475,151	468,721	568,280	335,801
Professional/Technical	-	-	-	-	-
Benefits	1,051,644	1,101,541	1,176,965	1,349,578	1,727,725
Purchased Services	153,491	165,009	175,540	154,113	5,000
Supplies and Materials	435,894	349,803	327,892	334,752	27,152
Capital Equipment	-	-	42,553	58,217	-
Other Expense	51,344	17,143	13,922	18,875	-
<b>Total Expenditures</b>	<b>\$ 5,467,638</b>	<b>\$ 5,568,849</b>	<b>\$ 5,691,556</b>	<b>\$ 6,085,223</b>	<b>\$ 5,721,933</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 121,103</b>	<b>\$ 115,922</b>	<b>\$ 130,835</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	2.00	3.00	3.00	4.00
Certified	50.70	54.40	55.20	57.90	59.20
Classified	13.08	13.94	14.45	21.38	20.00
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>66.78</b>	<b>70.34</b>	<b>72.65</b>	<b>82.28</b>	<b>83.20</b>
<b>Enrollment</b>	<b>833</b>	<b>886</b>	<b>894</b>	<b>869</b>	<b>900</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,564</b>	<b>\$ 6,285</b>	<b>\$ 6,366</b>	<b>\$ 7,003</b>	<b>\$ 6,358</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		94
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,975</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Cimarron | Middle School

Established 2008 | Legend High School Feeder | Split-Fall Break Modified Calendar  
 12130 Canterbury Parkway, Parker, CO 80138 | 720.433.0120

**Principal |** Chris Zimmerman

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching



### Mission Statement

At Cimarron Middle School we build positive relationships to create a safe environment where all are challenged and empowered to reach their highest potential.



Cimarron Middle School is located in Parker, CO and is home to more than 1450 students in grades 6, 7, and 8. Cimarron is part of the Legend Feeder Area and our students transition to Legend High School. The student centered philosophy at Cimarron is designed for and is supportive of the middle level learner. With this in mind, students are divided into interdisciplinary teams at all grade levels. There are 10 interdisciplinary teams at Cimarron, each named for a horse, since we are the Colts. All students are also connected with team teachers in Advisement classes. In addition to core content courses, there is a strong electives program as well. Because of the elective, club, activities, and athletic offerings at Cimarron, students have many choices and opportunities to become involved as active and contributing members of the Cimarron Community. We are a school with many points of pride. Chiefly, Cimarron has strong positive roots in the community. Students participate in many community service opportunities and each spring we have the Community Service Challenge. STEP (Student Teacher Emergenetics Profile) is an opportunity to support student growth and understanding of self and others. Students at Cimarron understand and own their responsibilities regarding their learning progression. Cimarron Middle School boasts strong parental support and an active and involved student body.

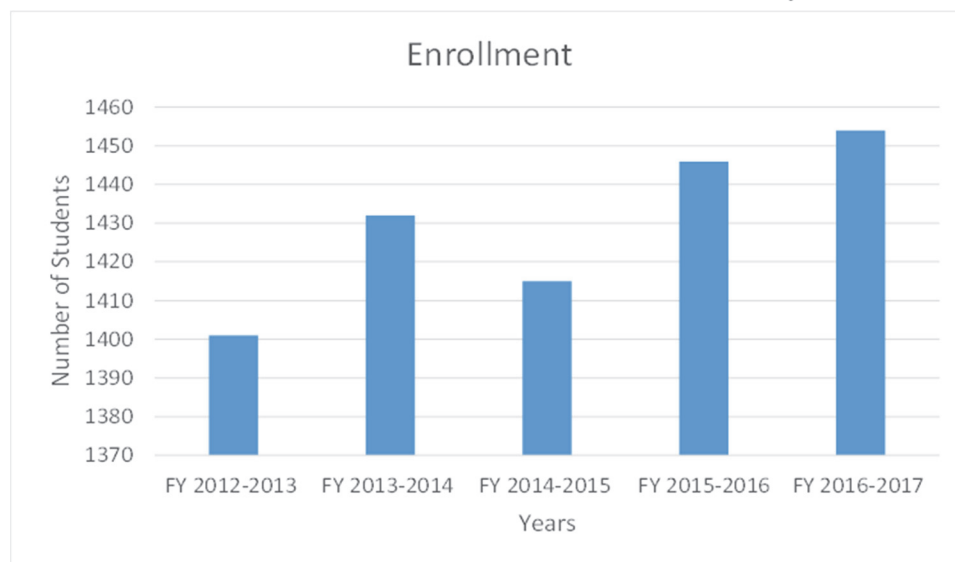




# Cimarron | Middle School

Established 2008 | Legend High School Feeder | Split-Fall Break Modified Calendar  
12130 Canterbury Parkway, Parker, CO 80138 | 720.433.0120

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 247,601	\$ 308,679	\$ 311,395	\$ 315,347	\$ 322,729
Certified	4,474,316	4,557,653	4,731,449	4,612,704	4,531,814
Classified	689,660	698,730	672,711	736,676	760,800
Professional/Technical	-	-	-	-	-
Benefits	1,553,424	1,612,958	1,716,851	1,778,072	2,049,937
Purchased Services	149,747	205,945	185,861	191,361	47,000
Supplies and Materials	582,798	652,747	532,190	709,336	321,318
Capital Equipment	-	15,731	(107)	44,902	25,000
Other Expense	29,290	17,367	15,927	40,154	214,230
<b>Total Expenditures</b>	<b>\$ 7,726,837</b>	<b>\$ 8,069,810</b>	<b>\$ 8,166,277</b>	<b>\$ 8,428,552</b>	<b>\$ 8,272,828</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 85,633</b>	<b>\$ 304,574</b>	<b>\$ 398,499</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	3.00	4.00	4.00	4.00
Certified	76.38	77.50	81.68	77.97	80.56
Classified	22.60	21.74	20.95	28.20	27.91
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>100.98</b>	<b>102.24</b>	<b>106.63</b>	<b>110.17</b>	<b>112.47</b>
<b>Enrollment</b>	<b>1401</b>	<b>1432</b>	<b>1415</b>	<b>1446</b>	<b>1454</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,515</b>	<b>\$ 5,635</b>	<b>\$ 5,771</b>	<b>\$ 5,829</b>	<b>\$ 5,690</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		94
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,307</b>



\*<sup>(1)(2)(3)</sup>Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Cresthill | Middle School

Established 1991 | Highlands Ranch High School Feeder | Conventional Calendar  
 9195 Cresthill Lane, Highlands Ranch, CO 80130 | 303.387.2800

**Principal | Sid Rundle**

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching



### Mission Statement

The Cresthill community champions all students in their quest toward excellence in achievement and responsible citizenship.



Cresthill Middle is a Journey Learning school. Dynamic and highly energetic, our Journey Learning model is an integrated approach to learning that seeks to cultivate and nurture the whole-child. JL is based on six tenets of constructivist learning: The Joy of Understanding, The Certainty of Safety, The Gift of Struggle, Disruptive Abundance, Inventive Irreverence, and Virtuous Cycles. Learning how to think, not what to think, - the development and nurturing of intellectual character - is integral to our model. Likewise, constructing sturdy human beings in mind, body, and heart is a central aim of Journey Learning.

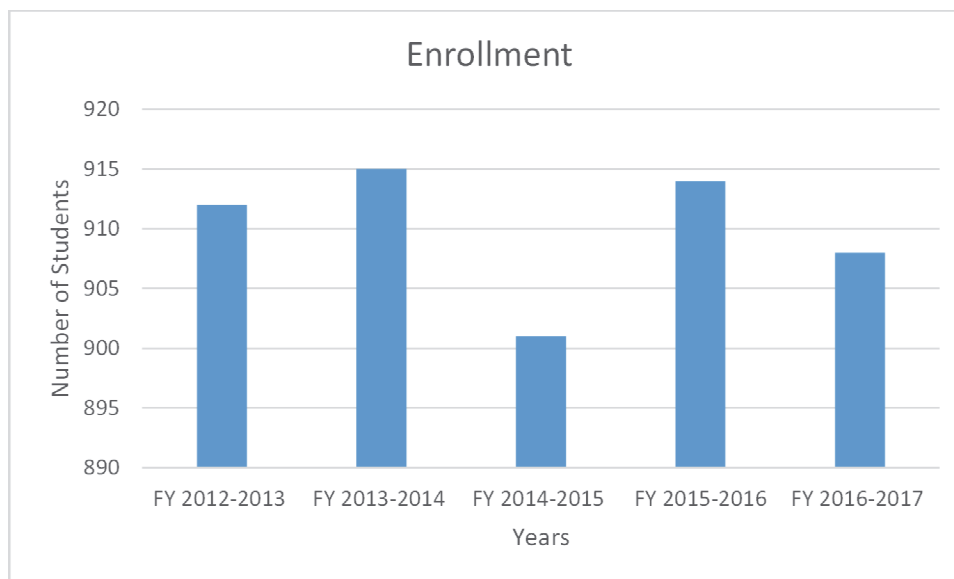
We cannot always prepare the future for our children, so we must prepare our children for the future. As well as being a comprehensive neighborhood middle school, Cresthill is also the home of three fully integrated programs for learners with significant special needs (Affective/Cognitive/DHH). In addition, we offer award-winning and recognized programming for advanced and accelerated learners (Highly Gifted/Talented). Cresthill boasts the highest number of Boettcher Scholarship winners of any middle school in DCSD. We offer a tremendous variety of after school athletic and club programs with 80% of our student population participating in one or more co-curricular activity. Dedicated, passionate, and playful are the three words that are most often used to describe the teachers and staff at Cresthill.



# Cresthill | Middle School

Established 1991 | Highlands Ranch High School Feeder | Conventional Calendar  
9195 Cresthill Lane, Highlands Ranch, CO 80130 | 303.387.2800

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 236,252	\$ 253,042	\$ 240,382	\$ 275,390	\$ 247,082
Certified	3,221,782	3,431,890	3,660,943	3,708,743	3,330,179
Classified	441,838	551,468	523,786	548,167	543,742
Professional/Technical	-	-	-	-	-
Benefits	1,115,986	1,202,874	1,299,233	1,418,784	1,509,921
Purchased Services	141,115	135,440	153,322	171,063	-
Supplies and Materials	466,819	415,273	460,493	471,147	134,060
Capital Equipment	32,095	-	53,536	37,160	-
Other Expense	8,171	5,933	20,092	32,811	-
<b>Total Expenditures</b>	<b>\$ 5,664,060</b>	<b>\$ 5,995,920</b>	<b>\$ 6,411,786</b>	<b>\$ 6,663,265</b>	<b>\$ 5,764,984</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 60,793</b>	<b>\$ 380,930</b>	<b>\$ 315,321</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	3.00	2.70	3.00	3.00
Certified	54.30	54.80	58.10	57.80	58.30
Classified	14.54	17.81	16.65	21.76	20.88
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>71.84</b>	<b>75.61</b>	<b>77.45</b>	<b>82.56</b>	<b>82.18</b>
<b>Enrollment</b>	<b>912</b>	<b>915</b>	<b>901</b>	<b>914</b>	<b>908</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,211</b>	<b>\$ 6,553</b>	<b>\$ 7,116</b>	<b>\$ 7,290</b>	<b>\$ 6,349</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		94
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,966</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Mesa | Middle School

Established 2008 | Douglas County High School Feeder | Conventional Calendar  
 365 North Mitchell Street, Castle Rock, CO 80104 | 303.387.4750

**Principal |** Tony Jackowski

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching



### Mission Statement

Mesa Middle School is a positive learning environment that inspires students to develop greater roles of responsibility to succeed as globally minded learners, inquirers, and communicators.



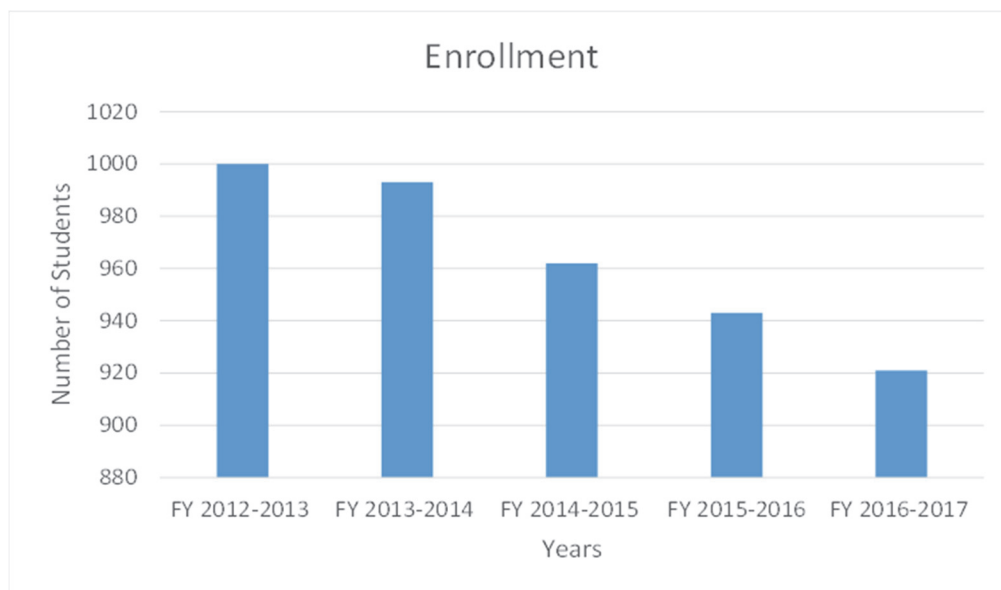
High above Castle Rock, nestled amongst the canyons, trails, and open spaces, stands Mesa Middle School. Mesa is an International Baccalaureate recognized school with academic rigor. The instant you enter the front doors you enter into a world of exploration. Mesa Middle School boasts 80% after school participation rate, into a variety of sports and a multitude of clubs. "I appreciate the welcoming and community feel at Mesa. The teachers and staff at Mesa get to know my children and make them feel like an important part of something. They encourage them to do their best, and they meet the needs of my children as individuals." (Parent of a 7th and 8th grade student) Mesa is an amazing school! I have had the privilege of having 2 of my children go through Mesa, and now my 3rd child is in her first year there. My kids have taken away so many good experiences, both academically and socially, and they will have these memories for a lifetime! (Parent of former and current students)



# Mesa | Middle School

Established 2008 | Douglas County High School Feeder | Conventional Calendar  
365 North Mitchell Street, Castle Rock, CO 80104 | 303.387.4750

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 265,390	\$ 287,092	\$ 290,347	\$ 269,034	\$ 247,082
Certified	3,157,613	3,578,111	3,305,863	3,293,248	3,294,332
Classified	425,237	433,951	453,773	514,688	531,734
Professional/Technical	-	-	-	-	-
Benefits	1,103,482	1,250,993	1,266,054	1,326,299	1,489,995
Purchased Services	131,614	192,046	174,185	187,523	23,700
Supplies and Materials	348,160	477,359	372,110	375,030	102,537
Capital Equipment	-	6,655	165,080	43,484	-
Other Expense	24,029	26,436	30,922	38,532	17,000
<b>Total Expenditures</b>	<b>\$ 5,455,525</b>	<b>\$ 6,252,642</b>	<b>\$ 6,058,334</b>	<b>\$ 6,047,839</b>	<b>\$ 5,706,380</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 375,711</b>	<b>\$ 39,073</b>	<b>\$ 80,855</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	3.00	3.00	3.00	3.00
Certified	54.40	65.60	62.70	59.00	58.53
Classified	11.95	13.21	14.63	20.62	20.62
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>69.35</b>	<b>81.81</b>	<b>80.33</b>	<b>82.62</b>	<b>82.15</b>
<b>Enrollment</b>	1000	993	962	943	921
<b>School Expenditures Per Pupil</b>	\$ 5,456	\$ 6,297	\$ 6,298	\$ 6,413	\$ 6,196
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		94
			Estimated Total Expenditures Per Pupil	\$	6,813



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Mountain Ridge | Middle School

Established 2001 | Mountain Vista High School Feeder | Conventional Calendar  
 10585 Mountain Vista Ridge, Highlands Ranch, CO 80126 | 303.387.1800

Principal | Shannon Clarke

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Approaching
Academic Growth Gaps	Approaching



### Mission Statement

Mountain Ridge Middle School is a learning community committed to: Quality, achievement, and Continuous improvement.

MRMS is a John Irwin award-winning school that strives to spark students’ natural curiosity through authentic, challenging learning experiences. Regularly exceeding state and district standardized testing averages, MRMS students routinely engage in innovative learning experiences, designed to offer students choice and opportunities to impact the larger community. Our well-

established, talented staff commits to frequent collaboration (within tightly connected academic teams as well as across teams, grade levels, and departments); and our overwhelmingly positive culture drives our learning community to high standards for excellence. Trained and devoted to the unique needs of middle school learners, each student’s core team is aligned with support from educational assistants, school counselors, and caring administrators to encourage personal, closely-knit learning environments. MRMS is dedicated to reaching the whole student. For example, at MRMS STEM and iLab are core classes; but we also offer an outstanding Arts program, which extends from seventh and eighth grade Art, where students’ thinking lives “outside the box” and where students will never create the same project



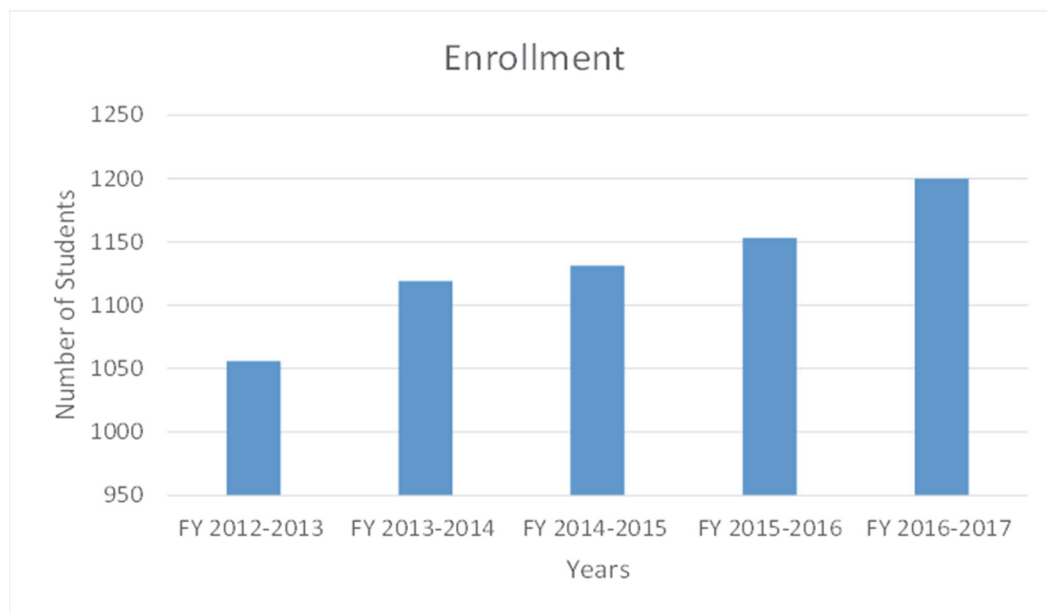
twice, to Music Lab, where students create original pieces of digital music, to a nationally award-winning theater program that involves as many as 150+ students in a single production. Beyond academics, over 80% of our student body is involved in MRMS activities and/or athletics. Boasting a variety of other rich elective and World Language opportunities as well as a school library recently recognized by CDE as a Highly Effective School Library program, MRMS empowers learners for the present as well as the future.



# Mountain Ridge | Middle School

Established 2001 | Mountain Vista High School Feeder | Conventional Calendar  
10585 Mountain Vista Ridge, Highlands Ranch, CO 80126 | 303.387.1800

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 244,159	\$ 255,611	\$ 253,089	\$ 271,986	\$ 247,082
Certified	3,558,898	3,774,119	3,822,970	4,350,714	3,995,296
Classified	518,476	616,303	633,687	571,151	560,926
Professional/Technical	-	-	-	-	-
Benefits	1,220,054	1,345,539	1,414,229	1,663,362	1,763,253
Purchased Services	139,870	142,407	167,685	157,432	29,800
Supplies and Materials	521,518	664,743	593,154	516,778	282,089
Capital Equipment	46,678	22,503	(318)	147,956	-
Other Expense	38,806	23,872	38,555	48,810	700
<b>Total Expenditures</b>	<b>\$ 6,288,458</b>	<b>\$ 6,845,096</b>	<b>\$ 6,923,051</b>	<b>\$ 7,728,189</b>	<b>\$ 6,879,146</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 308,359</b>	<b>\$ 375,934</b>	<b>\$ 496,021</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	3.00	3.00	3.00	3.00
Certified	58.93	62.40	61.90	69.86	70.80
Classified	16.77	19.04	20.04	21.50	21.17
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>78.70</b>	<b>84.44</b>	<b>84.94</b>	<b>94.36</b>	<b>94.97</b>
<b>Enrollment</b>	<b>1056</b>	<b>1119</b>	<b>1131</b>	<b>1153</b>	<b>1200</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,955</b>	<b>\$ 6,117</b>	<b>\$ 6,121</b>	<b>\$ 6,703</b>	<b>\$ 5,733</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities	94
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,350</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Ranch View | Middle School

Established 1999 | ThunderRidge High School Feeder | Conventional Calendar  
 1731 West Wildcat Reserve Parkway, Highlands Ranch, CO 80129 | 303.387.2300

**Principal |** Tanner Fitch

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching



### Mission Statement

Ranch View’s mission is to provide the highest quality academic instruction and programming so that our students are successful and responsible citizens of the 21st Century .

Ranch View Middle School is a caring community of learners whose motto is "The strength of the wolf is the pack... and the strength of the pack is the wolf." We are committed to creating and sustaining an environment that values life-long learning, intercultural awareness and personal growth. We are an academically high performing school that believes our community members will grow and flourish through uncompromising support and assistance. Ranch View is an International Baccalaureate school implementing the Middle Years Program. Through participation in this in this rigorous, internationally recognized program, learners gain self-confidence to act individually and collaboratively with compassion, to trust each other to make responsible decisions, to honor diversity and to exhibit academic excellence through inquiry and innovation. Teachers incorporate technology where meaningful and keep students and parents informed through classroom webpages.



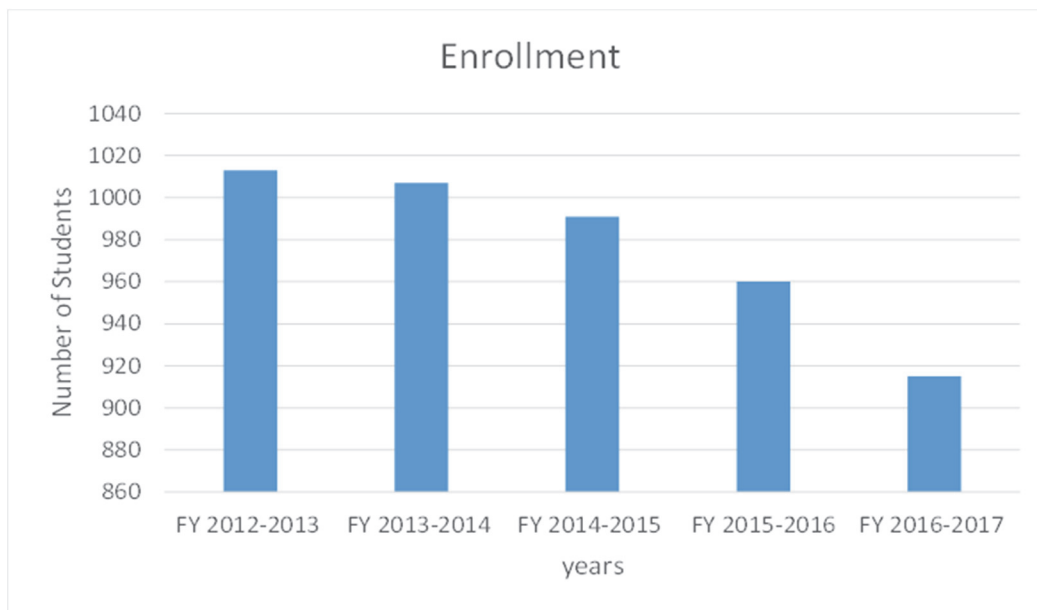




# Ranch View | Middle School

Established 1999 | ThunderRidge High School Feeder | Conventional Calendar  
1731 West Wildcat Reserve Parkway, Highlands Ranch, CO 80129 | 303.387.2300

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 160,171	\$ 244,495	\$ 194,086	\$ 232,271	\$ 247,082
Certified	3,381,017	3,490,879	3,391,657	3,415,414	3,103,091
Classified	495,746	565,400	481,874	601,040	604,263
Professional/Technical	-	-	-	-	-
Benefits	1,111,858	1,231,538	1,205,353	1,335,419	1,448,130
Purchased Services	134,614	123,671	130,197	130,220	16,350
Supplies and Materials	419,001	392,030	435,590	415,100	187,844
Capital Equipment	46,201	8,511	13,490	48,180	-
Other Expense	15,468	7,228	18,761	9,959	10,250
<b>Total Expenditures</b>	<b>\$ 5,764,074</b>	<b>\$ 6,063,752</b>	<b>\$ 5,871,009</b>	<b>\$ 6,187,603</b>	<b>\$ 5,617,010</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 238,969</b>	<b>\$ 224,476</b>	<b>\$ 212,857</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	3.00	2.00	3.00	3.00
Certified	54.05	61.29	60.80	58.94	55.47
Classified	15.57	15.64	15.67	21.69	23.11
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>71.62</b>	<b>79.93</b>	<b>78.47</b>	<b>83.63</b>	<b>81.58</b>
<b>Enrollment</b>	<b>1013</b>	<b>1007</b>	<b>991</b>	<b>960</b>	<b>915</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,690</b>	<b>\$ 6,022</b>	<b>\$ 5,924</b>	<b>\$ 6,445</b>	<b>\$ 6,139</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities	94
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,756</b>



\*<sup>(1)(2)(3)</sup>Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Rocky Heights | Middle School

Established 2003 | Rock Canyon High School Feeder | Conventional Calendar  
 11033 Monarch Boulevard, Highlands Ranch, CO 80124 | 303.387.3300




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**Principal |** Celine Wicks

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<b>School Performance Framework 2014</b>	
<b>Performance Indicators</b>	<b>Rating</b>
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching

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**Mission Statement**

Our mission is to Empower, to Explore, to Encourage, and to Excel in Education.

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At Rocky Heights Middle School we don't believe simply being a top performing academic school is enough. We believe having an engaged student body, who can get a variety of experiences in order to determine their future path, is just as important, if not more so. We have a philosophy that we follow for our students and staff called "Why Not." If anyone has an idea student and staff alike that we feel is making Rocky Heights better for students and is being innovated to move forward, than "Why Not." We don't let fear of experimenting or being pushed out of our comfort zone stop us from doing what is best for kids. Our guiding principals behind this is "G.E.T.," this stands for Growth, Engagement, and Technology. Everything we do is to achieve in these three areas. Get students to Grow in all ways possible from academics to cultural awareness, not to mention in their own understanding of themselves. Get students Engaged, an engaged student is one excited to come to school, one who is learning and doesn't even realize it. And finally, get Technology in students' hands, technology is embedded in our society so to ignore it in schools is doing our students a disservice. At Rocky Heights Middle School we are achieving at some of the highest levels academically, all while finding ways to push the envelope of today's educational environment.

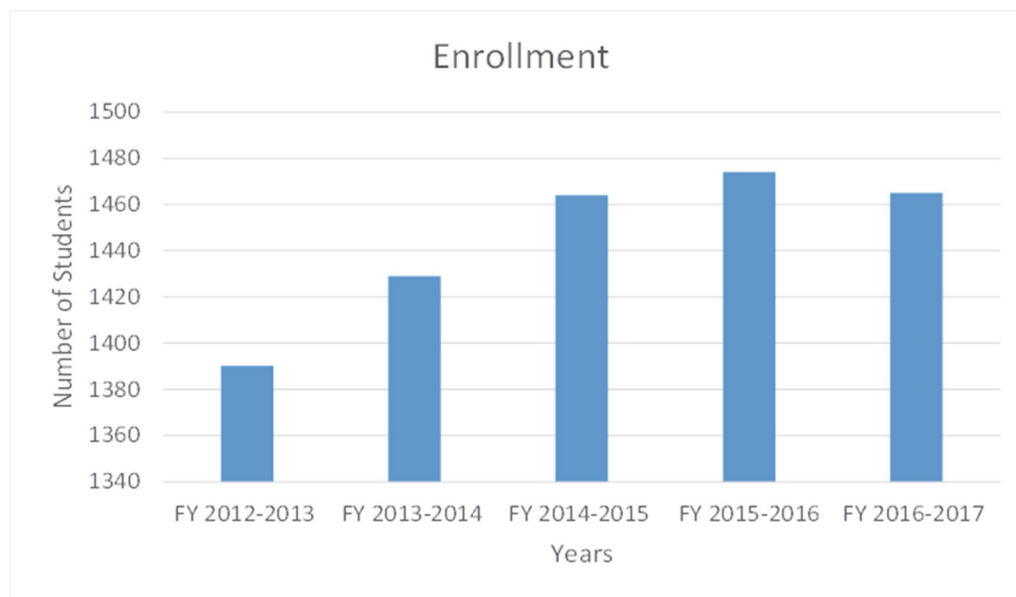




# Rocky Heights | Middle School

Established 2003 | Rock Canyon High School Feeder | Conventional Calendar  
11033 Monarch Boulevard, Highlands Ranch, CO 80124 | 303.387.3300

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 242,586	\$ 247,896	\$ 307,232	\$ 175,965	\$ 322,729
Certified	4,422,973	4,531,476	4,624,972	4,847,590	4,780,678
Classified	558,863	546,847	545,514	545,578	582,621
Professional/Technical	-	-	-	-	-
Benefits	1,456,376	1,473,625	1,590,652	1,729,107	2,078,473
Purchased Services	260,363	313,766	254,389	164,537	29,000
Supplies and Materials	765,956	672,155	622,143	682,637	236,356
Capital Equipment	15,897	29,921	223,565	269,691	40,000
Other Expense	21,691	41,344	78,501	63,948	67,919
<b>Total Expenditures</b>	<b>\$ 7,744,705</b>	<b>\$ 7,857,031</b>	<b>\$ 8,246,967</b>	<b>\$ 8,479,053</b>	<b>\$ 8,137,776</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 44,158</b>	<b>\$ 500,469</b>	<b>\$ 1,066,652</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	3.00	4.00	2.00	4.00
Certified	74.50	75.70	74.39	77.65	85.85
Classified	17.02	16.85	16.99	27.50	22.62
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>94.52</b>	<b>95.55</b>	<b>95.38</b>	<b>107.15</b>	<b>112.47</b>
<b>Enrollment</b>	<b>1390</b>	<b>1429</b>	<b>1464</b>	<b>1474</b>	<b>1465</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,572</b>	<b>\$ 5,498</b>	<b>\$ 5,633</b>	<b>\$ 5,752</b>	<b>\$ 5,555</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		94
			Estimated Total Expenditures Per Pupil	\$	6,172



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Sagewood | Middle School

Established 1999 | Ponderosa High School Feeder | Conventional Calendar  
 4725 Fox Sparrow Road, Parker, CO 80134 |  
 303.387.4300

Principal | Danny Winsor

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching



### Mission Statement

Encouraging, challenging, and supporting every student on the journey toward excellence. As a community of diverse learners we: cultivate a positive climate, model responsible, ethical behavior, practice collaborative decision making, integrate best educational practices, communicate with our stakeholders, and pursue professional learning.

Sagewood Middle School is located in beautiful southern Parker; we are a PEBC and Workshop model school that challenges students to critically think and utilize their creativity. Sagewood MS offers a wide variety of courses ranging from Innovation and Design Lab courses to world-class performance arts courses. Sagewood MS also offers advanced level math, science, and reading and writing courses as well as split literacy program that focuses on intensive reading and writing thinking strategies. We are very proud of the challenging academic opportunities we provide for our students. Our prideful school culture, first class teachers, Student Government and Kindness program actively supports our students socially and emotionally. Every student at Sagewood Middle School matters and we strive to meet the needs of each student. We are determined to support our students through the middle years and transitioning into high school. We offer a focused college and career readiness program and challenge our students to become middle and high school, college, and citizenship ready. We are proud to call ourselves Sagewood Wildcats!

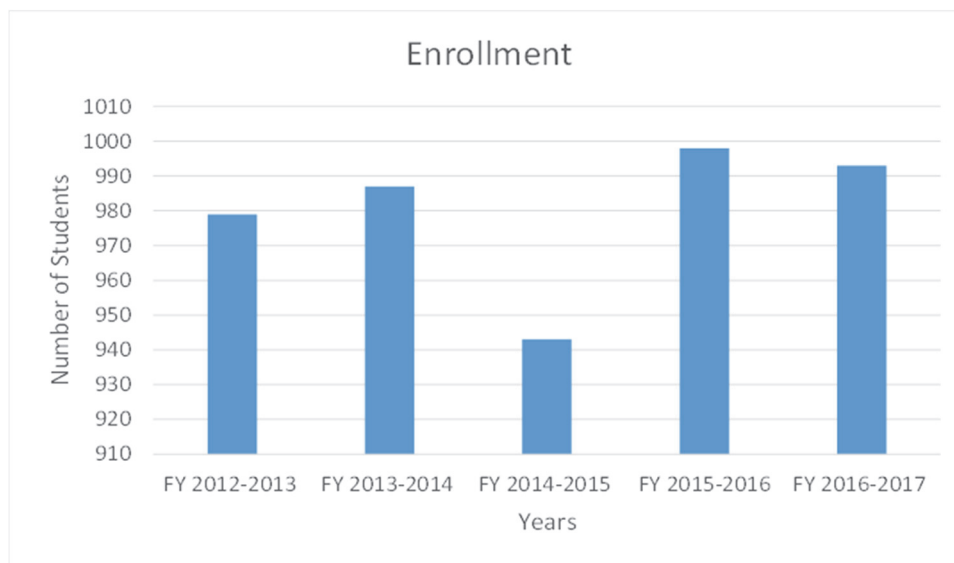




# SageWood | Middle School

Established 1999 | Ponderosa High School Feeder | Conventional Calendar  
4725 Fox Sparrow Road, Parker, CO 80134 | 303.387.4300

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 176,527	\$ 183,755	\$ 167,571	\$ 180,666	\$ 171,434
Certified	3,235,692	3,561,387	3,431,807	3,646,420	3,478,018
Classified	545,732	567,933	496,480	675,451	633,165
Professional/Technical	-	-	-	-	-
Benefits	1,146,064	1,240,418	1,238,114	1,494,513	1,561,327
Purchased Services	225,738	287,790	251,344	204,268	50,700
Supplies and Materials	547,877	642,951	543,878	551,792	92,225
Capital Equipment	18,750	225,887	15,950	124,479	-
Other Expense	11,241	36,527	25,354	57,507	8,715
<b>Total Expenditures</b>	<b>\$ 5,907,620</b>	<b>\$ 6,746,649</b>	<b>\$ 6,170,497</b>	<b>\$ 6,935,097</b>	<b>\$ 5,995,584</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 644,232</b>	<b>\$ 269,407</b>	<b>\$ 278,055</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	2.00	2.00	2.00
Certified	53.30	59.80	57.19	58.70	61.84
Classified	15.93	17.15	15.16	25.10	25.20
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>71.23</b>	<b>78.95</b>	<b>74.35</b>	<b>85.81</b>	<b>89.04</b>
<b>Enrollment</b>	<b>979</b>	<b>987</b>	<b>943</b>	<b>998</b>	<b>993</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,034</b>	<b>\$ 6,836</b>	<b>\$ 6,543</b>	<b>\$ 6,949</b>	<b>\$ 6,038</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		94
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,655</b>



\*<sup>(1)(2)(3)</sup>Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Sierra | Middle School

Established 1975 | Chaparral High School Feeder | Conventional Calendar  
 6651 East Pine Lane Avenue, Parker, CO 80138 | 303.387.3800

Principal | Darrell Meredith

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching



### Mission Statement

All who enter here: strive for educational excellence, respect diversity, care for and trust others, take pride in their work, assume responsibility for their actions, believe every individual is valuable, are positive in their attitudes, and enjoy life and school.

Sierra Middle School is a comprehensive middle school serving 7th and 8th grade students. We have a terrific staff who work together to create a welcoming atmosphere for students and families. Staff and students collaborate to ensure all students are striving to meet World Class Outcomes and engaging in opportunities to think critically and creatively, communicate, and collaborate. Students at Sierra have opportunities to work with their peers and adults to learn more about the world around them through course work and extracurricular opportunities. Our goal is that all students have opportunities to think, to learn, and to lead in a safe and positive environment.

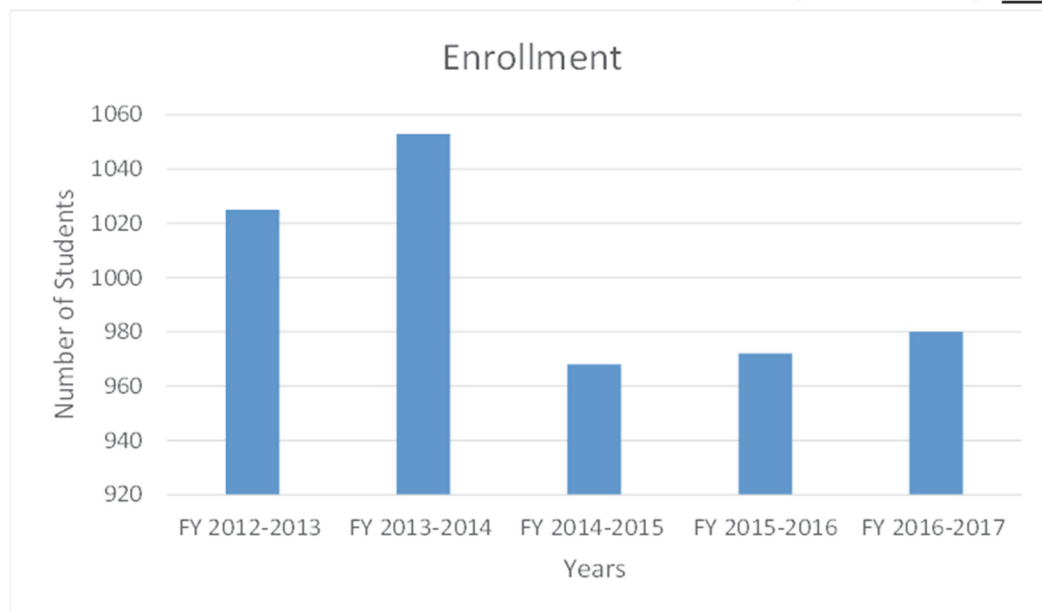




# Sierra | Middle School

Established 1975 | Chaparral High School Feeder | Conventional Calendar  
6651 East Pine Lane Avenue, Parker, CO 80138 | 303.387.3800

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 236,918	\$ 243,712	\$ 247,152	\$ 155,795	\$ 247,082
Certified	3,306,799	3,496,660	3,552,639	3,678,470	3,397,123
Classified	396,887	410,543	445,931	458,052	439,046
Professional/Technical	-	-	-	-	-
Benefits	1,140,324	1,222,448	1,293,666	1,348,245	1,489,847
Purchased Services	105,697	129,984	126,707	104,235	-
Supplies and Materials	478,694	570,033	574,041	350,527	232,524
Capital Equipment	-	-	6,352	53,620	-
Other Expense	7,349	7,081	11,374	22,361	-
<b>Total Expenditures</b>	<b>\$ 5,672,668</b>	<b>\$ 6,080,461</b>	<b>\$ 6,257,861</b>	<b>\$ 6,171,305</b>	<b>\$ 5,805,622</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 257,940</b>	<b>\$ 413,268</b>	<b>\$ 165,370</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	3.00	3.00	2.00	2.00
Certified	59.19	61.43	61.45	63.37	61.85
Classified	11.94	13.11	13.81	15.23	18.50
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>74.13</b>	<b>77.54</b>	<b>78.26</b>	<b>80.60</b>	<b>82.35</b>
<b>Enrollment</b>	<b>1025</b>	<b>1053</b>	<b>968</b>	<b>972</b>	<b>980</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,534</b>	<b>\$ 5,774</b>	<b>\$ 6,465</b>	<b>\$ 6,349</b>	<b>\$ 5,924</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		94
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,541</b>



\*<sup>(1)(2)(3)</sup>Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

## MIDDLE SCHOOL COMPARISON CHART

School	Salaries	Benefits	Purchased Services	Supplies and Materials
Castle Rock Middle School	3,962,056	1,727,725	5,000	27,152
Cimarron Middle School	5,615,343	2,049,937	47,000	321,318
Cresthill Middle School	4,121,003	1,509,921	-	134,060
Mesa Middle School	4,073,148	1,489,995	23,700	102,537
Mountain Ridge Middle School	4,803,304	1,763,253	29,800	282,089
Ranch View Middle School	3,954,436	1,448,130	16,350	187,844
Rocky Heights Middle School	5,686,028	2,078,473	29,000	236,356
Sagewood Middle School	4,282,617	1,561,327	50,700	92,225
Sierra Middle School	4,083,251	1,489,847	-	232,524
<b>Sub Total</b>	<b>40,581,186</b>	<b>15,118,608</b>	<b>201,550</b>	<b>1,616,105</b>





School	Other Expense	Total Expenditures	Projected Enrollment	*Centrally Held Expenditures Per Pupil	Estimated Total Expenditures Per Pupil
Castle Rock Middle School	-	\$ 5,721,933	900	617	\$ 6,975
Cimarron Middle School	239,230	\$ 8,272,828	1,454	617	\$ 6,307
Cresthill Middle School	-	\$ 5,764,984	908	617	\$ 6,966
Mesa Middle School	17,000	\$ 5,706,380	921	617	\$ 6,813
Mountain Ridge Middle School	700	\$ 6,879,146	1,200	617	\$ 6,350
Ranch View Middle School	10,250	\$ 5,617,010	915	617	\$ 6,756
Rocky Heights Middle School	107,919	\$ 8,137,776	1,465	617	\$ 6,172
Sagewood Middle School	8,715	\$ 5,995,584	993	617	\$ 6,655
Sierra Middle School	-	\$ 5,805,622	980	617	\$ 6,541
<b>Sub Total</b>	<b>383,814</b>	<b>\$ 57,901,263</b>	<b>9,736</b>	<b>617</b>	<b>\$ 6,564</b>

\*Centrally held expenditures per pupil represents additional allocations that will be budgeted throughout the year. See individual school pages for footnotes.



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# HIGH SCHOOLS

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## Douglas County School District



- Castle View High School
- Chaparral High School
- Douglas County High School
- Highlands Ranch High School
- Legend High School
- Mountain Vista High School
- Ponderosa High School
- Rock Canyon High School
- ThunderRidge High School





# Castle View | High School

Established 2006 | Conventional Calendar  
 5254 North Meadows Drive, Castle Rock, CO 80109 | 303.387.9000

**Principal |** Rex Corr

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching
Post-Secondary And Workforce Readiness	Exceeds



### Mission Statement

Our mission is to transform high school learning through meaningful Relationships, Relevant learning, and a Rigorous academic environment where every Castle View student will graduate with the skills and knowledge necessary to be successful in the 21st Century.

Castle View stands out because of the passion the staff exerts in order to transform public education. In fact, our mission statement says, "we will transform public education using Rigor, Relevance and Relationships to prepare students for the 21st century."



CVHS has several foundational elements, which create the best possible learning environment for all students. Professional Learning Communities have been organized for the staff. In these PLCs, educators collaborate to enrich the learning experience for students and ensure a rigorous education. The five academies organized to meet the needs and interests of each learner. Our goal is to increase relevance for students, helping them make connections between what they learn and the real world. Students select an academy to be with like-minded peers as they pursue learning at deeper and more meaningful levels. Teachers become a guide in helping students interact with important learning standards, while at the same time pursuing their passions. At Castle

View, we believe it is critical for every student to develop a strong relationship with an adult in our building. Advisement is the structure developed to facilitate this process. Every day, all students have an opportunity to meet with their Advisement teacher. In this setting, educators nurture students in a variety of areas including social, academic, and community events. CVHS is an ex-traordinary school which prepares all students to be contributing members of our society.

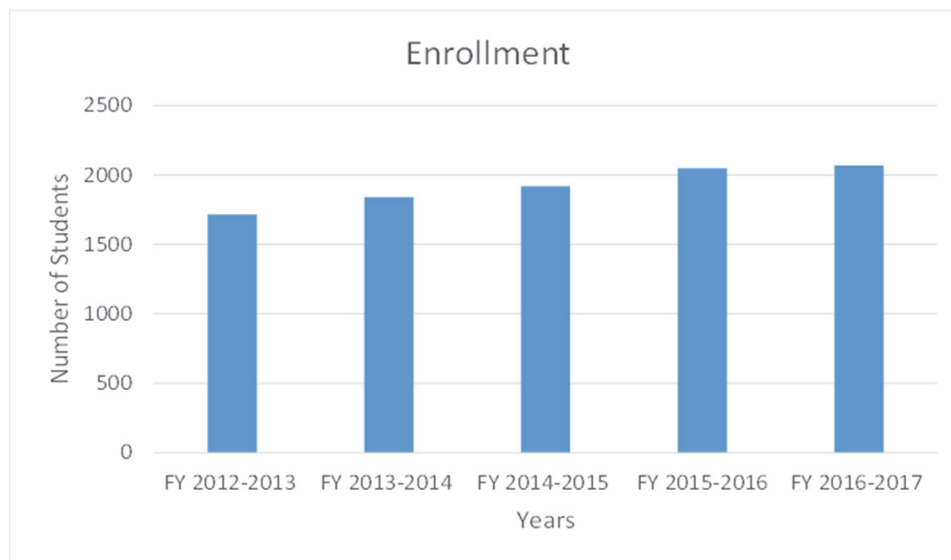


# Castle View | High School

Established 2006 | Conventional Calendar  
5254 North Meadows Drive, Castle Rock, CO 80109 | 303.387.9000

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 353,394	\$ 440,738	\$ 447,670	\$ 469,187	\$ 446,490
Certified	5,255,683	5,954,346	6,707,337	7,040,134	6,735,501
Classified	729,546	777,963	794,525	919,667	678,604
Professional/Technical	33,105	33,412	35,534	35,208	32,350
Benefits	1,813,251	2,055,444	2,360,608	2,687,929	2,888,765
Purchased Services	434,351	512,618	569,885	610,720	86,023
Supplies and Materials	1,129,746	1,390,645	1,285,542	1,325,668	195,430
Capital Equipment	85,677	-	114,682	36,443	-
Other Expense	76,552	69,514	42,894	70,329	-
<b>Total Expenditures</b>	<b>\$ 9,911,305</b>	<b>\$ 11,234,681</b>	<b>\$ 12,358,677</b>	<b>\$ 13,195,283</b>	<b>\$ 11,063,163</b>
<b>SBB Carry Over Awarded Into Subsequent Year*</b>	<b>\$ 226,804</b>	<b>\$ 249,016</b>	<b>\$ 250,699</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	4.00	5.00	5.00	5.00	5.00
Certified	89.65	101.84	115.45	119.38	121.24
Classified	22.69	24.45	24.48	34.46	30.75
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>117.34</b>	<b>132.29</b>	<b>145.93</b>	<b>159.84</b>	<b>157.99</b>
<b>Enrollment</b>	<b>1717</b>	<b>1841</b>	<b>1920</b>	<b>2050</b>	<b>2070</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,772</b>	<b>\$ 6,102</b>	<b>\$ 6,437</b>	<b>\$ 6,437</b>	<b>\$ 5,345</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		423
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,291</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Chaparral | High School

Established 1997 | Conventional Calendar  
 15655 Brookstone Drive, Parker, CO 80134 | 303.387.3500

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Principal | Greg Gotchey

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### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching
Post-Secondary And Workforce Readiness	Exceeds




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### Mission Statement

At Chaparral we pride ourselves in providing excellence in academics, activities, and athletics- and in preparing students to set and achieve high individual- goals as they develop into lifelong learners, caring- adults, and responsible citizens.

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At Chaparral we pride ourselves in providing excellence in academics, activities, and athletics and in preparing students to set and achieve high individual goals as they develop into lifelong learners, caring adults, and responsible citizens. We are a comprehensive, neighborhood high school that prepares students for the next phase of their lives. All students are encouraged to excel to their academic potential and to be involved in the Chaparral community through athletics and/or activities. “Chap family--take care of one another” is a foundation phrase that lives and breathes with our staff, students, parents, & community. We share each others' joys, sorrows, successes, & struggles in a way that fosters student growth toward intellectual and emotional maturity. Chaparral High School is a great place to learn and work.

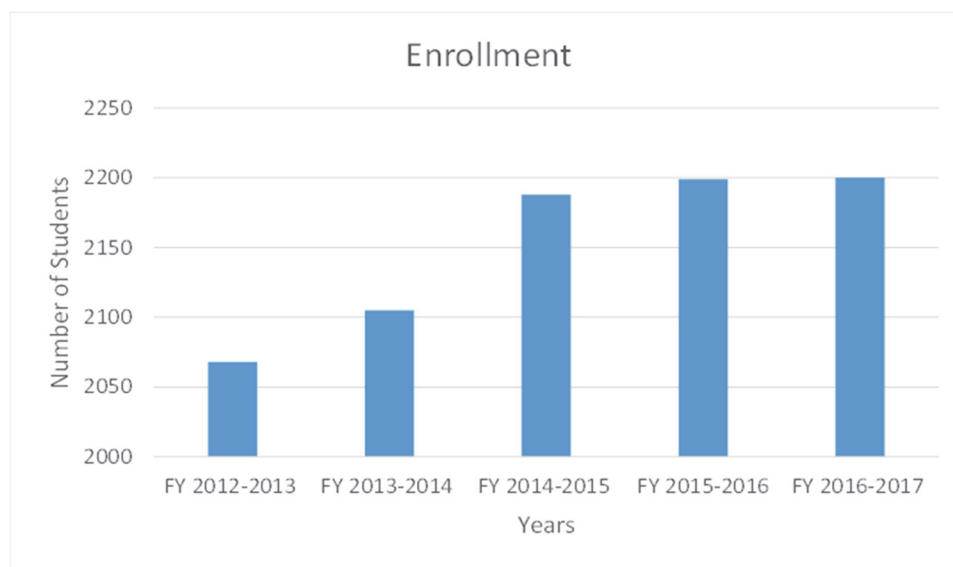




# Chaparral | High School

Established 1997 | Conventional Calendar  
15655 Brookstone Drive, Parker, CO 80134 | 303.387.3500

	FY 2012-2013 Audited Actuals	Funding Snapshot FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 530,103	\$ 527,257	\$ 535,395	\$ 490,796	\$ 529,968
Certified	7,100,778	6,938,686	7,324,548	7,674,947	6,971,317
Classified	970,228	956,794	956,538	1,046,437	744,172
Professional/Technical	31,333	35,347	36,934	38,156	32,350
Benefits	2,390,965	2,363,475	2,596,525	2,901,220	3,033,224
Purchased Services	430,756	476,307	477,902	425,299	-
Supplies and Materials	1,665,894	1,831,836	1,669,764	1,983,776	292,717
Capital Equipment	25,244	21,840	29,525	7,847	-
Other Expense	47,663	60,948	58,791	69,839	-
<b>Total Expenditures</b>	<b>\$ 13,192,962</b>	<b>\$ 13,212,490</b>	<b>\$ 13,685,923</b>	<b>\$ 14,638,316</b>	<b>\$ 11,603,748</b>
<b>SBB Carry Over Awarded Into Subsequent Year*</b>	<b>\$ 473,116</b>	<b>\$ 573,690</b>	<b>\$ 878,916</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	5.00	6.00	6.00	5.80	6.00
Certified	111.62	113.02	115.50	120.42	121.90
Classified	28.77	26.75	29.25	36.30	36.00
Professional/Technical	0.00	0.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>145.39</b>	<b>145.77</b>	<b>151.75</b>	<b>163.51</b>	<b>164.90</b>
<b>Enrollment</b>	<b>2068</b>	<b>2105</b>	<b>2188</b>	<b>2199</b>	<b>2200</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,380</b>	<b>\$ 6,277</b>	<b>\$ 6,255</b>	<b>\$ 6,657</b>	<b>\$ 5,274</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		423
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,220</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Douglas County | High School

Established 1961 | Conventional Calendar  
 2842 Front Street, Castle Rock, CO 80104 | 303.387.1000

Principal | Anthony Kappas

### School Performance Framework 2014

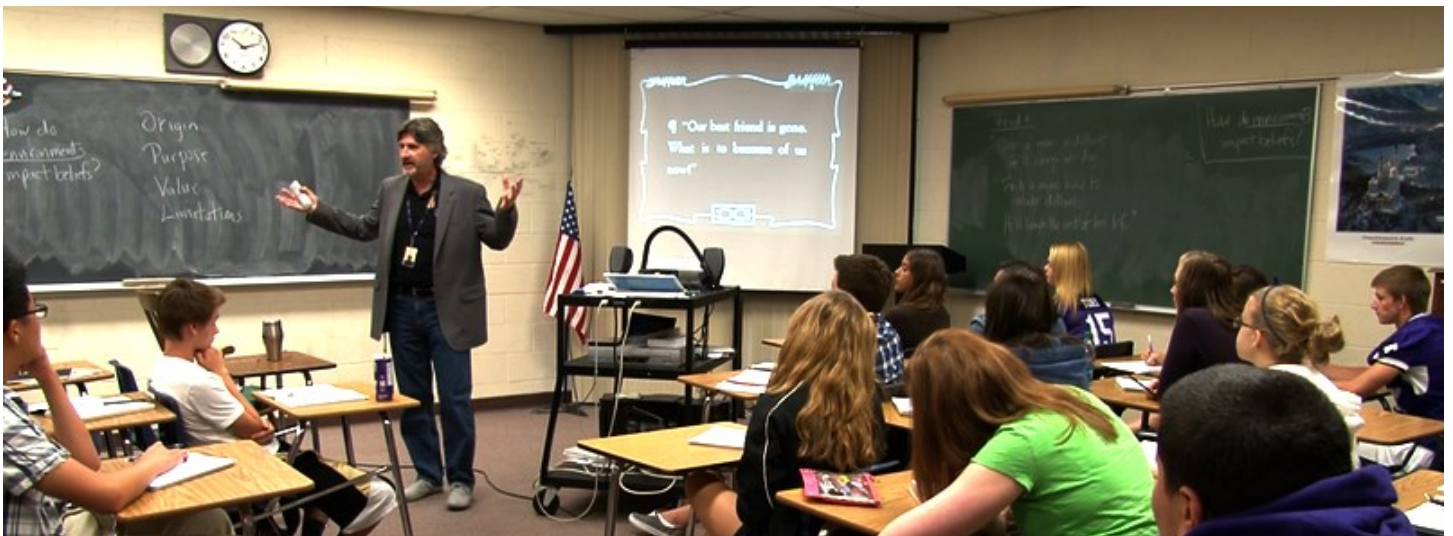
Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching
Post-Secondary And Workforce Readiness	Meets



### Mission Statement

The DCHS community embraces individual growth, collaborative spirit, intellectual curiosity, creativity and life-long learning skills. We provide diverse and challenging opportunities in an atmosphere that fosters global mindedness, mutual respect and support.

We are the original high school for the county with over 100 years of rich traditions and culture. We are a true comprehensive high school that offers every student choices. We promote Academics, Athletics and Activities. We continually score higher on assessments at the state and national levels than the averages.





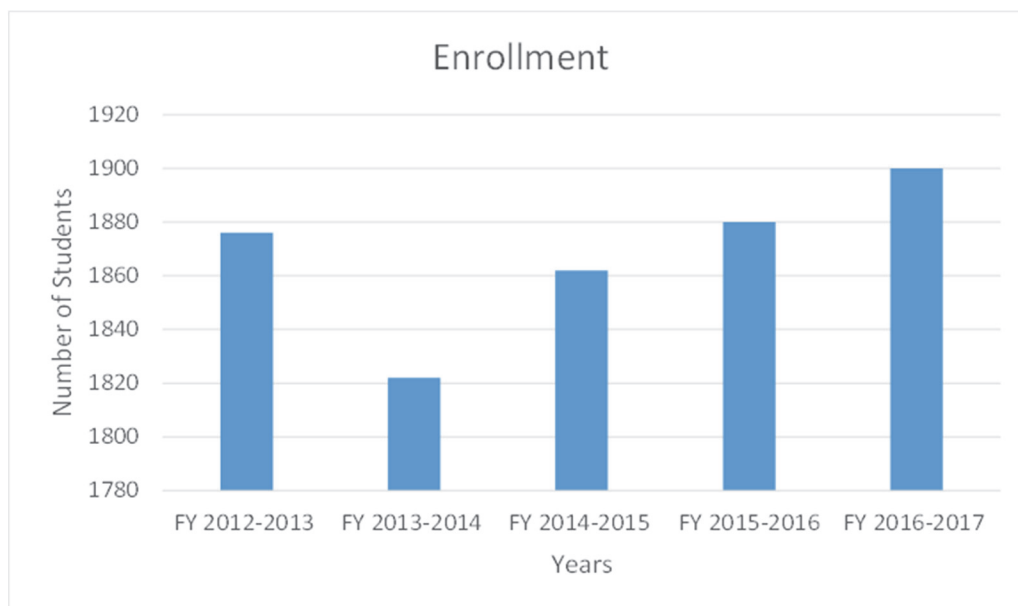


# Douglas County | High School

Established 1961 | Conventional Calendar  
2842 Front Street, Castle Rock, CO 80104 | 303.387.1000

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 533,579	\$ 570,646	\$ 537,541	\$ 561,086	\$ 529,968
Certified	5,685,563	6,130,069	6,342,436	6,661,419	6,087,185
Classified	872,611	858,603	916,141	1,007,106	834,628
Professional/Technical	30,233	31,468	31,138	32,558	32,350
Benefits	2,030,330	2,292,163	2,414,358	2,564,650	2,832,512
Purchased Services	452,389	506,374	499,979	700,689	90,962
Supplies and Materials	1,165,640	1,067,002	1,159,678	1,069,251	237,095
Capital Equipment	5,076,991	3,493,739	53,669	91,868	-
Other Expense	70,665	51,347	89,644	116,221	3,683
<b>Total Expenditures</b>	<b>\$ 15,917,999</b>	<b>\$ 15,001,410</b>	<b>\$ 12,044,585</b>	<b>\$ 12,804,851</b>	<b>\$ 10,648,383</b>
<b>SBB Carry Over Awarded Into Subsequent Year*</b>	<b>\$ 633,043</b>	<b>\$ 540,983</b>	<b>\$ 552,924</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	6.00	6.00	6.00	6.00	6.00
Certified	92.87	101.01	103.34	108.51	108.52
Classified	26.39	24.34	27.36	35.81	35.83
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>126.26</b>	<b>132.35</b>	<b>137.70</b>	<b>151.32</b>	<b>151.35</b>
<b>Enrollment</b>	<b>1876</b>	<b>1822</b>	<b>1862</b>	<b>1880</b>	<b>1900</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 8,485</b>	<b>\$ 8,233</b>	<b>\$ 6,469</b>	<b>\$ 6,811</b>	<b>\$ 5,604</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		423
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,550</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Highlands Ranch | High School

Established 1985 | Conventional Calendar  
 9375 South Cresthill Lane, Highlands Ranch, CO 80130 | 303.387.2500

**Principal |** Chris Page

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching
Post-Secondary And Workforce Readiness	Exceeds



### Mission Statement

The Highlands Ranch High School community works together to create an educational environment that empowers all students to lead productive lives.



Our Mission is: The Highlands Ranch High School community works together to create an educational environment that empowers all students to lead productive lives. Our goal is to help every student to find their passion in life. We provide multiple opportunities for students to explore their interest by offering a variety of quality programs in and out of the classroom. We have a proven academic success: \* Excellent - School Performance Framework Ranking for the past 4 years \* Outstanding- Advanced Placement Participation & Performance \* 6 Boettcher Scholars the past 5 years \* Presidential Scholar- 2nd in the History of Douglas County Schools \* Nationally Recognized Student Government Program \* 22.9 ACT Composite - 2014 Highlands Ranch High School is a thriving community school that offers comprehensive programming to meet the needs of all of our students. Our Motto is: Soaring for Excellence, Choose Your Altitude



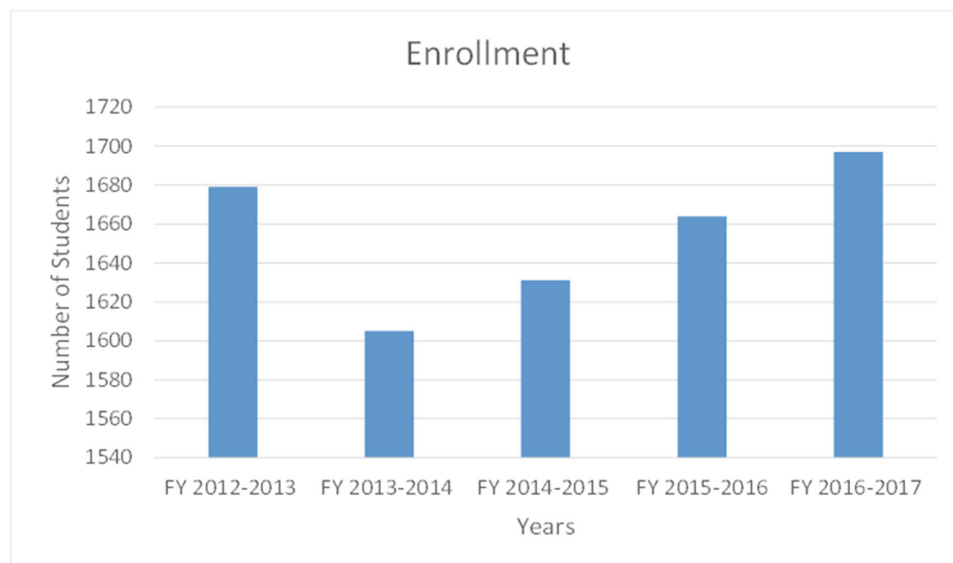
# Highlands Ranch | High School

Established 1985 | Conventional Calendar

9375 South Cresthill Lane, Highlands Ranch, CO 80130 | 303.387.2500

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 345,666	\$ 434,255	\$ 474,035	\$ 444,120	\$ 446,490
Certified	5,542,423	5,474,827	5,836,834	6,111,520	5,603,836
Classified	770,688	835,989	830,373	920,354	753,081
Professional/Technical	31,452	31,770	34,105	35,251	32,350
Benefits	1,867,824	1,949,637	2,129,150	2,384,183	2,506,889
Purchased Services	478,693	415,708	317,452	309,108	33,000
Supplies and Materials	1,169,830	1,160,725	1,225,543	1,231,045	65,200
Capital Equipment	8,182	37,527	87,668	64,968	-
Other Expense	52,816	40,486	44,979	54,770	4,000
<b>Total Expenditures</b>	<b>\$ 10,267,574</b>	<b>\$ 10,380,924</b>	<b>\$ 10,980,139</b>	<b>\$ 11,555,319</b>	<b>\$ 9,444,846</b>
<b>SBB Carry Over Awarded Into Subsequent Year*</b>	<b>\$ 199,459</b>	<b>\$ 284,637</b>	<b>\$ 92,172</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	4.00	5.00	5.00	5.00	5.00
Certified	90.81	86.04	89.98	94.69	97.82
Classified	23.81	25.96	27.64	33.56	28.51
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>119.62</b>	<b>118.00</b>	<b>123.62</b>	<b>134.25</b>	<b>132.33</b>
<b>Enrollment</b>	<b>1679</b>	<b>1605</b>	<b>1631</b>	<b>1664</b>	<b>1697</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,115</b>	<b>\$ 6,468</b>	<b>\$ 6,732</b>	<b>\$ 6,944</b>	<b>\$ 5,566</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities	423
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,512</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Legend | High School

Established 2008 | Split-Fall Break Modified Calendar  
 22219 Hilltop Road, Parker, CO 80138 | 303.387.4500

Principal | Jason Jacob

### School Performance Framework 2014

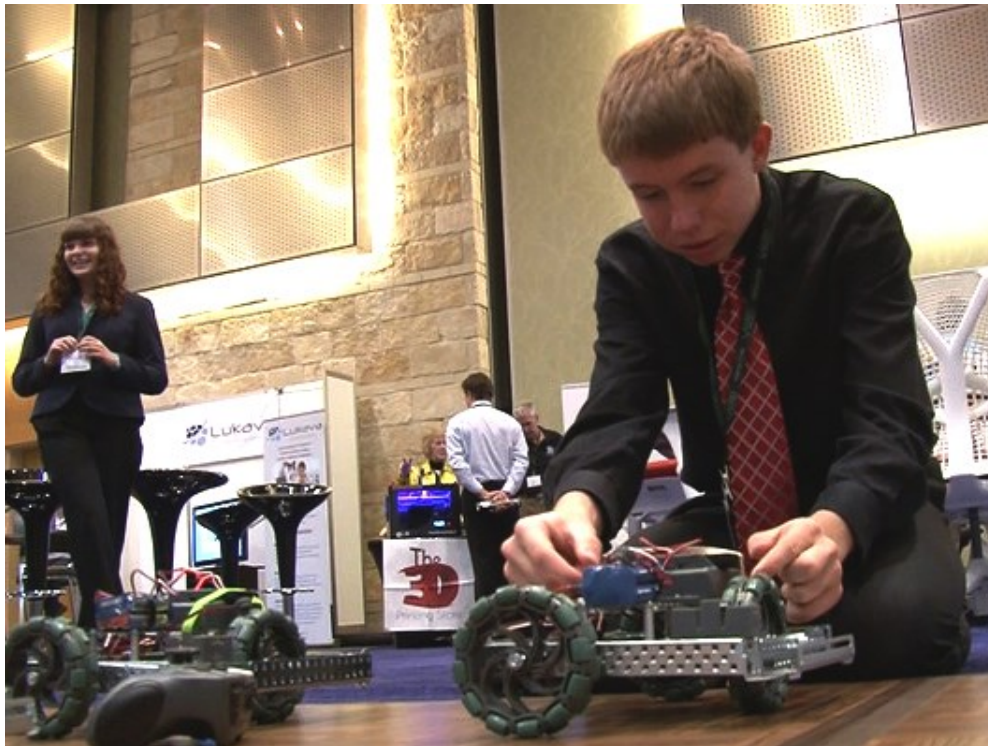
Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Exceeds
Academic Growth Gaps	Meets
Post-Secondary And Workforce Readiness	Exceeds



### Mission Statement

The relentless pursuit to challenge, communicate, create, and connect learning.

At Legend High School, we are family. Our mission - the relentless pursuit to challenge, communicate, create, and connect learning - is integrated into curriculum, activities, athletics, and choices. We are a tech-blended, college ready school with high achieving students. We offer many choices for students to get involved - academically and socially. These choices individualize the experience for every student while meeting college ready benchmarks and becoming responsible, caring citizens. Our core values reflect our genuine interest in student success through positive intent, integrity, being adaptive and responsive, and instilling perseverance, hope, respect, equity, and citizenship. We would love to have you join the Legend family.



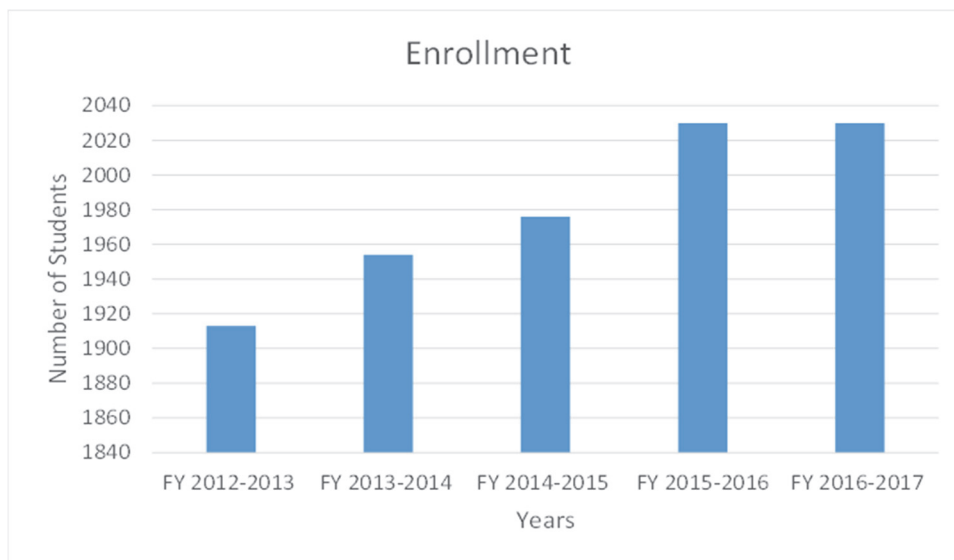


# Legend | High School

Established 2008 | Split-Fall Break Modified Calendar  
22219 Hilltop Road, Parker, CO 80138 | 303.387.4500

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 723,621	\$ 707,925	\$ 604,002	\$ 580,548	\$ 613,446
Certified	4,844,813	5,351,312	5,891,311	6,194,654	6,218,091
Classified	856,405	878,378	941,284	904,391	737,567
Professional/Technical	21,634	22,206	25,780	75,396	57,236
Benefits	1,852,336	1,981,793	2,216,183	2,563,799	2,769,867
Purchased Services	402,884	630,304	571,041	564,221	50,500
Supplies and Materials	1,980,532	1,705,925	1,889,657	1,868,210	217,178
Capital Equipment	6,903	201,980	307,215	114,743	-
Other Expense	81,290	64,355	60,390	103,076	-
<b>Total Expenditures</b>	<b>\$ 10,770,419</b>	<b>\$ 11,544,179</b>	<b>\$ 12,506,863</b>	<b>\$ 12,969,038</b>	<b>\$ 10,663,885</b>
<b>SBB Carry Over Awarded Into Subsequent Year*</b>	<b>\$ 600,509</b>	<b>\$ 710,916</b>	<b>\$ 308,032</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	9.00	8.00	7.00	7.00	7.00
Certified	86.00	90.99	98.93	104.29	108.10
Classified	25.79	26.43	29.55	33.35	32.04
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>121.79</b>	<b>126.42</b>	<b>136.48</b>	<b>145.65</b>	<b>148.14</b>
<b>Enrollment</b>	<b>1913</b>	<b>1954</b>	<b>1976</b>	<b>2030</b>	<b>2030</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,630</b>	<b>\$ 5,908</b>	<b>\$ 6,329</b>	<b>\$ 6,389</b>	<b>\$ 5,253</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		423
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,199</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Mountain Vista | High School

Established 2001 | Conventional Calendar  
 10585 Mountain Vista Ridge, Highlands Ranch, CO 80126 | 303.387.1500

**Principal | Michael Weaver**

**School Performance Framework 2014**

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Approaching
Post-Secondary And Workforce Readiness	Exceeds



**Mission Statement**

As a school community that cares for and respects each individual we work together to create an academically-challenging environment to support learning, high achievement, and to promote productive and responsible citizenship.

Mountain Vista High School has emerged as one of the most outstanding comprehensive high schools in Colorado. In seeking to create a great educational experience for every student and family, Mountain Vista has developed a strong reputation as a leader in academic achievement, innovative programming, activities and athletics. With a wide offering of pathways, MVHS provides options to meet the needs and interests of all students. Vista's extensive Advanced Placement offerings and honors courses along with numerous ACC classes provide students a rigorous and college preparatory option. The MVHS STEM program has developed into one of the states finest and provides unique opportunities in Science, Engineering and Technology. The outstanding staff at Mountain Vista work to assure that all course challenge students in an engaging and innovative manner. A huge percentage of Vista students participate in athletics and activities with 24 varsity sports and 32 clubs and activities available. Mountain Vista has also developed an outstanding culture and climate. MVHS truly provides an excellent educational experience for our students and families.





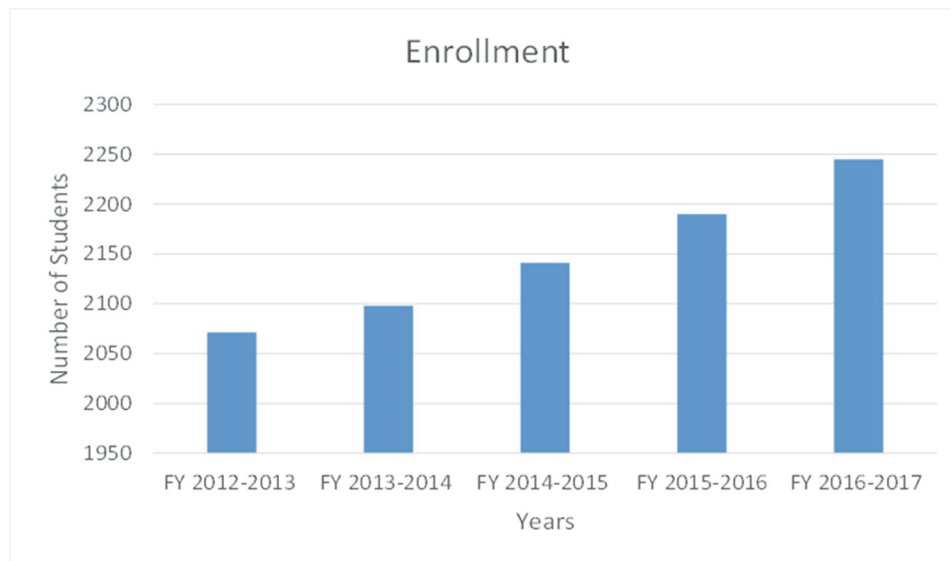
# Mountain Vista | High School

Established 2001 | Conventional Calendar

10585 Mountain Vista Ridge, Highlands Ranch, CO 80126 | 303.387.1500

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 509,268	\$ 459,102	\$ 464,250	\$ 482,797	\$ 446,490
Certified	6,370,769	6,772,793	7,300,177	7,787,821	7,263,621
Classified	789,493	839,936	861,699	966,087	723,355
Professional/Technical	24,698	24,737	25,416	26,242	32,350
Benefits	2,185,601	2,315,504	2,556,991	2,971,803	3,092,754
Purchased Services	511,042	558,554	484,652	272,061	13,500
Supplies and Materials	1,591,278	1,591,675	1,807,742	1,644,884	142,140
Capital Equipment	32,164	36,011	203,071	69,349	-
Other Expense	62,078	82,502	92,440	163,076	14,735
<b>Total Expenditures</b>	<b>\$ 12,076,390</b>	<b>\$ 12,680,814</b>	<b>\$ 13,796,437</b>	<b>\$ 14,384,122</b>	<b>\$ 11,728,945</b>
<b>SBB Carry Over Awarded Into Subsequent Year*</b>	<b>\$ 565,341</b>	<b>\$ 769,927</b>	<b>\$ 499,854</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	6.00	5.00	5.00	5.00	5.00
Certified	98.90	108.40	118.03	124.17	126.20
Classified	21.97	22.94	26.26	36.45	34.90
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>127.87</b>	<b>137.34</b>	<b>150.29</b>	<b>166.62</b>	<b>167.10</b>
<b>Enrollment</b>	<b>2071</b>	<b>2098</b>	<b>2141</b>	<b>2190</b>	<b>2245</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,831</b>	<b>\$ 6,044</b>	<b>\$ 6,444</b>	<b>\$ 6,568</b>	<b>\$ 5,224</b>
				<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil	523
				<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities	423
				<b>Estimated Total Expenditures Per Pupil</b>	<b>\$ 6,170</b>



\*<sup>(1)(2)(3)</sup>Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Ponderosa | High School

Established 1982 | Conventional Calendar  
7007 East Bayou Gulch Road, Parker, CO 80134 | 303.387.4000

**Principal |** David Haggerty

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Meets
Post-Secondary And Work-force Readiness	Exceeds



### Mission Statement

Preparing our students to be our future. Learn. Lead. Exceed.

One interesting fact about the development of Ponderosa High School – a new superintendent was appointed in 1958 by the name of Lowell Baumunk. One of the first responsibilities given to him by the Board of Education of Douglas County was to close the old Parker High School. Before he retired in January of 1982, one of his last official acts was to sign the contract for the opening of Ponderosa High School.

Ponderosa High School opened its doors as the Home of the Mustangs in January of 1983. Ponderosa’s first cardinal and gold graduating class was in 1984.

From the beginning to the spring of 1992, Ponderosa had grades 10, 11, and 12 with 1000 to 1100 students each year. Douglas County was growing about 10 percent a year and was known as the fastest growing county, percentage wise, in the United States.

In the spring of 1992, the first addition of 23 classrooms was added to Ponderosa High School. The capacity was now 1500 students, which now included a 9th grade class. In the summer of 1994, 13 more classrooms and the expansion of the Dining Room was completed, the building capacity was now 1900 students.

From 1994 to 1996, Ponderosa grew to approximately 2100 students. In 1997, Chaparral was built and became the second high school in Parker, and Ponderosa’s enrollment decreased to around 1800 students. From 1997 to 2007, Ponderosa once again grew to over 2000 students, until Legend High School opened in 2008. The opening of Legend had quite an impact on the enrollment at PHS, which currently stands at approximately 1200 students.





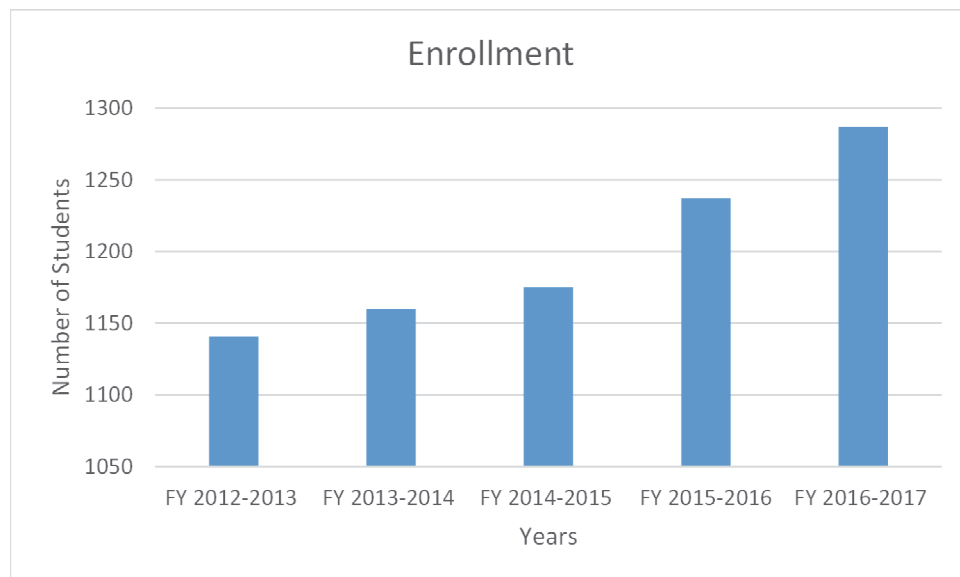


# Ponderosa | High School

Established 1982 | Conventional Calendar  
7007 East Bayou Gulch Road, Parker, CO 80134 | 303.387.4000

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 368,399	\$ 365,622	\$ 359,917	\$ 434,971	\$ 446,490
Certified	3,904,160	4,150,432	4,430,349	4,406,735	4,221,603
Classified	653,290	595,671	665,961	734,133	611,946
Professional/Technical	34,181	34,181	36,934	37,776	32,350
Benefits	1,356,084	1,415,468	1,578,818	1,740,411	1,949,706
Purchased Services	418,287	431,620	504,961	505,500	43,774
Supplies and Materials	912,690	1,050,153	783,961	908,482	27,600
Capital Equipment	28,551	44,660	126,458	26,577	30,000
Other Expense	48,694	59,012	57,307	61,721	-
<b>Total Expenditures</b>	<b>\$ 7,724,334</b>	<b>\$ 8,146,822</b>	<b>\$ 8,544,667</b>	<b>\$ 8,856,306</b>	<b>\$ 7,363,469</b>
<b>SBB Carry Over Awarded Into Subsequent Year*</b>	<b>\$ 372,873</b>	<b>\$ 290,489</b>	<b>\$ 156,350</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	4.00	4.00	3.75	5.00	5.00
Certified	59.17	65.07	70.67	69.00	73.58
Classified	16.47	17.00	20.25	27.64	27.47
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>80.64</b>	<b>87.07</b>	<b>95.67</b>	<b>102.64</b>	<b>107.05</b>
<b>Enrollment</b>	<b>1141</b>	<b>1160</b>	<b>1175</b>	<b>1237</b>	<b>1287</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 6,770</b>	<b>\$ 7,023</b>	<b>\$ 7,272</b>	<b>\$ 7,160</b>	<b>\$ 5,721</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		423
			<b>Estimated Total Expenditures Per Pupil</b>	<b>\$</b>	<b>6,667</b>



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# Rock Canyon | High School

Established 2004 | Conventional Calendar  
 5810 McArthur Ranch Road, Highlands Ranch, CO 80124 | 303.387.3000

**Principal | Andrew Abner**

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Meets
Academic Growth Gaps	Meets
Post-Secondary And Work-force Readiness	Exceeds



### Mission Statement

To empower, to explore, to encourage, and to excel in education.

Rock Canyon High School is a comprehensive high school in Highlands Ranch that serves approximately 2000 students. We are consistently ranked in the top ten of all high schools in the state of Colorado and as the top of 9 high schools in Douglas County School District. We believe in fostering excellence in Academics, Activities and Athletics. Our strong reputation is the result of a dedicated staff, student and parent community. One week a year the efforts of this community come together to support a student dealing with a life-threatening illness. This week is known as Wish Week and to date Rock Canyon holds the national record for raising the most money for The Make a Wish Foundation in a single week. 2014 was no exception- we raised over \$72,000. Our arts programs are exceptional and our students within these programs have received much recognition for their talents and hard work. Our newspaper and yearbook have one multiple local and national recognitions for the excellent work they produce. Our athletic teams have captured numerous league and state titles. While it is easy to list off the many successes we have had, it is important to recognize that we are most concerned with ensuring our students can successfully attend the college, university or post-graduate option of their choice and find success. The success of any school can most accurately be described through the success of their alumni. The class of 2014 was awarded over eleven million dollars in scholarship funding and our graduates are attending colleges and universities in 42 of the 50 states. Many of our alumni have begun to enter nearly every area of the workforce successfully. We pride ourselves on preparing students for a successful future of their choice.



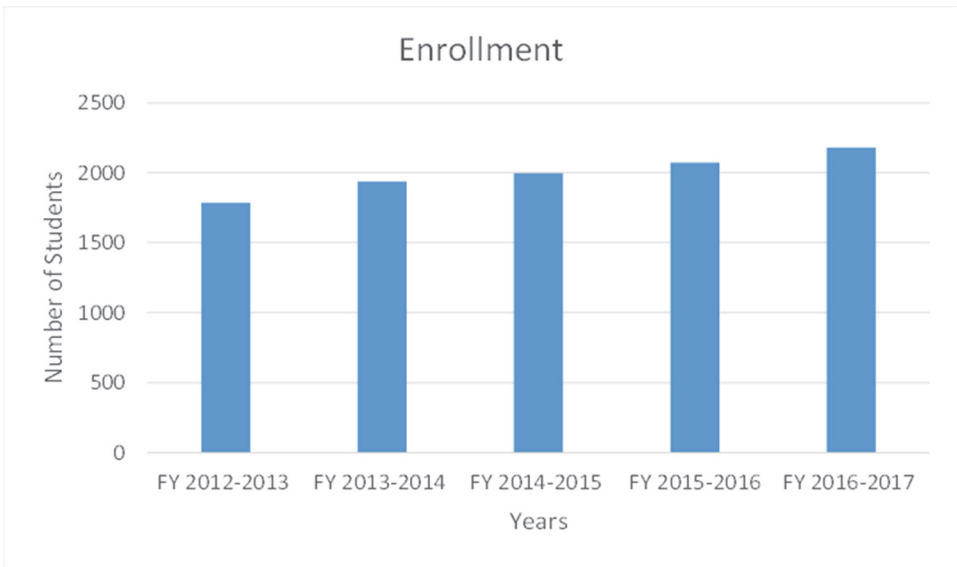


# Rock Canyon | High School

Established 2004 | Conventional Calendar  
 5810 McArthur Ranch Road, Highlands Ranch, CO 80124 | 303.387.3000

### Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 426,054	\$ 518,967	\$ 530,116	\$ 539,532	\$ 613,446
Certified	5,348,372	5,754,543	6,330,386	6,827,637	6,387,903
Classified	826,449	845,158	872,659	940,707	734,523
Professional/Technical	25,305	66,006	82,076	85,524	32,350
Benefits	1,903,345	2,021,628	2,310,307	2,658,671	2,829,290
Purchased Services	695,814	807,882	960,309	885,968	75,450
Supplies and Materials	1,173,193	1,670,817	1,438,664	1,355,243	311,600
Capital Equipment	51,154	72,582	117,639	201,417	184,000
Other Expense	58,881	84,298	84,219	104,148	500
<b>Total Expenditures</b>	<b>\$ 10,508,567</b>	<b>\$ 11,841,883</b>	<b>\$ 12,726,376</b>	<b>\$ 13,598,847</b>	<b>\$ 11,169,062</b>
<b>SBB Carry Over Awarded Into Subsequent Year*</b>	<b>\$ 897,898</b>	<b>\$ 831,590</b>	<b>\$ 586,319</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	5.00	6.00	6.00	6.00	7.00
Certified	86.72	92.96	103.80	108.83	112.00
Classified	24.65	25.12	26.42	30.55	27.66
Professional/Technical	1.00	2.00	2.00	2.00	1.00
<b>Total FTE</b>	<b>117.37</b>	<b>126.08</b>	<b>138.22</b>	<b>147.38</b>	<b>147.66</b>
<b>Enrollment</b>	<b>1785</b>	<b>1938</b>	<b>1996</b>	<b>2071</b>	<b>2180</b>
<b>School Expenditures Per Pupil</b>	<b>\$ 5,887</b>	<b>\$ 6,110</b>	<b>\$ 6,376</b>	<b>\$ 6,566</b>	<b>\$ 5,123</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		423
			<b>Estimated Total Expenditures Per Pupil</b>		<b>\$ 6,069</b>



\*<sup>(1)(2)(3)</sup>Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.



# ThunderRidge | High School

Established 1996 | Conventional Calendar  
 1991 Wildcat Reserve Parkway, Highlands Ranch, CO 80129 | 303.387.2000

Principal | Chris Tabeling

### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching
Post-Secondary And Work-force Readiness	Exceeds



### Mission Statement

ThunderRidge is a community of responsible 21st Century Learners and Leaders promoting understanding and mutual respect in our global society.

ThunderRidge High School is a comprehensive high school with a culture of caring for kids, academic distinction, and athletic and extra-curricular excellence. From the minute you walk through the doors, the feeling in our building is one that is welcoming, inclusive, and supportive. Seminar/Advisement creates a culture of community within our building. Each student has a supportive teacher and peer group to connect to throughout their high school career. Our curriculum includes a variety of offerings to meet every student's needs. Our rigorous academic programs include Advanced Placement, International Baccalaureate, ProStart, STEAM (Science, Technology, Engineering, Arts, and Mathematics), and ACC College Dual Enrollment. Our athletic accomplishments include 19 state championships. Please contact us to learn more about what we have to offer your student.



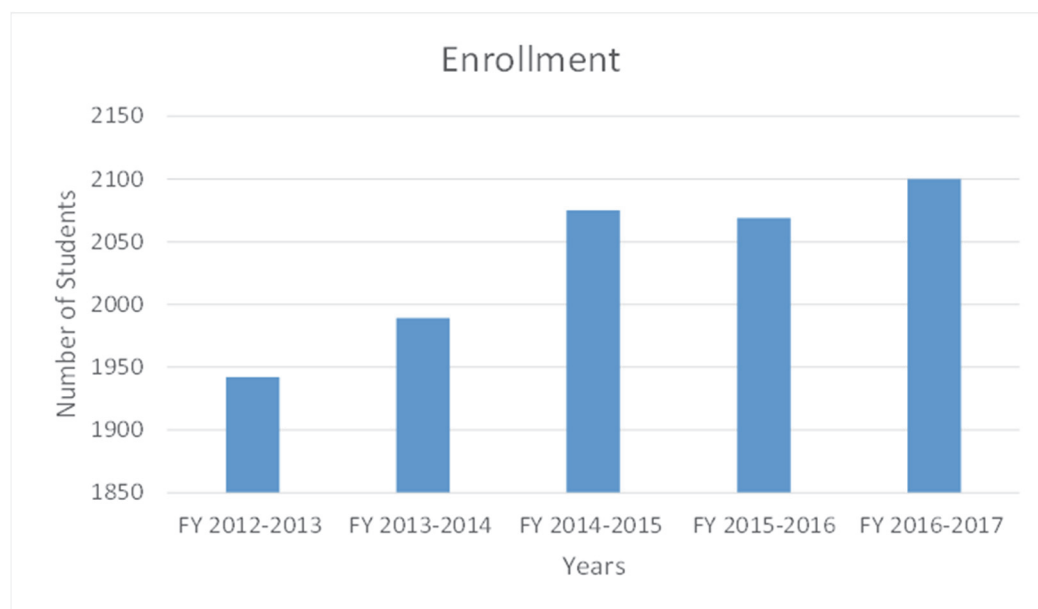


# ThunderRidge | High School

Established 1996 | Conventional Calendar

1991 Wildcat Reserve Parkway, Highlands Ranch, CO 80129 | 303.387.2000

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 454,768	\$ 446,374	\$ 439,056	\$ 365,177	\$ 446,490
Certified	5,817,465	6,188,006	6,825,867	7,297,535	6,732,756
Classified	862,879	916,305	968,541	1,065,909	813,281
Professional/Technical	32,804	33,724	35,507	35,208	32,350
Benefits	1,925,055	2,087,442	2,444,629	2,796,333	2,933,564
Purchased Services	507,300	502,392	564,119	632,531	56,500
Supplies and Materials	1,342,697	1,608,802	1,597,809	1,348,841	180,185
Capital Equipment	144,795	1,768,328	3,227,278	179,101	-
Other Expense	58,222	56,194	68,336	67,997	93,159
<b>Total Expenditures</b>	<b>\$ 11,145,985</b>	<b>\$ 13,607,567</b>	<b>\$ 16,171,142</b>	<b>\$ 13,788,632</b>	<b>\$ 11,288,285</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 789,337</b>	<b>\$ 632,433</b>	<b>\$ 539,476</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	5.20	5.00	5.16	4.33	5.00
Certified	96.33	106.88	117.72	118.99	117.21
Classified	24.63	25.40	28.80	35.84	27.26
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>127.16</b>	<b>138.28</b>	<b>152.68</b>	<b>160.16</b>	<b>150.47</b>
<b>Enrollment</b>	1942	1989	2075	2069	2100
<b>School Expenditures Per Pupil</b>	<b>\$ 5,739</b>	<b>\$ 6,841</b>	<b>\$ 7,793</b>	<b>\$ 6,664</b>	<b>\$ 5,375</b>
			<sup>(1)(2)</sup> Centrally Held Expenditures Per Pupil		523
			<sup>(3)</sup> Centrally Held Expenditures Per Pupil for Athletics and Activities		423
			Estimated Total Expenditures Per Pupil	\$	6,321



\*<sup>(1)(2)(3)</sup> Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

**HIGH SCHOOL COMPARISON CHART**

School	Salaries	Benefits	Purchased Services	Supplies and Materials
Castle View High School	7,892,945	2,888,765	86,023	195,430
Chaparral High School	8,277,807	3,033,224	-	292,717
Douglas County High School	7,484,131	2,832,512	90,962	237,095
Highlands Ranch High School	6,835,757	2,506,889	33,000	65,200
Legend High School	7,626,340	2,769,867	50,500	217,178
Mountain Vista High School	8,465,816	3,092,754	13,500	142,140
Ponderosa High School	5,312,389	1,949,706	43,774	27,600
Rock Canyon High School	7,768,222	2,829,290	75,450	311,600
ThunderRidge High School	8,024,877	2,933,564	56,500	180,185
<b>Sub Total</b>	<b>67,688,284</b>	<b>24,836,571</b>	<b>449,709</b>	<b>1,669,145</b>



School	Other Expense	Total Expenditures	Projected Enrollment	*Centrally Held Expenditures Per Pupil	Estimated Total Expenditures Per Pupil
Castle View High School	-	\$ 11,063,163	2,070	946	\$ 6,291
Chaparral High School	-	\$ 11,603,748	2,200	946	\$ 6,220
Douglas County High School	3,683	\$ 10,648,383	1,900	946	\$ 6,550
Highlands Ranch High School	4,000	\$ 9,444,846	1,697	946	\$ 6,512
Legend High School	-	\$ 10,663,885	2,030	946	\$ 6,199
Mountain Vista High School	14,735	\$ 11,728,945	2,245	946	\$ 6,170
Ponderosa High School	30,000	\$ 7,363,469	1,287	946	\$ 6,667
Rock Canyon High School	184,500	\$ 11,169,062	2,180	946	\$ 6,069
ThunderRidge High School	93,159	\$ 11,288,285	2,100	946	\$ 6,321
<b>Sub Total</b>	<b>330,077</b>	<b>\$ 94,973,786</b>	<b>17,709</b>	<b>946</b>	<b>\$ 6,309</b>

\*Centrally held expenditures per pupil represents additional allocations that will be budgeted throughout the year. See individual school pages for footnotes.



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# ALTERNATIVE SCHOOLS AND HOME EDUCATION PROGRAMS

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## Douglas County School District



- Cloverleaf Home Education
- Daniel C Oakes High School
- Eagle Academy Night High School
- eDCSD: Colorado Cyber School
- Plum Creek Academy



# Cloverleaf | Home Education

Established 2011 | 312 Cantril Street Castle Rock, CO 80104 | 303.387.9545

**Coordinator** | Chrystal Miller



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### Mission Statement

The Cloverleaf represents a partnership between Family, School, and Community. Our mission is to provide supplemental enrichment activities to support those families that have chosen homeschooling as an educational option.

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Parents select home education for a variety of reasons. There is no "one-size-fits-all" philosophy for home education. Douglas County School District provides a number of programs to support parents choosing to be the primary educators of their children. We support our parents' commitment to home education by providing a variety of options:

**Full-Time Home Education:** With this option, the family provides 172 days of instruction, averaging 4 hours per day. The home-based program should include (but not be limited to) reading, writing, speaking, mathematics, history, civics, literature, science, and instruction in the Constitution of the United States.

The District wishes to assist parents as needed through the process of establishing a home-based educational program. Please contact the Home Education office if you have any questions about your letter of intent, testing requirements, or need instructional support.

The first step in beginning a home-based educational program for your student is to provide notice to the District. This Notification of Intent to Home Educate is required by Colorado State Law (C.R.S. 22-33-104.5). Please use the District form and return it to the Home Education Office prior to the start of your school year. The District will assist parents with the home schooling process. See the links under Related Items for helpful information.

**Dual Enrollment:** With this option, the District receives part-time funding to provide 180 hours of instruction in a public school setting (2 course minimum). The home education family provides the remaining hours of instruction in their home-based educational program. If you are interested, please contact the school you wish to attend part-time and complete a Dual Enrollment form. This form must be completed and signed by both the neighborhood school principal (or designee) and the Home Education Specialist before the student can begin attending classes. Students may only dual enroll at the beginning of a grading period. Students must be in attendance a minimum of 90 hours per semester. Please see application on right hand side of this website.

# Cloverleaf | Home Education

Established 2011 | 312 Cantril Street Castle Rock, CO 80104 | 303.387.9545

Home Education Enrichment Programs– Cloverleaf Enrichment School, Academy Charter and Platte River Academy: Cloverleaf Home Education, Academy Charter School and Platte River Academy. With this option, the District receives part-time funding to provide 180 hours of instruction in a public school setting. The home education family provides the remaining hours of instruction in their home-based educational program.

Home Education Testing: According to Colorado Home School Law, “Each child participating in a home-based education program shall be evaluated when such child reaches grades three, five, seven, nine, and eleven. Each child shall be given a nationally standardized achievement test to evaluate the child’s academic progress, or a qualified person shall evaluate the child’s academic progress . . . If test results submitted show that a child participating in a home-based education program received a composite score on said test which was above the thirteenth percentile, such child shall continue to be exempt from the compulsory attendance requirement.”

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
Administrative	\$ 38,127	\$ 35,433	\$ (1,388)	\$ 7,483	\$ 58,216
Certified	130,174	211,186	224,865	263,140	297,116
Classified	54,158	60,373	51,432	64,318	73,499
Professional/Technical	-	45,000	60,900	88,691	87,361
Benefits	46,551	79,197	90,077	116,140	197,802
Purchased Services	101,982	76,841	64,836	63,261	113,300
Supplies and Materials	202,799	214,257	176,220	198,967	218,800
Capital Equipment	-	-	-	-	-
Other Expense	3,927	3,757	2,191	3,486	9,500
<b>Total Expenditures</b>	<b>\$ 577,718</b>	<b>\$ 726,045</b>	<b>\$ 669,133</b>	<b>\$ 805,486</b>	<b>\$ 1,055,594</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	0.50	0.00	0.00	0.60	1.75
Certified	3.80	5.40	6.20	5.80	6.80
Classified	1.78	1.78	1.71	2.13	3.13
Professional/Technical	0.00	1.00	1.00	2.00	1.40
<b>Total FTE</b>	<b>6.08</b>	<b>8.18</b>	<b>8.91</b>	<b>10.53</b>	<b>13.08</b>



\*Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Daniel C. Oakes | High School

Established 1987 | DC Oakes Calendar

961 South Plum Creek Boulevard, Castle Rock, CO 80104 | 303.387.0650

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**Principal |** Derek Fleshman

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### School Performance Framework 2014

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Performance Indicators	Rating
Academic Achievement	-
Academic Growth	-
Academic Growth Gaps	-
Post-Secondary And Workforce Readiness	Does Not Meet

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### Mission Statement

The mission of Daniel C. Oakes High School is to provide an educational setting in which students who are at risk of not completing high school can earn their high school diploma.

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Daniel C. Oakes is an alternative high school that saves lives. At least that is what parents and students have told us for the last 28 years. Oakes, as those who are fortunate enough to be a part of the community affectionately call it, is a school where students re-learn how to love learning. We ask three things of our students: be here, participate as a positive member of our community, and earn good grades. The key to our success is that Daniel C. Oakes is a school of choice. Students are not placed here because they are broken, but rather choose to walk through our doors because they want to reignite their love of learning. One of the many ways we create community is through our outdoor education program. Whether it is floating through Labyrinth Canyon in Southeastern Utah, helping maintain the Colorado Trail or attending the Denver March Powwow, the outdoor education program provides students with world class learning opportunities that extend far beyond the traditional classroom.



# Daniel C. Oakes | High School

Established 1987 | DC Oakes Calendar

961 South Plum Creek Boulevard, Castle Rock, CO 80104 | 303.387.0650

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 112,424	\$ 82,583	\$ 82,353	\$ 84,299	\$ 118,352
<i>Certified</i>	1,051,752	1,025,544	932,322	989,493	941,047
<i>Classified</i>	87,836	90,719	88,638	95,613	74,454
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	345,789	326,304	323,665	385,749	413,120
Purchased Services	31,119	41,318	34,584	19,312	8,500
Supplies and Materials	102,734	85,784	117,333	104,290	32,750
Capital Equipment	-	-	(2,335)	5,866	-
Other Expense	(4,927)	(4,579)	1,979	847	-
<b>Total Expenditures</b>	<b>\$ 1,726,729</b>	<b>\$ 1,647,673</b>	<b>\$ 1,578,539</b>	<b>\$ 1,685,469</b>	<b>\$ 1,588,223</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 10,675</b>	<b>\$ 52,328</b>	<b>\$ 69,309</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	16.60	15.20	15.60	16.20	15.40
Classified	2.58	2.58	2.58	3.00	5.00
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>20.18</b>	<b>18.78</b>	<b>19.18</b>	<b>20.20</b>	<b>21.40</b>

\*Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Eagle Academy | Night High School

Established 1996 | Eagle Academy Calendar  
 9375 Cresthill Lane, Highlands Ranch, CO 80130 | 303.387.2700



Principal | Jeff Broeker

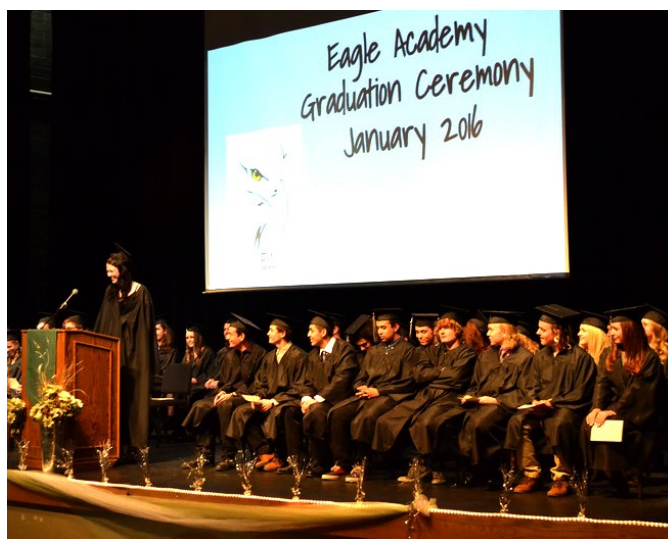
### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	-
Academic Growth	-
Academic Growth Gaps	-
Post-Secondary And Work-force Readiness	Approaching

### Mission Statement

“Our greatest weakness lies in giving up. The most certain way to succeed is always to try just one more time.”-Thomas Edison

Eagle Academy is DCSD's afternoon/evening high school dedicated to serving the needs of high school students seeking an alternative path to earning a high school diploma. Eagle students attend school Monday through Thursday from 3:15 – 9:00 pm and must also be employed, involved in a vocational training program or volunteer regularly for a minimum of 6 hours a week. Smaller class sizes, personalized instruction and a family atmosphere are the hallmarks of the Eagle Academy community that rekindles a student’s desire and passion to learn. To be considered for admission to Eagle Academy, students must be between the ages of 16 and 20 years old and have attempted at least one year of high school. Eagle accepts new students each quarter on a first come first served basis until 140 student slots are filled. Students wanting to be placed on the waiting list to attend Eagle Academy must complete and submit their application before being considered for enrollment by school officials.



# Eagle Academy | Night High School

Established 1996 | Eagle Academy Calendar  
9375 Cresthill Lane, Highlands Ranch, CO 80130 | 303.387.2700

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 86,873	\$ 90,192	\$ 90,045	\$ 92,746	\$ 86,515
<i>Certified</i>	611,816	640,626	710,283	799,175	899,740
<i>Classified</i>	55,722	55,560	57,027	62,208	61,543
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	207,164	207,480	250,791	273,573	381,052
Purchased Services	4,936	5,240	8,093	9,147	24,500
Supplies and Materials	40,621	45,639	29,710	68,355	32,000
Capital Equipment	-	-	4,620	14,079	-
Other Expense	2,229	1,827	4,652	3,448	3,700
<b>Total Expenditures</b>	<b>\$ 1,009,361</b>	<b>\$ 1,046,563</b>	<b>\$ 1,155,221</b>	<b>\$ 1,322,733</b>	<b>\$ 1,489,050</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ (106)</b>	<b>\$ 9,026</b>	<b>\$ 80,201</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	8.80	9.50	12.26	13.96	15.96
Classified	1.70	1.42	1.42	2.00	1.60
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>11.50</b>	<b>11.92</b>	<b>14.68</b>	<b>16.96</b>	<b>18.56</b>



\*Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# eDCSD | Cyber School

Established 2008 | Modified Calendar

312 Cantril Street Castle Rock, CO 80104 | 303.387.9465




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**Principal |** Kristy Hart

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### School Performance Framework 2014

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	-
Post-Secondary And Workforce Readiness	Approaching

### Mission Statement

eDCSD: CO Cyber School’s mission is to effectively utilize Web 2.0 tools and methodologies to help students acquire 21st century skills and a strong educational foundation in order to be responsible citizens who contribute to our society and lead meaningful and productive lives.

Colorado Cyber, is a statewide K-12 cyber school program that is offered by Douglas County School District to any student who resides in Colorado.

At Colorado Cyber, we understand that not all students thrive in the same environment and not all students learn the same way. Seeing this disconnect between traditional teaching and maximizing a student’s potential, we created another education option for your child. Online learning allows a student’s creativity, problem solving and communication skills to combine with technology for the ultimate education experience.

Colorado Cyber uses Fueled and eDynamic Learning, two of the nation’s leading online curriculum used by thousands of students across the country, which is a high-tech, high-touch comprehensive learning package that offers flexible, dynamic and adventurous learning opportunities for students.





# eDCSD | Cyber School

Established 2008 | Modified Calendar

312 Cantril Street Castle Rock, CO 80104 | 303.387.9465

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 183,572	\$ 158,837	\$ 59,124	\$ 83,833	\$ 86,515
<i>Certified</i>	618,407	738,766	837,380	1,094,214	1,062,777
<i>Classified</i>	110,031	97,509	143,605	128,884	139,761
<i>Professional/Technical</i>	-	-	36,107	3,105	-
Benefits	245,610	277,187	293,877	378,594	472,182
Purchased Services	58,433	72,606	69,261	97,900	106,050
Supplies and Materials	468,082	423,928	390,686	297,922	333,879
Capital Equipment	-	-	-	149,850	-
Other Expense	1,397	1,004	3,192	(1,071)	500
<b>Total Expenditures</b>	<b>\$ 1,685,531</b>	<b>\$ 1,769,838</b>	<b>\$ 1,833,232</b>	<b>\$ 2,233,232</b>	<b>\$ 2,201,664</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 42,189</b>	<b>\$ -</b>	<b>\$ 24,572</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	2.00	1.00	1.00	1.00
Certified	10.00	9.10	11.66	18.31	18.84
Classified	2.80	2.88	4.75	3.00	4.00
Professional/Technical	0.00	0.00	0.50	0.00	0.00
<b>Total FTE</b>	<b>13.80</b>	<b>13.98</b>	<b>17.91</b>	<b>22.31</b>	<b>23.84</b>



\*Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# Plum Creek Academy

Established 1993 | PCA Calendar

9340 Commerce Center Street Highlands Ranch, CO 80129

Principal | Mary Page

At Plum Creek Academy we start every day "FRESH"  
Friendship, Respect, Education, Safety, Honesty



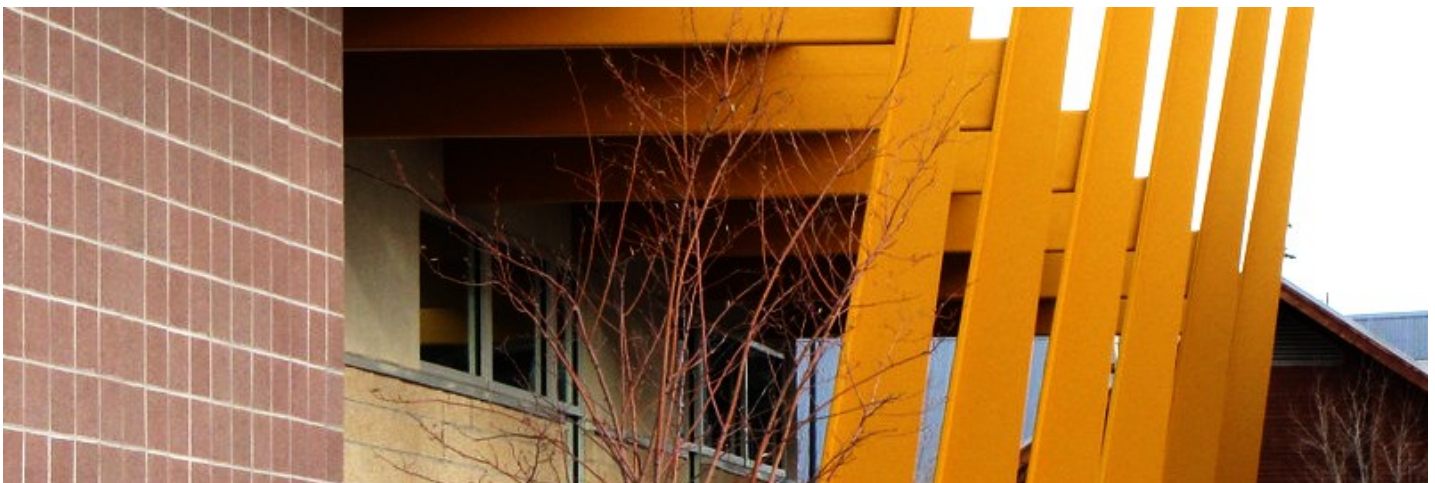
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### Mission Statement

To create a safe, supportive, and empowering educational community.

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Plum Creek Academy is a special education program that has been meeting the needs of students in the Douglas County School District since 1993. We deliver specialized instruction in two unique programs. The Serious Emotional Disability (SED) programs offers services for students who educational disabilities deny them access to or progress in the general curriculum that is offered in the neighborhood school environment. The Dual Diagnosis Program (DD) offers services for students who experience cognitive impairment with co-occurring emotional and behavioral disabilities. Both programs at Plum Creek Academy may also serve as an interim placement for students transitioning from residential treatment centers or hospital settings back to the school district. Plum Creek Academy provides a high level of mental health services and an aligned curriculum aimed at stabilizing students emotionally and academically.



# Plum Creek Academy

Established 1993 | PCA Calendar

9340 Commerce Center Street Highlands Ranch, CO 80129

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
<b>Direct School Expenditures</b>					
Salaries					
<i>Administrative</i>	\$ 87,607	\$ 69,372	\$ 83,638	\$ 84,397	\$ 103,335
<i>Certified</i>	692,695	759,517	769,619	797,221	742,642
<i>Classified</i>	310,861	335,614	330,585	288,663	309,069
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	342,885	360,364	374,709	399,089	392,536
Purchased Services	27,149	29,732	29,917	29,017	-
Supplies and Materials	44,471	51,174	50,157	65,468	27,153
Capital Equipment	-	-	-	71,792	-
Other Expense	(11,946)	1,298	1,203	2,769	8,700
<b>Total Expenditures</b>	<b>\$ 1,493,723</b>	<b>\$ 1,607,071</b>	<b>\$ 1,639,827</b>	<b>\$ 1,738,416</b>	<b>\$ 1,583,435</b>
<b>SBB Carry Over Awarded into Subsequent Year*</b>	<b>\$ 20,077</b>	<b>\$ 25,285</b>	<b>\$ 27,447</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	9.80	11.30	12.58	12.83	12.30
Classified	10.01	11.19	10.79	11.38	13.19
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>20.81</b>	<b>23.49</b>	<b>24.37</b>	<b>25.20</b>	<b>26.49</b>

\*Please see Individual School Page Descriptions on page 157 for footnotes supplementing the Funding Snapshot.

# ALTERNATIVE SCHOOL COMPARISON CHART

School	FY 2016-2017 Adopted Budget					Total Expenditures
	Salaries	Benefits	Purchased Services	Supplies and Materials	Other Expense	
Cloverleaf Home Education	516,192	197,802	113,300	218,800	9,500	\$ 1,055,594
Daniel C Oakes High School	1,133,853	413,120	8,500	32,750	-	\$ 1,588,223
Eagle Academy Night High School	1,047,798	381,052	24,500	32,000	3,700	\$ 1,489,050
eDCSD	1,289,053	472,182	106,050	333,879	500	\$ 2,201,664
Plum Creek Academy	1,155,046	392,536	-	27,153	8,700	\$ 1,583,435
<b>Sub Total</b>	<b>5,141,942</b>	<b>1,856,692</b>	<b>252,350</b>	<b>644,582</b>	<b>22,400</b>	<b>\$ 7,917,966</b>



# CHARTER SCHOOLS

## Douglas County School District



***Learn today. Lead tomorrow.***

- Academy Charter School
- American Academy Charter School (2 sites)
- Aspen View Academy Charter School
- Ben Franklin Academy Charter School
- Challenge to Excellence Charter School
- DCS Montessori Charter School
- Global Village Academy Charter School
- Hope Online Learning Academy Charter School
- North Star Academy Charter School
- Parker Core Knowledge Charter School
- Parker Performing Arts Charter School
- Platte River Academy Charter School
- SkyView Academy Charter School
- STEM Academy Charter School
- World Compass Academy Charter School





1551 Prairie Hawk Drive, Castle Rock, Co 80104  
303.660.4881

Grades K-8  
Dean | Yvette Brown

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**Mission Statement**

Through the cooperation of parents, teachers and students, Academy Charter School will create a learning environment that fosters growth in character, high academic achievement and the love of learning resulting in responsible, productive citizens.

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Academy Charter School is a Kindergarten through 8th grade charter school. We are a publicly funded school founded by a parent group in 1993. The building we are currently in was first opened for students in 2001. Our school offers unique educational opportunities through Core Knowledge Curriculum, Core Virtues, and rigorous academics. Our parent community is highly involved in the education of our students and are required to volunteer in the school 20 hours per year. We offer Spanish for K-8th grade along with technology, art, music, and PE. We also offer a Homeschool Support Program that meets twice a week at three different locations.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$2,360,348	\$2,555,008	\$2,555,008	\$2,692,259	\$2,822,476	\$3,090,461
<b>Revenue:</b>						
5710 Per Pupil Revenue	4,230,402	4,422,350	4,446,727	4,480,613	4,570,225	4,661,630
1110 Mill Levy/Override	349,212	358,466	355,123	354,137	354,137	354,137
1310 Tuition	152,382	163,081	169,169	245,800	245,800	245,800
1500 Interest Income	8,166	8,100	7,344	8,100	8,100	8,100
1700 Student Participation Fees	136,272	87,500	88,000	98,500	98,815	98,815
1800 Child Care Fees	-	-	-	-	-	-
1910 Rental/Lease	-	25,200	25,760	25,200	25,200	25,200
1922 Contributions/Donations	75,006	25,000	45,046	38,400	38,400	38,400
3100 Categorical Revenue	173,740	167,750	173,632	160,793	151,673	147,230
3900 Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Miscellaneous Revenue	-	-	-	1,000	1,000	1,000
<b>Total Revenue</b>	<b>\$ 5,125,180</b>	<b>\$ 5,257,447</b>	<b>\$ 5,310,801</b>	<b>\$ 5,412,542</b>	<b>\$ 5,493,350</b>	<b>\$ 5,580,312</b>
<b>Total Sources</b>	<b>\$ 7,485,528</b>	<b>\$ 7,812,455</b>	<b>\$ 7,865,809</b>	<b>\$ 8,104,801</b>	<b>\$ 8,315,826</b>	<b>\$ 8,670,774</b>
<b>Expenditures:</b>						
0100 Salaries	2,775,072	2,824,106	2,828,543	2,884,584	2,945,521	3,002,476
0200 Benefits	720,093	826,595	832,198	904,196	944,337	998,012
0300 Purchased Services	990,534	125,740	110,857	103,040	80,963	80,963
0400 Purchased Prop Svcs	-	675,401	679,952	650,592	653,064	655,585
0500 Other Purch. Svcs	-	249,190	260,948	265,293	240,219	244,314
0600 Supplies & Materials	229,031	310,100	224,653	251,620	198,561	200,020
0700 Property	201,121	147,300	186,492	140,000	85,000	85,000
0800 Other Expenses	14,669	76,000	49,907	83,000	77,700	77,902
0900 Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,930,520</b>	<b>\$ 5,234,432</b>	<b>\$ 5,173,550</b>	<b>\$ 5,282,325</b>	<b>\$ 5,225,364</b>	<b>\$ 5,344,272</b>
<b>Balance on Hand June 30</b>	<b>\$2,555,008</b>	<b>\$2,578,023</b>	<b>\$2,692,259</b>	<b>\$2,822,476</b>	<b>\$3,090,461</b>	<b>\$3,326,501</b>
<b>Fund Balance as a % of Revenue</b>	<b>49.85%</b>	<b>49.04%</b>	<b>50.69%</b>	<b>52.15%</b>	<b>56.26%</b>	<b>59.61%</b>



**Castle Pines Campus** | 6971 Mira Vista Lane, Castle Pines North, CO 80108  
720.292.5287  
**Parker Campus** | 11155 Motsenbocker Rd. Parker, CO 80124  
720.292.5600

Grades K-8  
**Principal** | Erin Kane

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#### Mission Statement

To achieve academic excellence through a challenging sequenced curriculum that emphasizes math, science, and technology, to provide our children with the tools to become the leaders of tomorrow. Together, our students, faculty, parents, and community will cultivate character, civic responsibility, and intellectual development.

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American Academy is an academically rigorous and character-driven preschool through grade 8 charter public school with an emphasis on science, technology, engineering and math (STEM). We have two Douglas County, Colorado, campus locations: one in the city of Castle Pines and one in Parker near Main Street. At American Academy, we believe that for students to be truly competitive in the 21st century, they must have an early and solid foundation that includes math, science, and literacy along with a well-rounded and common body of historical and cultural knowledge. We deliver that foundation using a range of carefully chosen and age-appropriate curriculum, along with our own American Academy STEM Discovery Program, designed to expose students in all grades to the fields of study and professional possibilities in STEM. In every area of study, we challenge and support each student at their own ability level using flexible ability grouping, regular progress evaluation and data-driven instruction. In addition to our proven academic record, we immerse our students daily in a culture of respect and responsibility, setting high expectations for character as well as academics, and encouraging that with integrated character-based programs and our own American Academy Manners.





# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$1,485,883	\$2,264,541	\$2,264,541	\$2,398,016	\$2,469,420	\$2,482,775
<u>Revenue:</u>						
5710 Per Pupil Revenue	11,163,446	11,783,080	11,804,180	11,984,884	12,226,928	12,473,812
1110 Mill Levy/Override	921,237	908,562	938,448	923,246	904,782	886,686
1310 Tuition	1,467,710	1,477,842	1,462,842	1,488,870	1,486,385	1,486,385
1500 Interest Income	8,954	8,400	9,600	6,000	6,000	6,000
1700 Student Participation Fees	963,348	970,639	919,940	943,701	934,701	934,701
1800 Child Care Fees	366,619	444,431	444,433	430,000	430,000	430,000
1910 Rental/Lease	51,845	75,000	86,313	65,000	55,000	55,000
1922 Contributions/Donations	208,979	406,109	353,703	246,000	194,000	194,000
3100 Categorical Revenue	281,195	423,135	437,643	382,410	339,920	297,430
3900 Other State Revenue	37,083	30,800	131,945	100,486	91,386	82,286
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
5000 Other Sources	97,231	(9,750)	(9,434)	-	-	-
Miscellaneous Revenue	102,048	87,710	87,785	10,000	10,000	10,000
<b>Total Revenue</b>	<b>\$ 15,669,695</b>	<b>\$ 16,605,959</b>	<b>\$ 16,667,398</b>	<b>\$ 16,580,597</b>	<b>\$ 16,679,100</b>	<b>\$ 16,856,299</b>
<b>Total Sources</b>	<b>\$ 17,155,578</b>	<b>\$ 18,870,501</b>	<b>\$ 18,931,939</b>	<b>\$ 18,978,613</b>	<b>\$ 19,148,521</b>	<b>\$ 19,339,074</b>
<u>Expenditures:</u>						
0100 Salaries	6,646,211	7,652,586	7,640,236	7,998,617	8,069,785	8,146,924
0200 Benefits	1,926,844	2,274,874	2,272,450	2,596,422	2,740,007	2,820,308
0300 Purchased Services	371,300	364,654	350,884	333,894	306,852	306,852
0400 Purchased Prop Svcs	3,036,848	3,025,764	3,033,103	2,923,860	2,912,693	2,907,598
0500 Other Purch. Svcs	1,085,857	1,382,858	1,329,036	1,308,961	1,443,274	1,481,940
0600 Supplies & Materials	876,104	1,014,320	994,873	903,989	859,534	852,182
0700 Property	788,991	523,945	743,089	266,250	150,000	150,000
0800 Other Expenses	15,427	32,990	22,492	27,200	21,600	21,600
0900 Other Uses of Funds	143,453	140,626	147,761	150,000	162,000	162,000
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 14,891,037</b>	<b>\$ 16,412,619</b>	<b>\$ 16,533,923</b>	<b>\$ 16,509,192</b>	<b>\$ 16,665,745</b>	<b>\$ 16,849,403</b>
<b>Balance on Hand June 30</b>	<b>\$ 2,264,541</b>	<b>\$ 2,457,882</b>	<b>\$ 2,398,016</b>	<b>\$ 2,469,420</b>	<b>\$ 2,482,775</b>	<b>\$ 2,489,672</b>
<b>Fund Balance as a % of Revenue</b>	<b>14.45%</b>	<b>14.80%</b>	<b>14.39%</b>	<b>14.89%</b>	<b>14.89%</b>	<b>14.77%</b>



2131 Low Meadow Blvd., Castle Rock, CO 80109  
720.733.3436

Grades Pre K-8  
**Principal |** Jason Edwards

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### Mission Statement

Aspen View Academy will succeed through academic excellence in a challenging and stimulating learning environment that emphasizes math, technology and language arts, enabling our students to become critical thinkers, responsible citizens, strong community members and future leaders.

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Aspen View Academy is a public, Pre-K-8 Douglas County School District Core Knowledge charter school. Aspen View Academy students succeed through academic excellence in a challenging and stimulating learning environment that emphasizes math, technology and language arts, enabling our students to become critical thinkers, responsible citizens, strong community members and future leaders. We also recognize that an education is incomplete without fostering the arts, sports, nature, and character. Together, with our students, faculty, parents and community, we develop civic and personal responsibility, intellectual passion and differentiated instruction in a safe, orderly, balanced and nurturing environment.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$489,756	\$1,106,504	\$1,106,504	\$1,270,959	\$1,327,914	\$1,414,213
<b>Revenue:</b>						
5710 Per Pupil Revenue	4,735,208	5,570,101	5,635,975	5,819,221	5,964,231	6,127,322
1110 Mill Levy/Override	389,571	418,162	441,369	409,988	391,386	374,521
1310 Tuition	498,181	486,362	486,362	488,920	488,920	488,920
1400 Transportation	-	20,000	20,000	-	-	-
1500 Interest Income	-	-	-	-	-	-
1700 Student Participation Fees	159,658	173,186	189,987	188,175	188,875	189,925
1800 Child Care Fees	-	-	-	-	-	-
1910 Rental/Lease	-	140	-	-	-	-
1922 Contributions/Donations	90	547	1,015	-	-	-
3100 Categorical Revenue	-	-	-	-	-	-
3900 Other State Revenue	148,233	225,394	238,227	185,864	178,331	171,078
Transfers	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	215,000	-	-	-	-	-
Miscellaneous Revenue	15,612	456	761	-	-	-
<b>Total Revenue</b>	<b>\$ 6,161,554</b>	<b>\$ 6,894,347</b>	<b>\$ 7,013,696</b>	<b>\$ 7,092,168</b>	<b>\$ 7,211,743</b>	<b>\$ 7,351,765</b>
<b>Total Sources</b>	<b>\$ 6,651,310</b>	<b>\$ 8,000,851</b>	<b>\$ 8,120,200</b>	<b>\$ 8,363,127</b>	<b>\$ 8,539,657</b>	<b>\$ 8,765,978</b>
<b>Expenditures:</b>						
0100 Salaries	2,841,093	3,372,739	3,372,739	3,546,100	3,605,800	3,675,900
0200 Benefits	798,064	1,034,160	985,000	1,117,728	1,127,533	1,165,656
0300 Purchased Services	173,504	176,117	161,983	189,758	189,783	189,819
0400 Purchased Prop Svcs	669,841	950,854	961,545	1,134,994	1,145,416	1,156,599
0500 Other Purch. Svcs	336,438	558,529	559,714	488,376	509,681	528,005
0600 Supplies & Materials	397,242	566,016	524,991	470,730	486,730	504,851
0700 Property	108,885	276,000	276,000	60,000	45,000	45,000
0800 Other Expenses	4,739	60,930	7,270	27,527	15,501	18,782
0900 Other Uses of Funds	-	-	-	-	-	-
Grant Expense	215,000	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 5,544,806</b>	<b>\$ 6,995,345</b>	<b>\$ 6,849,241</b>	<b>\$ 7,035,213</b>	<b>\$ 7,125,444</b>	<b>\$ 7,284,612</b>
<b>Balance on Hand June 30</b>	<b>\$ 1,106,504</b>	<b>\$ 1,005,506</b>	<b>\$ 1,270,959</b>	<b>\$ 1,327,914</b>	<b>\$ 1,414,213</b>	<b>\$ 1,481,367</b>
<b>Fund Balance as a % of Revenue</b>	<b>17.96%</b>	<b>14.58%</b>	<b>18.12%</b>	<b>18.72%</b>	<b>19.61%</b>	<b>20.15%</b>



2270 Plaza Drive, Highlands Ranch, CO 80128  
720.383.4519

Grades K-6  
Principal | Bob Barber

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**Mission Statement**

To develop young adults with character like America's founding Renaissance man, Benjamin Franklin: well-read, scientifically curious, and civically engaged.

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Mission: Our mission is to develop young adults with character like America's founding Renaissance man, Benjamin Franklin: well-read, scientifically curious, and civically engaged. Vision: Our students will excel academically through a challenging, sequenced curriculum that emphasizes math, science, and literacy. We will be a data driven institution, focusing on individual students. Our students, teachers, parents, staff, and leaders will be held accountable for the success of our school. Finally, we recognize that an education is incomplete without fostering the arts, sports, nature, and character.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$ 1,775,178	\$ 2,593,269	\$ 2,593,269	\$ 3,141,657	\$ 3,369,175	\$ 3,494,851
<b>Revenue:</b>						
5710 Per Pupil Revenue	5,666,333	6,055,275	6,055,275	6,044,510	6,117,173	6,190,579
1110 Mill Levy/Override	468,045	474,650	474,650	468,975	474,671	480,367
1310 Tuition	441,474	445,400	445,400	476,700	482,045	487,829
1500 Interest Income	1,255	2,000	2,000	1,500	1,500	1,500
1700 Student Participation Fees	249,849	237,240	237,240	286,395	288,767	291,655
1800 Child Care Fees	121,963	110,000	110,000	135,000	135,000	135,000
1910 Rental/Lease	11,735	15,000	15,000	15,000	15,000	15,000
1922 Contributions/Donations	10,065	5,000	5,000	5,000	5,000	5,000
3100 Categorical Revenue	-	-	-	-	-	-
3900 Other State Revenue	8,829	-	-	9,059	9,059	9,059
Cap Reserve Bond Revenue	142,765	207,120	207,120	218,416	224,968	231,718
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Miscellaneous Revenue	1,542	250	250	500	500	500
<b>Total Revenue</b>	<b>\$ 7,123,855</b>	<b>\$ 7,551,935</b>	<b>\$ 7,551,935</b>	<b>\$ 7,661,055</b>	<b>\$ 7,753,684</b>	<b>\$ 7,848,207</b>
<b>Total Sources</b>	<b>\$ 8,899,033</b>	<b>\$ 10,145,204</b>	<b>\$ 10,145,204</b>	<b>\$ 10,802,712</b>	<b>\$ 11,122,859</b>	<b>\$ 11,343,058</b>
<b>Expenditures:</b>						
0100 Salaries	3,079,409	3,335,993	3,335,993	3,631,117	3,740,051	3,852,252
0200 Benefits	748,008	878,023	878,023	963,282	992,180	1,021,946
0300 Purchased Services	99,223	124,500	124,500	119,500	123,085	126,778
0400 Purchased Prop Svcs	1,598,806	1,591,559	1,591,559	1,585,301	1,604,325	1,623,577
0500 Other Purch. Svcs	389,176	480,421	480,421	541,288	557,527	574,252
0600 Supplies & Materials	301,257	432,851	432,851	393,707	405,518	417,684
0700 Property	76,648	130,500	130,500	145,500	149,865	154,361
0800 Other Expenses	13,237	29,700	29,700	53,842	55,457	57,121
0900 Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 6,305,764</b>	<b>\$ 7,003,547</b>	<b>\$ 7,003,547</b>	<b>\$ 7,433,537</b>	<b>\$ 7,628,008</b>	<b>\$ 7,827,970</b>
<b>Balance on Hand June 30</b>	<b>\$ 2,593,269</b>	<b>\$ 3,141,657</b>	<b>\$ 3,141,657</b>	<b>\$ 3,369,175</b>	<b>\$ 3,494,851</b>	<b>\$ 3,515,088</b>
<b>Fund Balance as a % of Revenue</b>	<b>36.40%</b>	<b>41.60%</b>	<b>41.60%</b>	<b>43.98%</b>	<b>45.07%</b>	<b>44.79%</b>



16995 East Carlson Drive, Parker, CO 80134  
303.841.9816

Grades K-8  
**Principal | Linda Parker**

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#### Mission Statement

To prepare students for a complex social, global and economic future by delivering a comprehensive educational program with a challenging curriculum that combines the basic skills with a strong focus on standards-based education. The curriculum will integrate reading, writing, math and science through the applied technologies to result in students who are: \* Critical Thinkers \* Problem Solvers \* Lifelong learners and achievers \* Flexible and adaptable \* Empowered \* Academically well-rounded and proficient \* Respectful and responsible participants in the school and community.

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Challenge to Excellence is a Kindergarten through eighth-grade charter school that focuses on science and math through technology immersion. Our students use computer devices in all grades for all subjects! C2E has embraced the digital age. We are concerned with equipping our learners for careers and problems that haven't even been invented yet. C2E's philosophy on learning is simple. If we increase engagement, we increase achievement. We use research-based, accelerated curriculum with interactive and creative instruction methods. Science and social studies features hands-on and project-based learning with online textbook support. Our teachers use technology to capitalize on different learning styles and meet our learners' individual needs. Our staff is purposeful about connecting to our students, and tailoring lessons to engage the child. Our students are versed in Google apps for education, and show fluency in multiple platforms, but the arts and sports are also alive and well at C2E! We do a dynamic drama production yearly, open to students from kindergarten through eighth grade. Intramural and competitive sports include tumbling, soccer, volleyball, cross-country, and more. Music programs include band, orchestra and glee club, giving our students a well-rounded, quality educational experience.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$1,794,151	\$1,853,230	\$1,615,981	\$1,615,981	\$1,391,215	\$1,096,592
<b>Revenue:</b>						
5710 Per Pupil Revenue	3,320,471	3,321,380	3,321,380	3,444,941	3,531,064	3,619,341
1110 Mill Levy/Override	274,101	267,638	267,638	270,999	282,290	282,290
1310 Tuition	357,629	207,000	207,000	207,000	187,000	187,000
1500 Interest Income	5,718	-	-	-	-	-
1700 Student Participation Fees	-	105,000	105,000	105,000	107,628	110,316
1800 Child Care Fees	-	-	-	-	-	-
1910 Rental/Lease	-	-	-	-	-	-
1922 Contributions/Donations	-	-	-	-	-	-
3100 Categorical Revenue	83,444	119,460	119,460	120,672	120,672	120,672
3900 Other State Revenue	7,946	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Loan Proceeds	-	-	-	-	-	-
Miscellaneous Revenue	14,097	54,140	54,140	63,000	64,575	66,189
<b>Total Revenue</b>	<b>\$ 4,063,406</b>	<b>\$ 4,074,618</b>	<b>\$ 4,074,618</b>	<b>\$ 4,211,612</b>	<b>\$ 4,293,229</b>	<b>\$ 4,385,808</b>
<b>Total Sources</b>	<b>\$ 5,857,557</b>	<b>\$ 5,927,848</b>	<b>\$ 5,690,599</b>	<b>\$ 5,827,593</b>	<b>\$ 5,684,444</b>	<b>\$ 5,482,400</b>
<b>Expenditures:</b>						
0100 Salaries	1,928,441	2,143,271	2,143,271	2,284,208	2,375,091	2,403,323
0200 Benefits	595,350	806,644	780,000	856,273	822,773	831,001
0300 Purchased Services	110,406	62,152	7,000	62,152	62,773	63,401
0400 Purchased Prop Svcs	112,929	118,400	118,400	118,400	115,733	116,929
0500 Other Purch. Svcs	278,960	263,625	263,625	263,625	266,261	268,924
0600 Supplies & Materials	172,951	184,500	184,500	149,500	150,995	152,505
0700 Property	173,162	95,000	106,257	195,000	196,950	198,920
0800 Other Expenses	6,052	21,257	-	12,200	81,257	81,870
0900 Other Uses of Funds	131,057	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Redemption of Principal	-	122,000	122,000	-	21,000	-
Bond Rental Payments	495,019	495,019	495,019	495,019	495,019	495,019
<b>Total Expenditures</b>	<b>\$ 4,004,327</b>	<b>\$ 4,311,868</b>	<b>\$ 4,220,072</b>	<b>\$ 4,436,377</b>	<b>\$ 4,587,852</b>	<b>\$ 4,611,892</b>
<b>Balance on Hand June 30</b>	<b>\$1,853,230</b>	<b>\$1,615,980</b>	<b>\$1,470,527</b>	<b>\$1,391,216</b>	<b>\$1,096,592</b>	<b>\$870,508</b>
Fund Balance as a % of Revenue	45.61%	39.66%	36.09%	33.03%	25.54%	19.85%



311 East Castle Pines Parkway, Castle Rock, CO 80108  
303.387.5625

Grades Pre K-8  
**Principal |** Jeromy Johnson

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### Mission Statement

To acquire an education based on an authentic and accredited curriculum founded on the educational philosophy of Maria Montessori.

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DCS Montessori School is a public Charter school, located in Douglas County, Colorado, which implements the Montessori philosophy of education. The school opened in the fall of 1997 with approximately 130 students. In the fall of 2000, we opened our new school building on 10 acres of land in Castle Pines North. We are currently a school of approximately 520 students, ages three to twelve, housed in a 50,000 square foot facility that provides ample space for indoor and outdoor education and play.

DCS Montessori offers an authentic Montessori curriculum for children from age 3 through eighth grade. Multi-age classrooms, with children acting as both students and teachers, fostering a close-knit community where children learn to respect themselves, others, and the environment. Children progress at their own pace, mastering a set progression of skills and learning objectives. This self-paced curriculum with traditional Montessori materials encourages independence, problem solving and a lifelong love of learning.

Historically, Montessori students do well compared to their school peers. Montessori schools are academically high-rated schools, and DCS Montessori plans to continue this tradition.





# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$705,249	\$981,349	\$981,349	\$918,565	\$924,171	\$954,972
<b>Revenue:</b>						
5710 Per Pupil Revenue	2,681,122	2,885,217	2,929,809	2,839,869	3,000,000	3,060,000
1110 Mill Levy/Override	220,850	230,761	229,423	220,822	221,926	223,036
1310 Tuition	1,180,429	36,547	1,106,600	1,078,400	1,099,968	1,110,968
1500 Interest Income	5,413	3,500	6,500	5,200	5,356	5,463
1700 Student Participation Fees	-	-	-	-	-	-
1800 Child Care Fees	295,465	340,000	335,000	368,280	379,328	385,018
1910 Rental/Lease	21,885	21,500	21,500	22,500	22,950	23,294
1922 Contributions/Donations	126	-	-	-	-	-
3100 Categorical Revenue	67,514	-	-	-	-	-
3900 Other State Revenue	7,063	126,911	124,000	124,400	126,888	129,426
Cap Reserve Bond Revenue	2,930	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	3,520	-	-	-	-	-
Miscellaneous Revenue	11,475	133,800	214,000	42,000	42,420	42,844
<b>Total Revenue</b>	<b>\$ 4,497,791</b>	<b>\$ 3,778,236</b>	<b>\$ 4,966,832</b>	<b>\$ 4,701,471</b>	<b>\$ 4,898,836</b>	<b>\$ 4,980,049</b>
<b>Total Sources</b>	<b>\$ 5,203,040</b>	<b>\$ 4,759,585</b>	<b>\$ 5,948,181</b>	<b>\$ 5,620,036</b>	<b>\$ 5,823,007</b>	<b>\$ 5,935,021</b>
<b>Expenditures:</b>						
0100 Salaries	2,094,136	2,325,250	2,325,250	2,389,650	2,413,547	2,437,682
0200 Benefits	590,138	703,600	703,000	759,892	778,889	798,362
0300 Purchased Services	113,162	147,500	147,600	133,100	134,431	135,775
0400 Purchased Prop Svcs	695,654	753,000	758,000	760,000	767,600	775,276
0500 Other Purch. Svcs	192,826	213,723	214,000	234,723	238,244	241,818
0600 Supplies & Materials	249,069	254,520	256,000	253,900	256,439	259,003
0700 Property	141,368	401,000	401,000	136,000	250,000	225,000
0800 Other Expenses	134,757	152,600	209,781	28,600	28,886	29,175
0900 Other Uses of Funds	7,063	-	13,505	-	-	-
Grant Expense	3,520	1,480	1,480	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,221,694</b>	<b>\$ 4,952,673</b>	<b>\$ 5,029,616</b>	<b>\$ 4,695,865</b>	<b>\$ 4,868,036</b>	<b>\$ 4,902,091</b>
<b>Balance on Hand June 30</b>	<b>\$ 981,346</b>	<b>\$ (193,088)</b>	<b>\$ 918,565</b>	<b>\$ 924,171</b>	<b>\$ 954,971</b>	<b>\$ 1,032,929</b>
<b>Fund Balance as a % of Revenue</b>	<b>21.82%</b>	<b>-5.11%</b>	<b>18.49%</b>	<b>19.66%</b>	<b>19.49%</b>	<b>20.74%</b>



# GLOBAL VILLAGE ACADEMIES

*Learning through Language and Culture*

18451 Ponderosa Drive, Parker, CO 80134  
720.476.8044

Grades Pre K-5  
**Principal | Lance Howard**

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### Mission Statement

Global Village Academy students will become fluent and literate in English and a second world language, excel academically in core content subjects, and develop 21st century skills, including cross-cultural understanding.

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About Global Village Academies

**Global Village Academies** are innovative language immersion K-8 charter schools with campuses in Aurora, Northglenn, Ft. Collins, Colorado Springs and Douglas County.

**Students learn core content** and a second language through English and language immersion instruction at least one-half of the school day in their choice of Spanish, Mandarin Chinese, Russian, French, or German.

**Fee-based Global Village International Preschools** are located in Arvada, Aurora, Colorado Springs, Fort Collins, Lafayette, Lakewood, and Parker. Castle Rock will be opening in August 2016. Our preschools provide year round instruction for 2.5 to 5 year olds through immersion in Mandarin Chinese and Spanish. GVIP Fort Collins offers French as well. Toddler rooms are open at some preschools.

**GVA is truly a Global Village:** Our teachers come from all over the world, each bringing their unique culture and language into the classroom. United by a common, internationally bench-marked curriculum spanning each language village, students are challenged to become world class thinkers, capable of engaging ideas using multiple languages and cross-cultural perspectives.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$ -	\$ 166,386	\$ 166,386	\$ 66,358	\$ 182,198	\$ 361,210
<u>Revenue:</u>						
5710 Per Pupil Revenue	-	1,747,880	1,747,880	2,704,845	3,243,472	3,348,949
1110 Mill Levy/Override	-	131,218	131,218	229,086	267,534	272,874
1310 Tuition	-	10,000	10,000	8,000	8,000	8,000
1500 Interest Income	-	100	100	-	-	-
1700 Student Participation Fees	7,282	9,031	9,031	13,154	15,026	15,286
1800 Child Care Fees	-	-	-	-	-	-
1800 Sports Program	-	-	-	-	-	-
1910 Rental/Lease	-	-	-	-	-	-
1922 Contributions/Donations	-	1,097	1,097	3,000	3,000	3,000
3100 Categorical Revenue	-	63,405	63,405	94,440	112,125	114,625
3140 Hot Lunch Program	-	-	-	-	-	-
3001 State Grant Income (READ)	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	130,367	270,750	270,750	196,500	-	-
1990 Miscellaneous Revenue	180,000	51,006	51,006	2,000	2,000	2,000
<b>Total Revenue</b>	<b>\$ 317,649</b>	<b>\$ 2,284,487</b>	<b>\$ 2,284,487</b>	<b>\$ 3,251,025</b>	<b>\$ 3,651,157</b>	<b>\$ 3,764,734</b>
<b>Total Sources</b>	<b>\$ 317,649</b>	<b>\$ 2,450,873</b>	<b>\$ 2,450,873</b>	<b>\$ 3,317,383</b>	<b>\$ 3,833,355</b>	<b>\$ 4,125,944</b>
<u>Expenditures:</u>						
0100 Salaries	2,609	815,578	815,578	1,011,658	1,263,725	1,287,654
0200 Benefits	1,461	214,481	214,481	261,521	337,710	351,402
0300 Purchased Services	3,289	57,738	57,738	100,470	102,679	104,587
0400 Purchased Prop Svcs	292	514,395	514,395	894,592	916,449	938,843
0500 Other Purch. Svcs	3,847	249,423	249,423	485,954	578,462	595,249
0600 Supplies & Materials	-	-	-	-	-	-
0700 Property	7,205	70,981	70,981	117,400	145,210	146,832
0800 Other Expenses	2,183	189,569	189,569	35,000	95,050	105,550
0900 Other Uses of Funds	10	1,600	1,600	32,090	32,860	33,011
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	130,367	270,750	270,750	196,500	-	-
<b>Total Expenditures</b>	<b>\$ 151,263</b>	<b>\$ 2,384,515</b>	<b>\$ 2,384,515</b>	<b>\$ 3,135,185</b>	<b>\$ 3,472,145</b>	<b>\$ 3,563,128</b>
<b>Balance on Hand June 30</b>	<b>\$ 166,386</b>	<b>\$ 66,358</b>	<b>\$ 66,358</b>	<b>\$ 182,198</b>	<b>\$ 361,210</b>	<b>\$ 562,816</b>
Fund Balance as a % of Revenue	52.38%	2.90%	2.90%	5.60%	9.89%	14.95%

# HOPE

## ONLINE LEARNING ACADEMY

373 Inverness Parkway Suite 205, Englewood, CO 80112  
720.402.3000

Grades Pre K-12  
Principal | Heather O'Mara

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### Mission Statement

To provide a comprehensive and quality k-12 education for all students based on proven methods of differentiated instruction in a safe, flexible, non-threatening and adult-supported environment. Through instructional innovation and strong commitment to child-centered education, Hope Online will advance academic achievement, character building, leadership, and enhanced life skills in all its students.

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HOPE Online Learning Academy Co-Op provides Colorado K-12 students an education that includes individualized lessons paired with in-person support from experienced teachers and mentors. Students attend a community-based Learning Center five days a week for the full school day and rotate between online and face-to-face classroom instruction.

HOPE is a non-profit, free, public charter school of the Douglas County School District.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$893,726	\$896,960	\$896,960	\$731,776	\$891,725	\$1,109,573
<u>Revenue:</u>						
5710 Per Pupil Revenue	17,440,272	14,715,734	14,715,734	17,673,867	19,699,749	21,830,963
1110 Mill Levy/Override	-	-	-	-	-	-
1310 Tuition	-	-	-	-	-	-
1500 Interest Income	200	200	200	533	565	565
1700 Student Participation Fees	-	-	-	-	-	-
1800 Child Care Fees	-	-	-	-	-	-
1910 Rental/Lease	-	-	-	-	-	-
1922 Contributions/Donations	64,200	2,250	2,250	-	-	-
3100 Categorical Revenue	-	-	-	-	-	-
3900 Other State Revenue	60,000	350,000	350,000	357,000	367,710	367,710
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	536,920	421,452	421,452	167,592	15,759	15,759
Grants Federal	2,045,286	2,194,950	2,194,950	2,238,849	2,406,140	2,489,891
Miscellaneous Revenue	499	95,760	95,760	97,675	525	525
<b>Total Revenue</b>	<b>\$ 20,147,377</b>	<b>\$ 17,780,346</b>	<b>\$ 17,780,346</b>	<b>\$ 20,535,516</b>	<b>\$ 22,490,448</b>	<b>\$ 24,705,413</b>
<b>Total Sources</b>	<b>\$ 21,041,103</b>	<b>\$ 18,677,306</b>	<b>\$ 18,677,306</b>	<b>\$ 21,267,292</b>	<b>\$ 23,382,173</b>	<b>\$ 25,814,986</b>
<u>Expenditures:</u>						
0100 Salaries	4,207,942	3,853,127	3,853,127	4,769,421	5,912,038	6,718,972
0200 Benefits	1,188,453	1,211,132	1,211,132	1,074,543	1,429,982	1,670,472
0300 Purchased Services	372,962	151,085	151,085	160,949	171,009	171,009
0400 Purchased Prop Svcs	269,715	308,472	308,472	387,572	395,562	395,562
0500 Other Purch. Svcs	11,462,788	9,948,304	9,948,304	11,695,939	12,142,037	13,231,134
0600 Supplies & Materials	1,569,241	1,493,031	1,493,031	1,620,546	1,702,560	1,702,560
0700 Property	328,086	300,186	300,186	329,005	329,907	329,907
0800 Other Expenses	212,536	283,740	283,740	185,301	189,506	189,506
0900 Other Uses of Funds	-	-	-	-	-	-
Grant Expense	532,420	396,452	396,452	152,292	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 20,144,143</b>	<b>\$ 17,945,530</b>	<b>\$ 17,945,530</b>	<b>\$ 20,375,568</b>	<b>\$ 22,272,600</b>	<b>\$ 24,409,122</b>
<b>Balance on Hand June 30</b>	<b>\$ 896,960</b>	<b>\$ 731,776</b>	<b>\$ 731,776</b>	<b>\$ 891,725</b>	<b>\$ 1,109,573</b>	<b>\$ 1,405,864</b>
Fund Balance as a % of Revenue	4.45%	4.12%	4.12%	4.34%	4.93%	5.69%



16700 Keystone Boulevard, Parker, CO 80134  
720.851.7827

Grades Pre K-8  
**Principals | Kendra Hoffmann**

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#### **Mission Statement**

North Star Academy provides a Core Knowledge education with an integrated Spanish language program that challenges students to meet their highest potential through differentiated academic instruction and rich social and cultural experiences within a safe, orderly and nurturing environment.

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Currently in its ninth year of operation, North Star Academy is an award-winning public charter school located in Western Parker, in the Stonegate community. The school utilizes the Core Knowledge sequence, an award-winning character education program and a district-recognized model foreign language program to deliver instruction allowing students to meet their highest academic potential. North Star Academy also teaches character education through service learning and service projects, which take place throughout the year, within individual classrooms as well as school-wide. North Star Academy has an incredibly dedicated staff that works to meet the needs of all of their students. The school prides itself on the academic growth of individual students and has received numerous awards including the John Irwin School of Excellence Award, the Governor's Distinguished Improvement Award and has been recognized as a National School of Character.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$ 1,623,830	\$ 1,935,457	\$ 1,935,457	\$ 1,937,627	\$ 1,941,825	\$ 1,949,402
<b>Revenue:</b>						
5710 Per Pupil Revenue	4,279,711	4,378,702	4,378,702	4,476,953	4,566,492	4,657,822
1110 Mill Levy/Override	353,136	357,632	357,632	360,470	360,470	360,470
1310 Tuition	184,688	186,000	186,000	186,000	188,000	190,000
1500 Interest Income	-	2,000	2,000	2,000	2,000	2,000
1700 Student Participation Fees	107,608	66,150	66,150	66,675	73,025	79,375
1800 Child Care Fees	-	-	-	-	-	-
1910 Rental/Lease	-	-	-	-	-	-
1922 Contributions/Donations	171,476	150,000	150,000	150,000	150,000	150,000
3100 Categorical Revenue	-	-	-	-	-	-
3900 Other State Revenue	-	14,494	14,494	50,723	50,723	50,723
Cap Reserve Bond Revenue	107,738	171,888	171,888	171,888	171,888	171,888
Grants Local	19,424	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Miscellaneous Revenue	2,221	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 5,226,002</b>	<b>\$ 5,326,866</b>	<b>\$ 5,326,866</b>	<b>\$ 5,464,709</b>	<b>\$ 5,562,598</b>	<b>\$ 5,662,278</b>
<b>Total Sources</b>	<b>\$ 6,849,832</b>	<b>\$ 7,262,323</b>	<b>\$ 7,262,323</b>	<b>\$ 7,402,336</b>	<b>\$ 7,504,423</b>	<b>\$ 7,611,680</b>
<b>Expenditures:</b>						
0100 Salaries	2,294,606	2,410,965	2,410,965	2,642,821	2,655,241	2,702,908
0200 Benefits	632,645	756,201	756,201	853,614	906,279	958,220
0300 Purchased Services	230,021	284,369	284,369	292,300	301,069	310,101
0400 Purchased Prop Svcs	1,219,684	924,330	924,330	1,120,784	1,127,287	1,134,095
0500 Other Purch. Svcs	148,314	80,205	80,205	60,455	66,912	68,412
0600 Supplies & Materials	252,809	197,126	197,126	203,492	209,596	215,884
0700 Property	113,399	594,000	594,000	184,545	186,137	167,776
0800 Other Expenses	2,897	57,500	57,500	72,500	72,500	72,500
0900 Other Uses of Funds	20,000	20,000	20,000	30,000	30,000	30,000
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,914,375</b>	<b>\$ 5,324,696</b>	<b>\$ 5,324,696</b>	<b>\$ 5,460,511</b>	<b>\$ 5,555,021</b>	<b>\$ 5,659,896</b>
<b>Balance on Hand June 30</b>	<b>\$1,935,457</b>	<b>\$1,937,627</b>	<b>\$1,937,627</b>	<b>\$1,941,825</b>	<b>\$1,949,402</b>	<b>\$1,951,784</b>
Fund Balance as a % of Revenue	37.04%	36.37%	36.37%	35.53%	35.04%	34.47%



11661 Pine Drive, Parker, CO 80138  
303.840.7070

Grades K-8  
**Principal | Teri Aplin**

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### **Mission Statement**

PCKCS is committed to providing a stimulating learning environment that will promote excellence among our students. We will strive to build a solid foundation of knowledge and skills, and we will present opportunities which challenge each and every one of our students to become critical thinkers, responsible citizens, and future leaders.

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Welcome to Parker Core Knowledge (PCK)! PCK is a well-established K-8 public charter school in Douglas County that is known for excellence in academics. Featuring the highly respected Core Knowledge curriculum, and leveraging a strong partnership with parents, the PCK staff works hard to ensure that each and every student is able to reach his or her academic potential; the overarching goal is to place each student on the highest possible track in high school. In addition to teaching the basics of Reading, Writing and Math, PCK also offers a well-rounded education that includes Science, Social Studies, Foreign Language, Music, Art, Technology, and Physical Education. PCK is proud to graduate strong, disciplined, knowledgeable and enthusiastic student learners who are ready for the academic and leadership challenges of high school and beyond.

**THE FOUNDATION AT**



**PARKER CORE KNOWLEDGE  
CHARTER SCHOOL**



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$ 1,526,008	\$ 1,526,051	\$ 1,673,774	\$ 1,734,834	\$ 1,766,536	\$ 1,559,586
<u>Revenue:</u>						
5710 Per Pupil Revenue	3,999,507	4,262,544	4,312,756	4,742,260	4,837,105	4,933,847
1110 Mill Levy/Override	331,556	300,000	340,667	331,500	338,130	344,893
1310 Tuition	715,054	704,219	708,949	766,770	782,105	797,748
1500 Interest Income	2,159	2,850	4,640	5,000	5,100	5,202
1700 Student Participation Fees	52,481	66,540	67,837	66,023	67,343	68,690
1800 Child Care Fees	-	-	-	-	-	-
1910 Rental/Lease	26,843	25,000	25,811	25,000	25,500	26,010
1922 Contributions/Donations	104,060	-	3,162	100,000	102,000	104,040
3100 Categorical Revenue	111,730	164,440	167,294	169,630	173,023	176,483
3900 Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	43	-	-	-	-	-
Miscellaneous Revenue	119,036	112,000	135,260	152,650	155,703	160,374
<b>Total Revenue</b>	<b>\$ 5,462,467</b>	<b>\$ 5,637,593</b>	<b>\$ 5,766,376</b>	<b>\$ 6,358,833</b>	<b>\$ 6,486,010</b>	<b>\$ 6,617,287</b>
<b>Total Sources</b>	<b>\$ 6,988,475</b>	<b>\$ 7,163,644</b>	<b>\$ 7,440,150</b>	<b>\$ 8,093,667</b>	<b>\$ 8,252,546</b>	<b>\$ 8,176,873</b>
<u>Expenditures:</u>						
0100 Salaries	2,726,281	2,984,189	3,036,189	3,354,600	3,546,192	3,617,116
0200 Benefits	872,723	992,530	1,005,127	1,126,304	1,173,916	1,197,394
0300 Purchased Services	101,737	112,400	161,200	160,910	164,128	167,411
0400 Purchased Prop Svcs	248,909	236,700	221,700	191,500	195,330	199,237
0500 Other Purch. Svcs	277,609	326,491	289,870	306,030	312,151	318,394
0600 Supplies & Materials	303,225	348,150	348,150	369,642	377,035	384,576
0700 Property	285,317	115,000	165,000	253,260	358,325	365,492
0800 Other Expenses	32,479	35,000	25,280	41,555	42,386	43,234
0900 Other Uses of Funds	3,950	4,377	10,000	8,330	8,497	8,667
Grant Expense	-	-	-	-	-	-
Transfers for Bond Payments	462,470	462,000	442,800	515,000	515,000	515,000
<b>Total Expenditures</b>	<b>\$ 5,314,702</b>	<b>\$ 5,616,837</b>	<b>\$ 5,705,316</b>	<b>\$ 6,327,131</b>	<b>\$ 6,692,960</b>	<b>\$ 6,816,519</b>
<b>Balance on Hand June 30</b>	<b>\$ 1,673,774</b>	<b>\$ 1,546,807</b>	<b>\$ 1,734,834</b>	<b>\$ 1,766,536</b>	<b>\$ 1,559,586</b>	<b>\$ 1,360,354</b>
<b>Fund Balance as a % of Revenue</b>	<b>30.64%</b>	<b>27.44%</b>	<b>30.09%</b>	<b>27.78%</b>	<b>24.05%</b>	<b>20.56%</b>



### Parker Performing Arts School Vision

Parker Performing Arts School will prepare students for future success through rigorous and innovative academic instruction and meaningful engagement in the performing arts.

### Parker Performing Arts School Mission

Parker Performing Arts School will equip students with the creative and critical thinking skills that are vital for success in the innovative environment of the future. To that end, our students will engage in daily performing arts training from passionate and experienced artists, and will have regular performance and recital opportunities. Our students will excel academically through a data-driven, blended learning environment that includes teacher-led and technology-infused instruction.



## FY 2016-2017 BUDGET

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Parker Performing Arts is a New Charter School; therefore, it does not have any historical financial data.





4085 Lark Sparrow Street, Highlands Ranch, CO 80126  
303.221.1070

Grades K-8  
Principal | Mike Munier

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#### Mission Statement

PRA believes in a challenging curriculum, that is mastered by students, creates high self-esteem and involvement in active learning.

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As a public school of choice, PRA offers students and their families a curriculum alternative. The academic program follows the Core Knowledge Foundation's content based curriculum as outlined in the Scope and Sequence and in the book series by E.D. Hirsch, Jr., *What Your First Grader Needs to Know*, et al. PRA has high academic expectations and emphasizes the mastery of basic skills, such as language arts and mathematics. Teachers strive to integrate curriculum and instruction across disciplines and to develop students' problem solving and critical thinking skills. Homework assignments are given on a regular basis to reinforce classroom learning.

# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$ 1,954,385	\$ 1,812,542	\$ 1,812,542	\$ 1,803,707	\$ 1,818,537	\$ 1,820,918
<u>Revenue:</u>						
5710 Per Pupil Revenue	3,394,943	3,640,098	3,640,098	3,846,800	3,974,220	4,140,487
1110 Mill Levy/Override	281,668	290,920	290,920	302,400	306,320	298,390
1310 Tuition	71,153	82,800	82,800	85,500	85,500	88,200
1500 Interest Income	18,329	22,000	22,000	22,000	23,000	24,000
1700 Student Participation Fees	115,526	129,265	131,000	138,700	145,850	154,704
1800 Child Care Fees	44,085	4,000	4,000	1,500	1,500	1,500
1800 Sports Program	5,305	4,500	4,500	5,500	5,665	5,835
1910 Rental/Lease	40,470	40,000	40,000	40,000	41,200	42,436
1922 Contributions/Donations	53,098	55,000	55,000	40,000	45,000	45,000
3100 Categorical Revenue	85,764	131,870	131,870	135,000	139,050	143,222
3140 Hot Lunch Program	8,438	10,000	10,000	8,500	11,000	11,000
3001 State Grant Income (READ)	5,298	4,500	4,500	4,500	4,500	4,500
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
1990 Miscellaneous Revenue	37,679	20,000	20,000	5,000	10,000	10,000
<b>Total Revenue</b>	<b>\$ 4,161,756</b>	<b>\$ 4,434,953</b>	<b>\$ 4,436,688</b>	<b>\$ 4,635,400</b>	<b>\$ 4,792,805</b>	<b>\$ 4,969,274</b>
<b>Total Sources</b>	<b>\$ 6,116,141</b>	<b>\$ 6,247,495</b>	<b>\$ 6,249,230</b>	<b>\$ 6,439,107</b>	<b>\$ 6,611,342</b>	<b>\$ 6,790,192</b>
<u>Expenditures:</u>						
0100 Salaries	2,344,928	2,484,496	2,484,496	2,633,369	2,712,370	2,793,741
0200 Benefits	589,995	618,000	618,000	671,000	724,680	782,654
0300 Purchased Services	82,718	81,000	81,000	87,000	89,385	91,825
0400 Purchased Prop Svcs	135,567	110,650	110,650	130,950	133,917	137,924
0500 Other Purch. Svcs	278,314	297,077	297,077	301,951	309,997	318,656
0570 Food Service Mgmt	5,684	4,500	4,500	2,500	2,525	2,550
0600 Supplies & Materials	206,849	172,500	181,000	184,000	187,750	193,572
0700 Property	138,272	129,500	155,000	93,000	112,500	122,500
0800 Other Expenses	521,269	513,800	513,800	516,800	517,300	517,800
0900 Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 4,303,596</b>	<b>\$ 4,411,523</b>	<b>\$ 4,445,523</b>	<b>\$ 4,620,570</b>	<b>\$ 4,790,424</b>	<b>\$ 4,961,222</b>
<b>Balance on Hand June 30</b>	<b>\$ 1,812,545</b>	<b>\$ 1,835,972</b>	<b>\$ 1,803,707</b>	<b>\$ 1,818,537</b>	<b>\$ 1,820,918</b>	<b>\$ 1,828,970</b>
Fund Balance as a % of Revenue	43.55%	41.40%	40.65%	39.23%	37.99%	36.81%



6161 Business Drive, Highlands Ranch, CO 80132  
303.471.8439

Grades K-12  
**Principal |** Lisa Nolan

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**Mission Statement**

SkyView Academy offers a research-based, content-rich liberal arts program with a commitment to foreign language studies and community service. Staff, parents and students are actively involved in a culture of expectation and support where individuals are respected, valued and known by the content of their character.

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SkyView Academy offers a research-based, content-rich liberal arts program for ages 3-18. We have a commitment to foreign language with Spanish instruction every day for grades PK-8, and then Latin and French are offered in high school. Our students work together across grade levels on service projects in the community, and character education is woven into every day. We follow the Core Knowledge sequence in grades PK-8 and then our high school students receive a Classical Education in grades 9-12. We are a rigorous, college-prep school with a 3A CHSSA certified athletics program where students thrive in a culture of high expectations and social and academic support.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$ 853,890	\$ 1,338,103	\$ 1,338,103	\$ 1,444,591	\$ 2,356,127	\$ 3,603,214
<b>Revenue:</b>						
5710 Per Pupil Revenue	8,050,571	8,366,036	8,366,036	8,854,912	9,444,276	9,716,314
1110 Mill Levy/Override	665,633	665,280	665,280	692,149	702,407	687,507
1310 Tuition	1,081,220	1,049,683	1,049,683	1,121,702	1,245,145	1,261,448
1400 Transportation Fees	-	21,900	21,900	-	-	-
1500 Interest Income	-	88	88	-	-	-
1700 Student Participation Fees	257,125	300,855	300,855	348,150	329,315	330,415
1800 Child Care Fees	-	-	-	-	-	-
1910 Rental/Lease	11,680	3,500	3,500	3,000	3,000	3,000
1922 Contributions/Donations	160,810	129,612	129,612	50,000	50,000	50,000
3100 Categorical Revenue	202,356	318,395	318,395	345,775	358,754	360,029
3900 Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Miscellaneous Revenue	177,228	95,360	95,360	53,128	55,784	58,574
<b>Total Revenue</b>	<b>\$ 10,606,623</b>	<b>\$ 10,950,709</b>	<b>\$ 10,950,709</b>	<b>\$ 11,468,816</b>	<b>\$ 12,188,681</b>	<b>\$ 12,467,287</b>
<b>Total Sources</b>	<b>\$ 11,460,513</b>	<b>\$ 12,288,812</b>	<b>\$ 12,288,812</b>	<b>\$ 12,913,407</b>	<b>\$ 14,544,808</b>	<b>\$ 16,070,501</b>
<b>Expenditures:</b>						
0100 Salaries	5,157,105	5,670,105	5,670,105	5,654,386	5,824,018	5,998,738
0200 Benefits	1,431,517	1,592,717	1,592,717	1,650,945	1,736,897	1,814,473
0300 Purchased Services	175,604	209,179	209,179	223,161	234,476	244,295
0400 Purchased Prop Svcs	1,963,070	1,853,523	1,853,523	2,159,775	2,185,271	2,202,526
0500 Other Purch. Svcs	576,103	791,842	791,842	689,985	705,351	750,233
0600 Supplies & Materials	634,319	598,549	598,549	622,891	650,786	669,850
0700 Property	172,757	152,862	152,862	415,410	109,631	109,862
0800 Other Expenses	11,935	42,308	42,308	35,401	20,266	29,701
0900 Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 10,122,410</b>	<b>\$ 10,911,085</b>	<b>\$ 10,911,085</b>	<b>\$ 11,451,954</b>	<b>\$ 11,466,696</b>	<b>\$ 11,819,678</b>
<b>Balance on Hand June 30</b>	<b>\$ 1,338,103</b>	<b>\$ 1,377,727</b>	<b>\$ 1,377,727</b>	<b>\$ 1,461,453</b>	<b>\$ 3,078,112</b>	<b>\$ 4,250,823</b>
Fund Balance as a % of Revenue	12.62%	12.58%	12.58%	12.74%	25.25%	34.10%



8773 South Ridgeline Boulevard, Highlands Ranch, CO 80129  
303.683.7836

Conventional Calendar | Grades 6-12  
**Principal | Penny Eucker**

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### Mission Statement

The mission of STEM School is to provide an integrated educational system of high standards to engage all students in an academically rigorous core curriculum, promoting a strong foundation in the sciences, technologies, engineering and math, relevant to real-world contexts, and building on respect and community assets to prepare students for successful post-secondary endeavors.

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We are a Core Knowledge/pre-AP and AP school committed to a well rounded education supercharged with STEM and technology. Students are enriched in STEM subjects and have music, art, foreign language and accelerated language arts and social studies. College counseling begins in grade 6 with progressively more support each year. STEM High and Middle School will provide an integrated educational system of high standards to engage all students in an academically rigorous core curricula, promoting a strong foundation in the sciences, technologies, engineering and math, relevant to real-world contexts, and building on student character and community assets to prepare students for successful post-secondary endeavors. All graduates ready for college, careers and active civic participation.





# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$ 1,019,896	\$ 2,303,230	\$ 2,303,230	\$ 505,508	\$ 767,840	\$ 2,179,211
<b>Revenue:</b>						
5710 Per Pupil Revenue	6,610,545	9,025,759	9,025,759	11,005,000	13,365,420	13,747,606
1110 Mill Levy/Override	550,163	724,209	724,209	850,792	992,462	980,521
1310 Tuition	-	-	-	100,000	100,000	100,000
1500 Interest Income	284	2,592	2,592	7,897	13,383	18,747
1600 Food Service	13,167	17,042	17,042	-	-	-
1700 Student Participation Fees	161,408	204,160	204,160	312,418	388,351	386,812
1800 Child Care Fees	-	-	-	-	-	-
1910 Rental/Lease	30,000	30,000	30,000	42,000	42,000	42,000
1922 Contributions/Donations	39,098	22,000	22,000	25,000	22,000	22,000
3100 Categorical Revenue	-	-	-	-	-	-
3900 Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	170,500	193,725	195,300
Grants Local	169,216	241,791	241,791	-	-	-
Grants Federal	-	-	-	-	-	-
Miscellaneous Revenue	4,282	-	-	-	-	-
<b>Total Revenue</b>	<b>\$ 7,578,163</b>	<b>\$ 10,267,553</b>	<b>\$ 10,267,553</b>	<b>\$ 12,513,607</b>	<b>\$ 15,117,341</b>	<b>\$ 15,492,985</b>
<b>Total Sources</b>	<b>\$ 8,598,059</b>	<b>\$ 12,570,783</b>	<b>\$ 12,570,783</b>	<b>\$ 13,019,115</b>	<b>\$ 15,885,182</b>	<b>\$ 17,672,196</b>
<b>Expenditures:</b>						
0100 Salaries	3,569,549	5,024,721	5,024,721	6,301,584	7,173,802	7,866,343
0200 Benefits	792,979	1,507,416	1,507,416	1,795,951	2,008,665	2,202,576
0300 Purchased Services	175,025	167,732	167,732	181,079	196,609	213,547
0400 Purchased Prop Svcs	1,110,250	1,693,670	1,693,670	2,097,079	2,260,262	2,337,409
0500 Other Purch. Svcs	407,271	682,975	682,975	884,741	1,140,208	1,313,034
0600 Supplies & Materials	204,320	409,331	409,331	597,834	560,490	567,659
0700 Property	23,040	2,529,000	2,529,000	329,469	298,044	322,792
0800 Other Expenses	11,122	48,000	48,000	60,500	64,550	68,905
0900 Other Uses of Funds	1,272	2,430	2,430	3,038	3,341	3,675
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$ 6,294,830</b>	<b>\$ 12,065,275</b>	<b>\$ 12,065,275</b>	<b>\$ 12,251,275</b>	<b>\$ 13,705,971</b>	<b>\$ 14,895,940</b>
<b>Balance on Hand June 30</b>	<b>\$ 2,303,230</b>	<b>\$ 505,508</b>	<b>\$ 505,508</b>	<b>\$ 767,840</b>	<b>\$ 2,179,211</b>	<b>\$ 2,776,256</b>
Fund Balance as a % of Revenue	30.39%	4.92%	4.92%	6.14%	14.42%	17.92%

Go Anywhere. Do Anything.



8773 South Ridgeline Boulevard, Highlands Ranch, CO 80129  
303.683.7836

Conventional Calendar | Grades Pre-K-5  
**Principal | Jim McDevitt**

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### Mission Statement

The mission of World Compass Academy engages and inspires learners in a safe, challenging, and individualized learning environment which cultivates and fosters character, a lifelong love of learning, and the skills to engage in the global community.

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Our Philosophy Go Anywhere, Do Anything World Compass Academy equips students to go anywhere in the world with the foundational skills needed for success. We do this through: **MASTERY BASED LEARNING:** Students cover material as they demonstrate a readiness and ability to learn the current material that is presented to them. After placement testing, students are placed in an academic level class for a maximum of twelve weeks. **POSITIVE SCHOOL CULTURE:** Students must feel safe in their learning environment if they are to take the risks they need to be educationally successful. World Compass Academy fosters a safe supportive learning environment. **FOREIGN LANGUAGE EDUCATION:** All students will receive 45 minutes daily of foreign language instruction. Language block will be taught immersion style. **CHALLENGING RESEARCH BASED CURRICULUM:** World Compass Academy curriculum is a challenging research based curriculum, designed to challenge each student at their level.



# FY 2016-2017 BUDGET

	Audited Actual 2014-2015	Revised Budget 2015-2016	Estimated Actual 2015-2016	Adopted Budget 2016-2017	Projected Budget 2017-2018	Projected Budget 2018-2019
<b>Balance on Hand July 1</b>	\$ -	\$ -	\$ 30,000	\$ 66,747	\$ 56,157	\$ 359,411
<b>Revenue:</b>						
5710 Per Pupil Revenue	-	2,743,378	2,743,378	3,319,485	4,369,869	5,067,384
1110 Mill Levy/Override	-	-	-	-	-	-
1310 Tuition	-	462,916	457,805	411,000	288,400	288,400
1500 Interest Income	-	-	-	-	-	-
1700 Student Participation Fees	-	32,882	99,696	79,000	138,400	160,200
1800 Child Care Fees	-	-	-	-	-	-
1800 Sports Program	-	-	-	-	-	-
1910 Rental/Lease	-	-	-	-	-	-
1922 Contributions/Donations	-	80,000	90,400	30,000	10,000	10,000
3100 Categorical Revenue	-	-	-	-	-	-
3001 State Grant Income (Cap Const)	-	92,953	92,953	110,925	144,585	166,005
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal (CSP)	-	352,059	352,059	195,500	-	-
1990 Miscellaneous Revenue	-	-	-	-	-	-
<b>Total Revenue</b>	\$ -	\$ 3,764,188	\$ 3,836,291	\$ 4,145,910	\$ 4,951,254	\$ 5,691,989
<b>Total Sources</b>	\$ -	\$ 3,764,188	\$ 3,866,291	\$ 4,212,657	\$ 5,007,411	\$ 6,051,400
<b>Expenditures:</b>						
0100 Salaries	-	1,493,311	1,493,311	1,763,709	1,911,624	2,134,859
0200 Benefits	-	460,184	460,184	508,611	554,371	619,109
0300 Purchased Services	-	171,123	171,123	390,581	452,558	469,669
0400 Purchased Prop Svcs	-	818,357	818,357	864,404	924,913	989,656
0500 Other Purch. Svcs	-	339,844	339,884	381,845	450,482	459,492
0600 Supplies & Materials	-	350,170	380,128	185,850	228,143	239,550
0700 Property	-	46,057	116,057	60,000	120,500	126,525
0800 Other Expenses	-	20,500	20,500	1,500	5,410	6,500
0900 Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
<b>Total Expenditures</b>	\$ -	\$ 3,699,546	\$ 3,799,544	\$ 4,156,500	\$ 4,648,000	\$ 5,045,361
<b>Balance on Hand June 30</b>	\$ -	\$ 64,642	\$ 66,747	\$ 56,157	\$ 359,411	\$ 1,006,039
<b>Fund Balance as a % of Revenue</b>	0.00%	1.72%	1.74%	1.35%	7.26%	17.67%

**CHARTER SCHOOL COMPARISON CHART****FY 2016-2017 Adopted Budget**

<b>CHARTER SCHOOL</b>	Beginning Fund Balance	Budgeted Revenues	Budgeted Expenditures	Ending Fund Balance
Academy Charter	\$ 2,692,259	\$ 5,412,542	\$ 5,282,325	\$ 2,822,476
American Academy Charter	2,398,016	16,580,597	16,509,192	2,469,420
Aspen View Academy	1,270,959	7,092,168	7,035,213	1,327,914
Ben Franklin Academy	3,141,657	7,661,055	7,433,537	3,369,175
Challenge to Excellence Charter	1,615,981	4,211,612	4,436,377	1,391,216
DCS Montessori Charter	918,565	4,701,471	4,695,865	924,171
Global Village Academy	66,358	3,251,025	3,135,185	182,198
HOPE Online Learning Academy	731,776	20,535,516	20,375,568	891,725
North Star Academy Charter	1,937,627	5,464,709	5,460,511	1,941,825
Parker Core Knowledge Charter	1,734,834	6,358,833	6,327,131	1,766,536
Platte River Academy Charter	1,803,707	4,635,400	4,620,570	1,818,537
SkyView Academy Charter	1,444,591	11,468,816	11,451,954	1,461,453
STEM Charter	505,508	12,513,607	12,251,275	767,840
World Compass Academy	66,747	4,145,910	4,156,500	56,157
<b>TOTAL</b>	<b>\$ 20,328,585</b>	<b>\$ 109,887,350</b>	<b>\$ 109,014,702</b>	<b>\$ 21,134,487</b>

Note: Parker Performing Arts is opening for FY 2016-2017 and will be presented in the District's quarterly financial reports.

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# Financial Section

## DEPARTMENTS



### Adopted Budget Book

FY 2016-2017

## DEPARTMENTS

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### Douglas County School District

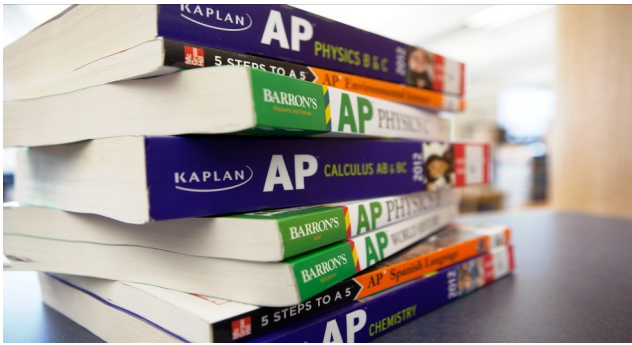


- Assessment & Systems Performance
- Athletics, Activities, Student Leadership & Stadiums
- Board of Education
- Business Services
- Chief Operating Officer & Planning
- Community Relations
- Development and Innovation
- Douglas County Educational Foundation
- District Wide
- Early Childhood Education
- Home Education & Choice Programming
- Human Resources
- Information Technology
- Legal Council
- Operations and Maintenance
- Personalized Learning
- Pre K-12 Education Elementary
- Pre K-12 Education Secondary
- School Safety & Security
- Special Education
- Superintendent's Office
- World Class Education



## ASSESSMENT AND SYSTEM PERFORMANCE

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**System Performance Officer | Matt Reynolds**

620 Wilcox Street, Castle Rock, CO 80104  
303.387.0095

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The Office of Assessment & System Performance is a service organization dedicated to providing teachers and administrators fact-based information, upon which sound decisions can be made to positively affect student learning. This office provides research and expertise in the collection, analysis, and use of student and school academic results for a range of stakeholders. This office also supports the implementation of requirements outlined in state and federal rules and regulations.

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The current compliance considerations for schools in DCSD are:

- Every Student Succeeds Act (ESSA - Fully effective March 2017)
- Education Accountability Act of 2009 SB 09-163
- Colorado's Achievement Plan for Kids (CAP4K) SB 08-212
- State required student performance data for the purposes of teacher evaluation in the form of CITE 6, SB 10-191 (overview)
- Proctoring of state-wide assessments including CMAS, PARCC, ACT, PSAT and SAT. CDE: CMAS and PARCC
- Proctoring of state-wide alternative assessments including CoALT and DLM, CDE: COAlt and DLM
- ACCESS for ELL students, CDE: English Language Proficiency Assessments
- Early Literacy - READ Act, CDE: READ Act (including AIMSweb, Dibels, iReady, Istation, and STAR)
- School Readiness for all pre-school and kindergarten students, CDE: School Readiness
- Competency Based Graduation (beginning in the fall of 2017), CDE: Ccompetency Based Graduation
- Student Data Collection Use Security (HB 16 -1423 - effective August 2017)
- Federal legislation of student data privacy including Family Educational Rights and Privacy Act (FERPA)



## ASSESSMENT AND SYSTEM PERFORMANCE

### Funding Snapshot

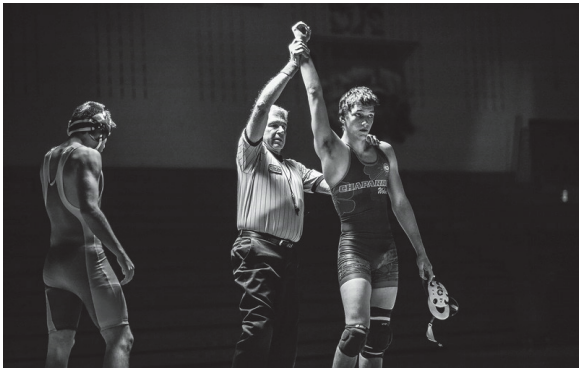
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
<i>Administrative</i>	\$ 125,027	\$ 140,464	\$ 104,663	\$ 118,948	\$ 118,947
<i>Certified</i>	73,772	609,906	237,866	267,630	156,400
<i>Classified</i>	46,300	51,325	49,935	52,628	52,430
<i>Professional/Technical</i>	328,795	508,940	644,861	602,988	690,717
Benefits	150,903	299,524	268,368	272,703	307,618
Purchased Services	707,080	869,719	108,777	395,246	62,390
Supplies and Materials <sup>(1)</sup>	15,369	27,505	15,276	131,037	671,686
Capital Equipment	-	75,400	98,108	-	-
Other Expense	17,767	21,592	28,436	(159,520)	30,000
<b>Total Expenditures</b>	<b>\$ 1,465,013</b>	<b>\$ 2,604,375</b>	<b>\$ 1,556,291</b>	<b>\$ 1,681,659</b>	<b>\$ 2,090,188</b>
<b>Carry Over Awarded into Subsequent Year*</b>	<b>\$ 98,801</b>	<b>\$ 235,594</b>	<b>\$ 745,044</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	1.00	1.00	1.00	1.00	1.00
Professional/Technical	5.43	7.50	9.00	9.00	9.00
<b>Total FTE</b>	<b>7.43</b>	<b>9.50</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

<sup>(1)</sup>Note: For FY 2016-2017 \$620,000 is held centrally in Assessment to be disbursed to schools after October Count.

## ATHLETICS, ACTIVITIES, STUDENT LEADERSHIP & STADIUMS

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**Director | Derek Chaney**

620 Wilcox Street, Castle Rock, CO 80104

303.387.0095

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Our purpose is to lead the District-level co-curricular programs which support our core values, commitments and priorities. We provide students with various and diverse opportunities for participation and leadership as an integral component of academic achievement. We also support and facilitate programs that lead to socially and physically healthy students and school environments. High school activities and athletics are governed by the Colorado High School Activities Association (CHSAA). Various CHSAA-sanctioned high school activities include orchestra, band, vocal music, student counsel and speech.

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Athletics is an amazing way for our students to learn. From the thrill of victory to the agony of defeat, the lessons taught by sports make our kids more resilient, collaborative and healthy. The field, track, gym and weight room offer daily opportunities for kids to learn 21st century skills, which makes them better students in the classroom and more prepared for whichever college or career they choose in the future. Student athletes are students first. Participation in sports is a privilege. We expect all of our student athletes to abide by the academic and athletic rules set by their schools and the organizations we are affiliated with.

Colorado High School Activities Association (CHSAA)

All Douglas County high schools are members of the Colorado High School Activities Association and are bound to all rules and regulations required of CHSAA and the school league.

### League Affiliations

- Castle View, Chaparral, Douglas County and Legend are members of the 5A Continental South Football Conference.
- Ponderosa is a member of the 4A Plains Football Conference.
- Highlands Ranch, Mountain Vista, Rock Canyon and ThunderRidge are members of the 5A Continental North Football Conference
- All Douglas County high schools belong to the Continental League for other sports and activities.

### Athletic Registration

Prior to participating in camps and practices, students and parents must complete the registration process at their middle or high school (athletic form, physical form, athletic registration fee). The registration process is also used to determine a student's eligibility.



# ATHLETICS, ACTIVITIES, STUDENT LEADERSHIP & STADIUMS

## Funding Snapshot

	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Audited	Audited	Audited	Estimated	Adopted
	Actuals	Actuals	Actuals	Actuals	Budget
Salaries					
<i>Administrative</i>	\$ 99,656	\$ 103,496	\$ 104,326	\$ 107,455	\$ 107,455
<i>Certified</i>	5,039	13,203	31,957	36,683	23,978
<i>Classified</i> <sup>(1)</sup>	405,285	433,292	352,377	118,795	110,867
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	120,996	136,362	129,175	71,861	73,924
Purchased Services	160,057	220,444	219,435	265,687	183,988
Supplies and Materials	94,291	124,024	112,916	174,650	110,703
Capital Equipment	-	-	18,764	11,762	-
Other Expense <sup>(2)</sup>	4,790	10,586	11,314	13,038	342,024
<b>Total Expenditures</b>	<b>\$ 890,113</b>	<b>\$ 1,041,407</b>	<b>\$ 980,262</b>	<b>\$ 799,932</b>	<b>\$ 952,939</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 193,399</b>	<b>\$ 232,068</b>	<b>\$ 228,708</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	3.72	4.12	3.81	2.72	2.93
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>4.72</b>	<b>5.12</b>	<b>4.81</b>	<b>3.72</b>	<b>3.93</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and 2016-2017

<sup>(1)</sup> In FY 2015-2016 the management of the Facility Use department moved from Athletics, Activities, Student Leadership & Stadiums to Business Services

<sup>(2)</sup> For FY 2016-2017, \$324,000 is held centrally in Athletics for athletics transportation that is disbursed to schools in the fall

## BOARD OF EDUCATION

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**President |** Meghann Silverthorn  
620 Wilcox Street Castle Rock, CO 80104  
303.387.258

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Legal control of the Douglas County School District is vested in the seven members of the Board of Education, elected to staggered, four-year terms at regular biennial school elections, which are held on the first Tuesday in November of each odd-numbered year. Board members represent one of the seven director districts and are elected at-large. To be eligible for election, a school board candidate must be at least 18 years of age, a 12-month resident and registered voter of the District, a resident of the director district in which he/she represents, and have no direct or indirect interest in District contracts. The Douglas County School District Board of Education sets the policies that guide the public education of the students in the community. Once these policies are acknowledged, it is the job of the Superintendent to work with the administrative team and staff to creatively execute them.

Public meetings are held the first and third Tuesdays of each month, except in January and July, in the Board Room of the Wilcox Administration Building at 620 Wilcox Street in Castle Rock. Regular sessions scheduled from 7:00 p.m. until 9:30 p.m. may be preceded and/or followed by an Executive Session (a closed session). Variations to this schedule may occur, and Special Meetings may be called by the President of the Board. Check the Meeting Agendas & Minutes to view meeting dates, times, locations, agendas and minutes. Citizens are encouraged to attend Board meetings. Time for public comment on any topic related to the operation of the schools or concerning any specific agenda item is scheduled during the regular session.

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## 2015-2016 DCSD budget team in elite group after winning two prestigious national awards



Left to Right: Scott Smith, Elizabeth Fagan, Alexandria Borlabi, Rebekah Brooks, Colleen Doan, Shannon Middleton, Josh Curnow, Jesse Shaw, and David Ray

# BOARD OF EDUCATION

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
<i>Administrative</i>	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Certified</i>	-	-	-	-	-
<i>Classified</i>	64,373	67,402	65,957	77,756	75,402
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	17,847	19,480	19,782	22,459	24,307
Purchased Services	271,793	310,992	140,814	354,875	301,100
Supplies and Materials	25,269	39,297	10,298	20,288	19,950
Capital Equipment	-	-	-	11,466	-
Other Expense	5,004	3,504	30,062	10,252	32,450
<b>Total Expenditures</b>	<b>\$ 384,286</b>	<b>\$ 440,675</b>	<b>\$ 266,914</b>	<b>\$ 497,096</b>	<b>\$ 453,209</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 77,307</b>	<b>\$ 77,987</b>	<b>\$ 252,822</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	0.00	0.00	0.00	0.00	0.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	1.00	1.00	1.00	1.00	1.00
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

## BUSINESS SERVICES

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**Chief Financial Officer | Bonnie Betz**

701 Prairie Hawk Drive Castle Rock, CO 80109  
720.433.1095

The Business Services Division of Douglas County School District includes the following functions and departments: Accounting/ Cash Management and Accounts Payable/Receivable, Budget along with Student Data and Information Services – student data is the basis for the Districts largest revenue stream, Strategic Sourcing to include Warehouse Operations and Inventory, Procurement Card Administration, Facility Use and Payroll. All of these departments operate under the Business Services Vision and Mission as expressed below.

### VISION:

DCSD Business Services aspires to be a national exemplar in executing the business of education through sound fiscal principle and practices with a focus on what is best for students.

### MISSION:

Ensure that the financial resources are collected, protected, invested and distributed in a fiscally responsible manner that maximizes dollars into the classroom. This mission is accomplished by:

- Collaboratively working with schools and departments in determining budget allocations and monitoring spend,
- Communicating and training consistently and timely about all business processes including those associated with employee capture of time and pay,
- Creating processes and procedures that facilitate the business of educating students so that the primary focus and energy is in our classrooms and for our students,
- Ensuring consistent team member application of the Business Services Division core values which include honest and ethical behavior and an emphasis on continuous improvement..

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ 403,114	\$ 472,560	\$ 469,192	\$ 490,813	\$ 483,193
Certified	-	6,333	-	6,758	1,698
Classified <sup>(1)</sup>	926,214	972,802	1,033,687	1,227,275	1,475,826
Professional/Technical	818,749	771,259	892,113	1,053,130	1,112,623
Benefits	627,414	643,753	722,281	897,103	1,069,386
Purchased Services	271,678	216,922	220,013	262,728	147,831
Supplies and Materials	72,810	36,518	64,440	50,970	73,585
Capital Equipment	-	14,829	76,983	8,874	-
Other Expense	(100,157)	(89,228)	(93,119)	106,977	(9,700)
<b>Total Expenditures</b>	<b>\$ 3,019,822</b>	<b>\$ 3,045,749</b>	<b>\$ 3,385,591</b>	<b>\$ 4,104,628</b>	<b>\$ 4,354,442</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 270,383</b>	<b>\$ 265,609</b>	<b>\$ 356,861</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	4.00	4.00	4.00	4.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	21.93	21.60	22.50	27.00	28.75
Professional/Technical	12.90	13.20	15.00	17.00	16.50
<b>Total FTE</b>	<b>37.83</b>	<b>38.80</b>	<b>41.50</b>	<b>48.00</b>	<b>49.25</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

(1) In FY 2015-2016 the management of the Facility Use department moved from Athletics, Activities, Student Leadership & Stadiums to Business Services

## CHIEF OPERATING OFFICER & PLANNING

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**Chief Operations Officer | Vacant**  
**Director of Planning | Richard Cosgrove**

620 Wilcox Street Castle Rock, CO 80104  
720.433.1260

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**COO:** The Operations Department is dedicated to supporting student achievement by effectively and efficiently using resources to deliver quality student transportation, facilities management, security, capital planning, and risk management services.

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**Planning:** Our mission is to design and construct educational facilities that effectively enhance student potential in physical environments that are safe and conducive to learning. The Planning Department strives to respect the strategies and commitments of Douglas County School District by being innovative, efficient and engaging in our development review, enrollment projection, and mapping processes. The Planning Department's aim is to respect the District's Strategic Plan in engaging the community, parents, students and staff of Douglas County and Douglas County School District by supporting the work the Long Range Planning Committee performs involving capacity issues, site management, and boundary scenarios. The Construction Services division provides the quality planning, design and construction of our new and remodeled schools and manages the capital improvement plan and execution. Our primary goal with each project is to provide a physical environment that is conducive to learning, and to provide a level of safety that the parents expect. We have consistently meet the expectation of our stakeholders with the opening of each new school and facility upgrade, and look forward to continuing the success in the future.





# CHIEF OPERATING OFFICER & PLANNING

## Funding Snapshot

	FY 2012-2013		FY 2014-2015		FY 2016-2017
	Audited Actuals	FY 2013-2014 Audited Actuals	Audited Actuals	FY 2015-2016 Estimated Actuals	Adopted Budget
Salaries					
Administrative	\$ 266,907	\$ 262,463	\$ 268,098	\$ 281,398	\$ 275,274
Certified	-	-	-	-	-
Classified	82,249	74,851	37,408	22,884	45,000
Professional/Technical	176,403	362,654	374,293	423,153	446,688
Benefits	118,177	175,885	172,452	201,590	238,003
Purchased Services	63,125	46,398	241,377	309,606	434,926
Supplies and Materials	12,074	282,572	83,298	93,986	90,500
Capital Equipment	1,230,595	1,692,871	-	-	1,726,655
Other Expense	330	110,304	202,291	190,235	176,824
<b>Total Expenditures</b>	<b>\$ 1,949,860</b>	<b>\$ 3,007,999</b>	<b>\$ 1,379,217</b>	<b>\$ 1,522,853</b>	<b>\$ 3,433,870</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 116,181</b>	<b>\$ 132,056</b>	<b>\$ 689,342</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	2.00	1.00	2.00	2.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	1.00	1.00	1.00	1.00	1.00
Professional/Technical	3.00	5.20	3.30	5.30	5.00
<b>Total FTE</b>	<b>6.00</b>	<b>8.20</b>	<b>5.30</b>	<b>8.30</b>	<b>8.00</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

Note:: For the FY 2016-2017 Adopted Budget \$1,726,655 in capital equipment is budgeted in Fund 43 for capital needs across the District but reflected in the COO budget.

## COMMUNITY RELATIONS

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### **Internal Communications Officer |**

Randy Barber

### **Public Information Officer |**

Paula Hans

620 Wilcox Street Castle Rock, CO 80104

303.387.0033

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### Community Relations

Whether we are highlighting the achievements of our schools, building relationships in the community, or communicating with families during times of crisis, Douglas County School District's Community Relations team is here to:

- Inform everyone in Douglas County, so they accurately understand the efforts and vision of Douglas County School District
- Empower stakeholders, including students, parents, employees and residents to speak intelligently on the District's behalf, if they choose to
- Build strong relationships and pride in our District, resulting in a strong brand and attraction/retention of students, families, employees and residents
- Lead the discussion regarding the transformation of American education, utilizing communication practices that reflect the innovative and cutting-edge transformation occurring throughout the District

The Community Relations office provides clear, efficient and effective communications about Douglas County School District. As a team, we:

- Serve as the advisor and liaison between the district, news media and general public so that the public has a better understanding of DCSD initiatives, accomplishments, needs and goals
  - Advise and assist principals and others in the district with news media, extraordinary school or district occurrences and incident/crisis communications
  - Provide district-wide emergency communications to DCSD families, such as during weather closures/delays, incidents/crisis, lockdowns and lockouts
  - Produce written, photographic and video news features highlighting school and district programs, practices and achievements
  - Provide information and communications from the district to employees
  - Manage district branding and assist other departments with print and digital graphic design needs
  - Obtain resources for DCSD programs and schools through marketing partnerships with companies and organizations in our community
  - Maintain a multitude of communication vehicles, such as E-newsletters, the DCSD website, Livestreamed events, social media, event calendars and more
  - Provide training to DCSD students and staff in video production, live broadcast and video editing, and advice in the setup and upkeep of video production spaces in schools
  - Oversee DCSD's Digital Media Education Studio, maintaining equipment usage and school participation
  - Recognize accomplished students, teachers and leaders at Board of Education meetings
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# COMMUNITY RELATIONS

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
<i>Administrative</i>	\$ 200,531	\$ 221,117	\$ 202,602	\$ 277,104	\$ 277,270
<i>Certified</i>	-	-	2,880	900	-
<i>Classified</i>	72,606	73,209	39,444	6,863	-
<i>Professional/Technical</i>	154,395	207,327	285,680	268,161	316,079
Benefits	108,252	132,930	146,649	171,362	192,833
Purchased Services	91,624	402,793	192,101	87,797	146,184
Supplies and Materials	44,058	32,737	54,188	243,722	54,839
Capital Equipment	-	-	38,798	101,100	-
Other Expense	533	6	1,835	(997)	7,500
<b>Total Expenditures</b>	<b>\$ 672,000</b>	<b>\$ 1,070,119</b>	<b>\$ 964,177</b>	<b>\$ 1,156,012</b>	<b>\$ 994,705</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 152,195</b>	<b>\$ 133,771</b>	<b>\$ 114,105</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	2.00	2.00	3.00	3.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	2.00	2.00	1.00	0.00	0.00
Professional/Technical	3.00	3.00	4.00	5.00	5.00
<b>Total FTE</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

## DEVELOPMENT AND INNOVATION



**Center for Professional Development | Dr. Ann Johnson  
Bookkeeper | Arlene Nickerson  
312 Cantril St, Castle Rock CO 80104**

It takes a lot of different people to ensure that the Douglas County School District runs efficiently every day. These behind-the-scenes people help to keep the lights on, kids fed and teachers supported. What you may not know is that there is a support structure helping to keep these talented professionals at the top of their game.

That can be a challenge, considering that there are 132 job categories for support personnel, often requiring specialized training, but the Professional Development (PD) Department is up to the task. There is team of that now helps develop and deliver training to the more than 3,000 classified employees.



### Aligned to the District

All of these professional development efforts are aligned to the District’s Strategic Plan and Academic Cabinet Goals. “[Professional Development] brings people together, when it is aligned,” Mueller said. “We are a District. We work together. What is our focus? Students. Whether I’m driving a bus, or I’m making a room feel more comfortable for a teacher to teach in, our focus is always on our students.” For that reason, the PD team has worked to differentiate the learning progressions created for certified staff, so that classified employees can hear the same message.

For instance, the team has adapted Superintendent Dr. Liz Fagen’s A Case for Change course, since it helps employees understand why the District has embarked on the effort to modernize education.



## DEVELOPMENT AND INNOVATION

### Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ -	\$ 95,367	\$ 302,992	\$ 475,034	\$ 415,070
Certified <sup>(1)</sup>	1,329,330	1,473,994	176,608	336,097	1,884,528
Classified <sup>(1)</sup>	360,087	602,386	155,244	489,144	248,618
Professional/Technical	403,607	648,839	732,914	560,613	687,805
Benefits	434,345	585,849	358,007	466,890	998,543
Purchased Services	165,927	203,569	211,566	95,320	267,631
Supplies and Materials	133,957	140,113	89,563	158,076	241,500
Capital Equipment	-	-	15,503	-	-
Other Expense	26,195	40,719	30,460	(1,869)	23,601
<b>Total Expenditures</b>	<b>\$ 2,853,448</b>	<b>\$ 3,790,836</b>	<b>\$ 2,072,856</b>	<b>\$ 2,579,304</b>	<b>\$ 4,767,296</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 59,675</b>	<b>\$ 6,146</b>	<b>\$ 70,413</b>	<b>\$ -</b>	<b>\$ -</b>
FTE					
Administrative	0.00	1.00	3.00	4.00	5.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	4.51	4.70	3.00	3.00	4.00
Professional/Technical	6.50	11.00	11.00	11.00	12.00
<b>Total FTE</b>	<b>11.01</b>	<b>16.70</b>	<b>17.00</b>	<b>18.00</b>	<b>21.00</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

(1) In FY 2014-2015, salaries for teachers and paraprofessionals for Pay for Performance initiatives were tracked as district wide expenditures while these initiatives were combined with other Professional Development initiatives before and after FY 2014-2015; the variance from FY 2015-2016 to FY 2016-2017 in the certified salaries and benefits is largely due to Pay for Performance initiatives included in FY 2016-2017 that weren't spent in FY 2015-2016

## DISTRICT WIDE

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**Acting Superintendent |** Dr. Steven Cook  
**Chief Financial Officer |** Bonnie Betz  
**Chief Human Resources Officer |** Brian Ceasre  
**Chief Technology Officer |** Gautam Sethi  
**Assistant Superintendent |** Ted Knight

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These budgets are managed centrally for the benefit of all students and staff across the district. The Superintendent, CFO, HR and IT make up this budget.

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## DISTRICT WIDE

	<b>FY 2016-2017 Adopted Budget</b>
<b>District Wide Expenditures <sup>(1)</sup></b>	
Human Resources	
<i>Compensation Increases</i>	\$ 9,500,000
<i>Department Head Pay</i>	400,000
<i>Sick Leave Severance</i>	791,831
<i>Extended Service Severance</i>	870,441
<i>Unemployment Compensation</i>	350,000
<i>401a Contribution</i>	574,409
Business Services	
<i>Online Payment and Banking Service Fees</i>	437,675
<i>Facility Use</i>	75,000
<i>Treasurer Collection Fees</i>	447,323
Other	
<i>Principal Discretionary Expenses <sup>(2)</sup></i>	10,460,000
<i>Student Fee Waiver</i>	300,000
<i>READ Act</i>	1,490,629
<i>District Wide Mobile Relocation</i>	300,000
<i>District Wide Building Remodels</i>	4,318,944
<i>Hail Damage Repairs</i>	452,535
<b>Total Expenditures</b>	<b>\$ 30,768,787</b>

### Notes:

(1) District wide expenditures are budgeted centrally but the actual expenses occur at individual school and department sites

(2) Principal Discretionary Expenses account for the spend associated with the receipt of gifts, donations and fundraisers at schools



## DOUGLAS COUNTY EDUCATIONAL FOUNDATION

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**Director of DCEF | Jason Christensen**  
620 Wilcox Street Castle Rock, CO 80104

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The Douglas County Educational Foundation is a 501(c)(3) non-profit which works with corporations and organizations to develop private resources to enrich education within Douglas County schools for the fulfillment of lifelong learning experiences of our students, citizens and community.

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The Foundation achieves this mission by directing support where appropriate toward the following objectives:

- facilitate learner development through enhanced educational activities for all ages within the community;
- enrich individual life experiences by promoting cultural activities in the arts and humanities;
- support the professional growth of teaching by encouraging new and creative ideas for delivering education; and promote school and community partnerships by encouraging individuals and organizations to share resources.





## DOUGLAS COUNTY EDUCATIONAL FOUNDATION

## Funding Snapshot

	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Audited	Audited	Audited	Estimated	Adopted
	Actuals	Actuals	Actuals	Actuals	Budget
Salaries					
<i>Administrative</i>	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 92,880
<i>Certified</i>	-	99	-	-	-
<i>Classified</i>	219,179	219,768	205,818	193,478	238,478
<i>Professional/Technical</i>	118,702	75,016	87,203	77,209	67,999
Benefits	87,603	76,560	99,815	100,512	121,841
Purchased Services	51,291	1,971	413	679	2,864
Supplies and Materials	3,566	2,839	1,994	5,513	4,015
Capital Equipment	-	-	-	-	-
Other Expense	259,725	2,222	2,016	22,034	500
<b>Total Expenditures</b>	<b>\$ 740,066</b>	<b>\$ 378,477</b>	<b>\$ 472,259</b>	<b>\$ 474,425</b>	<b>\$ 528,577</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 16,677</b>	<b>\$ -</b>	<b>\$ 2,598</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	0.00	0.00	0.00	2.00	1.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	7.81	9.08	11.75	10.38	10.05
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>8.81</b>	<b>10.08</b>	<b>12.75</b>	<b>13.38</b>	<b>12.05</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

## EARLY CHILDHOOD EDUCATION

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**Director Early Childhood Education | Nancy Burdic**

620 Wilcox Street Castle Rock, CO 80104  
720.433.1260

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Children start learning the day they're born, and the trajectory of their future success is shaped by their experiences in the first few years. But too many parents, grandparents and caregivers don't know how to support early learning. They need to understand that children are learning during everyday moments – doing everyday activities. As a child's first and most important teacher, parents can easily turn everyday moments into fun, engaging learning opportunities – and by doing so they give their child the best start possible. Unfortunately, by the time children enter kindergarten, there's a gap between those with quality early learning experiences and those without. That turns into an achievement gap by 3rd grade. Most children never catch up. But research shows that children with high-quality early learning in the first few years are more likely to finish school, become part of a productive workforce, and contribute to society and the economy.

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# EARLY CHILDHOOD EDUCATION

	Funding Snapshot				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ 40,134	\$ 66,537	\$ 93,000	\$ 68,136	\$ 48,096
Certified	-	2,880	900	49,256	-
Classified	1,662,395	1,814,383	1,804,748	1,984,712	2,116,692
Professional/Technical	67,962	50,956	77,148	80,620	80,620
Benefits	714,549	753,852	749,050	878,988	1,207,455
Purchased Services	11,899	15,424	14,025	24,005	8,000
Supplies and Materials	85,271	132,076	239,134	188,189	110,000
Capital Equipment	-	-	-	7,835	-
Other Expense	156	1,887	-	6,547	36,850
<b>Total Expenditures</b>	<b>\$ 2,582,366</b>	<b>\$ 2,837,995</b>	<b>\$ 2,978,005</b>	<b>\$ 3,288,288</b>	<b>\$ 3,607,713</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 437,050</b>	<b>\$ 387,386</b>	<b>\$ 265,839</b>	<b>\$ -</b>	<b>\$ -</b>
FTE					
Administrative	0.50	0.50	0.50	0.50	0.50
Certified	-	-	-	-	-
Classified	50.33	55.45	66.00	88.38	89.26
Professional/Technical	1.00	1.00	-	1.00	1.00
<b>Total FTE</b>	<b>51.83</b>	<b>56.95</b>	<b>66.50</b>	<b>89.88</b>	<b>90.76</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017



## HOME EDUCATION & OFFICE OF CHOICE PROGRAMMING



### Home Education & Office of Choice Programming

| Tom McMillen

312 Cantril St, Castle Rock CO 80104

This office is staffed by three people: the Director of Choice Programming, the Choice Programming/Cloverleaf Coordinator, and the Department Administrative Assistant, who supports the department as well as Douglas County home school parents. The Parent Liaison's position FTE is also housed in the Choice Programming budget.

#### CLOVERLEAF HOME EDUCATION PARTNERSHIP

The Cloverleaf budget is supported by the .5 PPR funding that the District receives for providing supplemental programming for home school parents one day per week. This year, Cloverleaf enrolled approximately 350 home school students for supplemental support one day per week. This number is expected to grow to approximately 375 students next year. Cloverleaf employs 14 part-time DCSD licensed teachers as well as a coordinator, two support staff persons and a part time principal.

Cloverleaf also provides supplemental curricula to home school parents at no charge. This expenditure is supported by the PPR provided to the school and is one of the keys to Cloverleaf's success and growth.

#### SCHOOL/COMMUNITY PARTNERSHIP COORDINATOR

Better known as the Office of the Parent Liaison, this office works with the Colorado Department of Education, parents, staff and the community in a variety of ways. As a state mandate under Colorado SB193, its duties are outlined by the state and includes other functions as needed.

- Provides support and authorization and contract oversight to the 14 DCSD charter schools
- Organizes and runs the CART new charter application process
- Manages open enrollment processes and training for all neighborhood schools in the District
- Organizes and runs the yearly School Choice Fair
- Oversees the Cloverleaf Home Education Enrichment School
- Supports non-Cloverleaf home school parents in Douglas County
- Provides oversight and technical support for charter schools with Workday and IC issues
- Provides oversight and technical support for students and parents of neighborhood schools with the EmpowerED Choices and Engage Parents web tools
- Organizes, promotes and runs the annual School Choice Fair
- Is a liaison to the Colorado Department of Education Parent, School and Community Partnerships Office
- Helps parents to appropriately address school-based issues

## HOME EDUCATION & OFFICE OF CHOICE PROGRAMMING

- Works with principals and staff to provide support to address concerns or questions
- Oversees and facilitates the Parent Engagement Task Force to help define, resource and increase parent engagement
- Communicates to parents about events and issues that affect parent engagement
- Works in collaboration with district departments to provide guidance, facilitate support and provide feedback.
- Works with the community to provide resources, education, assistance and community involvement within schools.

Parent University is offered free to the community by community members and district staff who donate their time.

This office also works with businesses in the community to help them increase their support of schools, including those who offer support, classes, fundraisers and other efforts as needed.

### Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ 87,379	\$ 81,799	\$ 91,944	\$ 122,538	\$ 174,058
Certified	130,858	211,151	224,865	242,364	297,116
Classified	89,522	89,753	85,875	60,049	73,499
Professional/Technical	-	45,000	99,567	185,136	181,811
Benefits	67,137	101,306	136,469	170,738	264,171
Purchased Services	103,795	85,794	67,975	73,324	124,500
Supplies and Materials	206,799	215,112	177,897	201,811	221,600
Capital Equipment	-	-	-	-	-
Other Expense	5,505	5,257	3,491	4,786	11,000
<b>Total Expenditures</b>	<b>\$ 690,995</b>	<b>\$ 835,173</b>	<b>\$ 888,082</b>	<b>\$ 1,060,744</b>	<b>\$ 1,347,755</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 21,658</b>	<b>\$ 18,420</b>	<b>\$ 28,110</b>	<b>\$ -</b>	<b>\$ -</b>
FTE					
Administrative	1.00	0.50	1.00	1.60	1.75
Certified	3.80	5.40	4.20	5.80	6.80
Classified	2.78	1.94	3.69	2.13	4.13
Professional/Technical	0.00	1.00	1.00	3.00	3.00
<b>Total FTE</b>	<b>7.58</b>	<b>8.84</b>	<b>9.89</b>	<b>12.53</b>	<b>15.68</b>

## HUMAN RESOURCES & BENEFITS

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**Chief Human Resources Officer | Brian Ceasre**

620 Wilcox Street Castle Rock, CO 80104  
303.387.0100

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Our mission is to support and enable those who are impacting the quality of education of students (both directly and indirectly) to maximize their effectiveness. We will accomplish this through:

- Measuring and improving upon key performance indicators/metrics.
- Perfecting system performance.
- Delivering higher value work to customers through migration of HR value from administrative to strategic.
- Educating and empowering administration to manage HR needs.
- Attracting, hiring, retaining, and rewarding top talent.
- Communicating essential information consistently and accurately.

New to Human Resources for FY 2014-2015 includes the Benefits department. **Benefits include:** Medical, Dental, Vision, Life Insurance, Accidental Death and Dismemberment, Long Term Disability, Leave of Absence, Short Term Disability, Family Medical Leave Act (FMLA), Retirement Accounts and an Employee Assistance Program. As part of this process, we strive to ensure compliance with HIPAA and State and Federal regulations.

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# HUMAN RESOURCES & BENEFITS

## Funding Snapshot

	FY 2012-2013			FY 2015-2016	
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ 541,858	\$ 660,093	\$ 734,738	\$ 640,272	\$ 725,283
Certified <sup>(1)</sup>	86,876	241,182	324,190	1,251,186	918,312
Classified	337,657	514,932	452,873	425,091	924,670
Professional/Technical	324,172	423,462	485,964	554,239	607,065
Benefits <sup>(1)</sup>	723,847	969,605	1,125,667	1,560,183	1,214,649
Purchased Services	178,515	156,999	118,115	163,762	90,749
Supplies and Materials	31,576	14,826	5,193	15,523	11,900
Capital Equipment	-	-	-	1,998	-
Other Expense	33,599	112,567	10,486	21,526	4,000
<b>Total Expenditures</b>	<b>\$ 2,258,100</b>	<b>\$ 3,093,666</b>	<b>\$ 3,257,227</b>	<b>\$ 4,633,780</b>	<b>\$ 4,496,628</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 106,705</b>	<b>\$ 36,683</b>	<b>\$ 70,693</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	6.00	6.00	6.00	6.00
Certified <sup>(1)</sup>	0.00	0.59	0.00	14.30	18.10
Classified	6.00	9.70	12.20	9.50	9.94
Professional/Technical	4.50	7.00	8.00	9.23	13.00
<b>Total FTE</b>	<b>13.50</b>	<b>23.29</b>	<b>26.20</b>	<b>39.03</b>	<b>47.04</b>

\* Note Carry over will be calculated at the conclusion of FY 2015-2016 and FY2016-2017

<sup>(1)</sup> FTE increase for FY 2015-2016 is due to budgeting substitute contracted teachers centrally, additionally FTE increase for FY 2016-2017 is due to projected increases for contracted substitute teachers



# INFORMATION TECHNOLOGY



**Chief Technology Officer | Gautam Sethi**

701 Prairie Hawk Drive Castle Rock, CO 80109

720.433.0010

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Our vision is to provide technology solutions supporting Choice, World-Class Education and Systems Performance by empowering students, teachers, employees and community with access to information and services through voice, video and data technology. This will allow all of our stakeholders to process and communicate information and share ideas. This vision will enable our stakeholders to become lifelong, independent, productive learners, workers and caring contributors to their communities.

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## About the DCSD IT Division

The goal of the Douglas County School District is to prepare students to compete on the world stage for the college or career pathway of their choice. As Douglas County School District (DCSD) reinvents the approach to deliver education, the Information Technology Division has transformed to deliver world-class services in support of the evolving technology landscape of our schools.

The Information Technology Division empowers the transformation of learning, spaces, and people using technology. At the nexus of the learning environment and the instructional shift for teaching and learning is technology by enabling and scaling success.

## Our Core Values

- Enable choice in our schools
- Create rich learning environments
- Infuse appropriate technology
- Partner and create compelling solutions
- Ensure information safety at all levels
- Operate reliable infrastructure Value Customer satisfaction above all





# INFORMATION TECHNOLOGY

	Funding Snapshot				FY 2016-2017
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	Adopted Budget
Salaries					
<i>Administrative</i>	\$ 286,892	\$ 174,910	\$ 445,995	\$ 438,865	\$ 489,033
<i>Certified</i>	87,250	1,880	1,146	1,527	-
<i>Classified</i>	1,491,809	1,338,473	1,113,568	990,719	1,006,942
<i>Professional/Technical</i>	2,297,442	2,088,448	2,356,455	2,605,119	3,045,041
Benefits	1,017,958	960,570	1,063,782	1,192,782	1,457,018
Purchased Services	3,628,565	6,037,255	7,697,970	8,937,872	8,881,289
Supplies and Materials	5,352,969	5,986,402	4,749,168	4,368,264	8,019,677
Capital Equipment	1,407,260	2,453,996	143,014	2,823,540	-
Other Expense	13,774	17,836	7,899	5,025	12,675
<b>Total Expenditures</b>	<b>\$ 15,583,918</b>	<b>\$ 19,059,769</b>	<b>\$ 17,578,997</b>	<b>\$ 21,363,712</b>	<b>\$ 22,911,675</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 1,433,266</b>	<b>\$ 297,916</b>	<b>\$ 398,731</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	3.00	2.00	3.00	4.00
Certified	10.40	0.00	0.00	0.00	0.00
Classified	24.70	24.70	17.00	17.00	19.70
Professional/Technical <sup>(1)</sup>	24.00	28.00	21.00	31.00	36.00
<b>Total FTE</b>	<b>62.10</b>	<b>55.70</b>	<b>40.00</b>	<b>51.00</b>	<b>59.70</b>

\* Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

(1) Annual fluctuations in FTE staffing levels is due to using staff augmentation services when the District temporarily supplements its workforce through independent contractors due to vacancies of District IT positions



## LEGAL COUNSEL

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### Legal Counsel | Vacant

620 Wilcox Street Castle Rock, CO 80104  
303.387.0116

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Legal Counsel provides, manages, and coordinates all legal services for the Douglas County School District, advising and representing the school and District administrators, and the Board of Education. The department currently consists of two FTE: the Staff Legal Counsel and Paralegal/Records Manager. The Legal Counsel also currently supervises the Risk Management and Choice Programming Departments, and the Parent Liaison.

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#### STAFF COUNSEL

While the role of Legal Counsel varies from day to day, the following represent typical matters on which the Legal Counsel advises school and district staff:

- Litigation Management and Tort Claims
- Facilities and Capital Projects
- Real estate matters
- Contracting and Procurement
- District and School Operations
- Policy and Procedure Development and Compliance
- Property Management & Property Sales
- Legislative drafting (in collaboration with District lobbyist)
- Labor and Employment Issues
- Educational Operations Issues
- Student 504 Accommodation

#### RECORDS

The Legal Department also houses the District Records Manager (also serving as the Legal Counsel's Paralegal and Assistant). This function includes production of student records under FERPA, subpoenaed records, and records requested under the Open Records Act (CORA). The workload under CORA has increased tremendously, as one can see on the CORA request sheet posted on the district website. We have used temporary employees in the past to assist with occasional peak times; however, the volume of CORA requests from the public has remained consistently high since last fall. This increased workload has made it impossible for the Records Manager to simultaneously perform the paralegal functions of a busy law office in addition to the deadline-driven CORAs. Therefore, we are adding a Records Assistant position for this coming year.

# LEGAL COUNSEL

## BOARD COUNSEL

In addition, the Legal Counsel provides advice and support to the Board of Education. Prior to 2011, this was a function performed by outside counsel at a cost of \$7,000 to \$12,000 per month. The demands of this role have increased greatly in the past six months. There is still occasional need for the Board to receive outside counsel advice and representation.

### Funding Snapshot

	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Audited	Audited	Audited	Estimated	Adopted
	Actuals	Actuals	Actuals	Actuals	Budget
Salaries					
<i>Administrative</i>	\$ 178,377	\$ 168,701	\$ 179,798	\$ 187,518	\$ 172,011
<i>Certified</i>	-	-	1,160	120	-
<i>Classified</i>	12,840	-	-	2,278	40,000
<i>Professional/Technical</i>	22,678	55,000	56,513	49,603	50,000
Benefits	45,637	52,877	55,733	56,455	77,811
Purchased Services	709,879	340,849	437,605	653,666	507,780
Supplies and Materials	1,101	842	926	2,740	675
Capital Equipment	-	-	-	-	-
Other Expense	8,590	8,360	10,166	9,624	11,295
<b>Total Expenditures</b>	<b>\$ 979,101</b>	<b>\$ 626,629</b>	<b>\$ 741,900</b>	<b>\$ 962,003</b>	<b>\$ 859,572</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	0.00	0.00	0.00	0.00	1.00
Professional/Technical	1.00	1.00	1.00	1.00	1.00
<b>Total FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

# OPERATIONS AND MAINTENANCE



**Chief Operations Officer | Vacant**  
**Director | Matt Van Deusen**

620 Wilcox Street Castle Rock, CO 80104  
 720.433.1260

*Our mission is to provide a collaborative effort from 126.6 FTEs of multidisciplinary operations and trades, leveraging in-house expertise to maintain the safety and quality of DCSD assets. O&M is committed to providing continuous use of the 86 DCSD facilities with minimal disruption.*

*This year, O&M focused on quality, communication, attention to detail, and follow through to identify opportunities to be better stewards of DCSD resources and assets.*

*The electrical department focused on reducing the backlog of work orders and increasing the opportunity to bring some contracted services in house.*

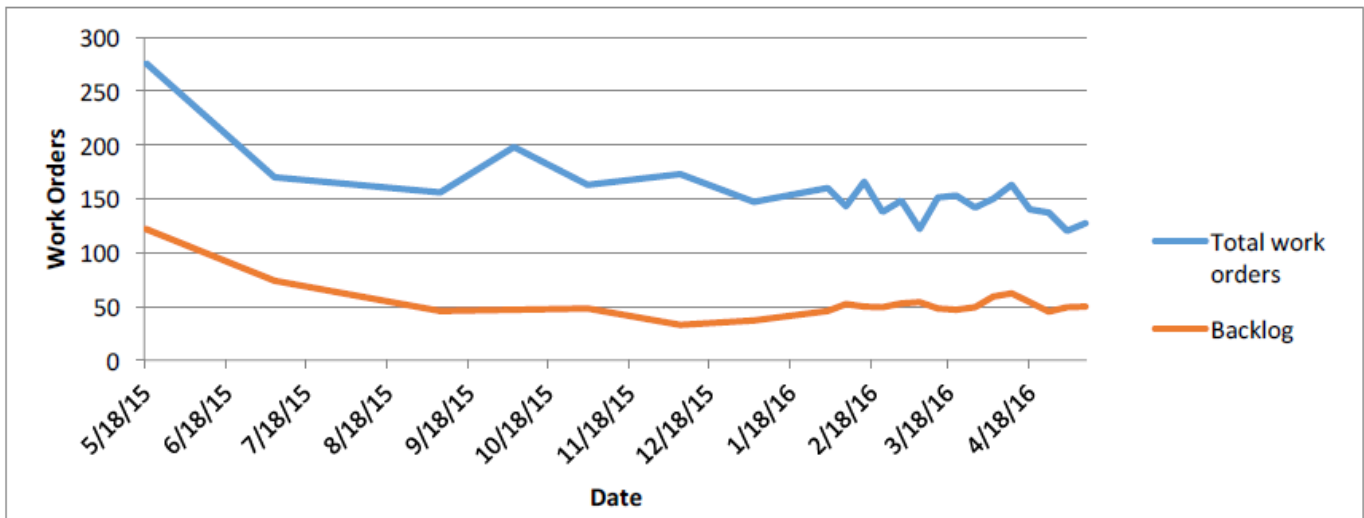
The Energy/Sustainability department focused on collecting and reviewing utility data to identify projects and sustainable practices that provide cost avoidance alternatives.

The team used financial analysis tools to evaluate equipment purchases, including the LED Project at Rock Canyon High School with a 3.86 year payback. Twenty-five (25) schools are on real-time tracking to identify system performance opportunities and 31 sites utilize full reporting on solar energy production.

The Custodial department secured 15 new contracts based on root cause analysis, data collection and updated training.

O&M is funded out of the general fund.

**Reduction in O&M Work Orders**



Starting 5/18/15 backlog was tracked >60 days  
 Beginning 2/8/16 work orders were tracked >45days

## OPERATIONS AND MAINTENANCE

30% of the total budget is allocated to staffing for salary and benefits

- Grounds
- Maintenance
- Custodial
- Environmental Health
- Sustainability/Energy
- Operations Leadership

70% of the total budget is allocated for the operational expenses:

- Energy budget- \$11,655,223 for DCSD utilities for 2016-2017
- Contract Cleaning—\$3,417,290 for vendor contract cleaning of DCSD buildings
- Contract services
- Supplies & Materials

### Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ 48,417	\$ 87,233	\$ 146,054	\$ 83,738	\$ 76,700
Certified	76,630	37,395	4,500	7,800	-
Classified	4,450,687	4,685,615	4,499,443	4,421,581	5,257,664
Professional/Technical	330,397	431,690	469,624	354,095	491,492
Benefits	1,542,619	1,742,177	1,664,396	1,687,633	2,299,921
Purchased Services <sup>(1)(2)</sup>	1,849,836	1,511,574	1,239,447	1,635,005	7,098,540
Supplies and Materials <sup>(1)</sup>	1,821,172	2,039,373	1,734,938	1,807,886	11,573,601
Capital Equipment <sup>(1)</sup>	344,037	98,429	95,554	58,699	-
Other Expense	(65,982)	(279,002)	(460,636)	(551,632)	(127,077)
<b>Total Expenditures</b>	<b>\$ 10,397,812</b>	<b>\$ 10,354,483</b>	<b>\$ 9,393,319</b>	<b>\$ 9,504,806</b>	<b>\$ 26,670,841</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 1,908,441</b>	<b>\$ 1,227,527</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	2.00	1.00	1.00
Certified	1.00	0.00	0.00	0.00	0.00
Classified	109.50	106.80	98.30	118.60	117.60
Professional/Technical	5.00	6.00	7.50	6.00	8.00
<b>Total FTE</b>	<b>116.50</b>	<b>113.80</b>	<b>107.80</b>	<b>125.60</b>	<b>126.60</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

<sup>(1)</sup>Note: For FY 2016-2017 \$11,667,645 in purchased services and supplies is due to utilities held within the O&M department that will be disbursed to individual school budgets during the year.

<sup>(2)</sup>Note: For FY 2015-2016, \$3,310,817 in purchased services is due to custodial services held within the O&M department that will be disbursed to individual school budgets during the year.

## PERSONALIZED LEARNING



### Chief Student Advocacy Officer | Vacant

620 Wilcox Street Castle Rock, CO 80104  
303.387.0077

The Douglas County School District supports all of its youngest learners by meeting their academic, social/ emotional, and behavioral needs within inclusionary preschool classrooms, populated with typically developing peers, students identified as “at risk” by the Colorado Preschool Program, and students identified as having disabilities requiring special education services. Classrooms are staffed with transdisciplinary teams made up of both general education teachers and special educators. T transdisciplinary is a type of interdisciplinary model in which professionals from multiple disciplines collaborate and provide integrated, routines-based interventions in children’s natural environments. The curriculum aligns with Developmentally Appropriate Practice guidelines put forth by the National Association for the Education of Young Children, integrates the Colorado Department of Education’s Early Learning Guidelines and includes DCSD’s preschool Guaranteed and Viable Curriculum.

- 68 classrooms across the district (70 in 16-17)
- 15-16 students in each half day session (7 identified with Special Education needs)
- Staff per classroom:
  - ◊ Early Childhood Instructor
  - ◊ Special Education Assistant
  - ◊ 5 Early Childhood Special Educator
  - ◊ Speech/Language Pathologist
  - ◊ 25 Occupational Therapist

#### Child Find

Each year, the five ECE Child Find teams complete approximately 1800 developmental screenings and/or comprehensive evaluations, at no cost to families, for young children birth through age five. The teams, made up of a speech/language pathologist, psychologist, occupational therapist and social worker use a transdisciplinary approach when assessing. This provides an “authentic process that involves observing the child in play situations with structured and unstructured facilitation of sensorimotor, social-emotional, language and communication, and cognitive development in order to develop service needs, develop intervention plans and evaluate progress.”

- Neonatal Intensive Care Unit (NICU) referrals: For children ages 6 months or less, a team comprised of an Occupational Therapist and Nurse complete the evaluation in the infant’s home.
- Part C Evaluations: Children aged six months to three years are assessed by DCSD Child Find teams. Those who qualify based on significant motor, communication, feeding, and/or social/emotional needs, receive early intervention services in their home through Early Intervention partners.
- Child Find Part B Evaluations & Screens (to determine special education eligibility): Children aged two years, eight months to five years, who have demonstrated significant communication, pre-academic concept knowledge and behavior needs, qualify for special education and receive services in an inclusionary preschool classroom.

## PERSONALIZED LEARNING

Any family who has concerns about their child can request an appointment. Additionally, Child Find works with a broad network of community partners and referral sources to identify any child suspected of having delays in development.

Student Counts: As of June, 2016

Community Peers (Tuition paying)= 842

Children Receiving Special Education= 841

Children Qualified to Receive Tuition Assistance from the Colorado Preschool Program= 233 Total= 1916

### Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
<i>Administrative</i>	\$ 363,244	\$ 406,372	\$ 513,499	\$ 647,922	\$ 574,924
<i>Certified</i>	3,383,962	1,816,867	1,909,326	1,978,886	2,129,725
<i>Classified</i>	199,895	219,667	284,932	287,956	279,473
<i>Professional/Technical</i>	177,996	236,454	439,003	714,902	875,794
Benefits	1,055,662	685,748	854,987	1,076,085	1,487,021
Purchased Services	345,246	523,437	649,281	736,302	799,655
Supplies and Materials	278,227	288,998	446,952	468,644	247,295
Capital Equipment	4,292	-	-	-	-
Other Expense	21,759	15,826	5,121	34,650	91,538
<b>Total Expenditures</b>	<b>\$ 5,830,284</b>	<b>\$ 4,193,369</b>	<b>\$ 5,103,101</b>	<b>\$ 5,945,348</b>	<b>\$ 6,485,425</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 640,955</b>	<b>\$ 875,455</b>	<b>\$ 1,439,980</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	4.00	5.00	5.00	7.00	6.00
Certified	43.69	24.80	22.80	29.25	30.60
Classified <sup>(1)</sup>	4.95	7.52	2.63	7.31	11.05
Professional/Technical	3.00	3.00	9.00	11.00	7.40
<b>Total FTE</b>	<b>55.64</b>	<b>40.32</b>	<b>39.43</b>	<b>54.56</b>	<b>55.05</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

Note: Does not include SPED or Early Childhood Education

# PRE K-12 EDUCATION ELEMENTARY



**Assistant Superintendent | Ted Knight**

620 Wilcox Street Castle Rock, CO 80104  
303.387.0067

The Elementary Education Department provides District leadership and support in critical components of effective schooling. We focus on allowing children to develop social skills as well as cognitive and thinking skills. We strive for academic excellence, and combine the importance of making school a fun environment in which to learn while providing an educational foundation for children's academic interests and future educational needs. Snapshot includes the expenditures for the Assistant Superintendent of Elementary, Director of Schools for Castle Rock, Highlands Ranch, and Parker Feeders.





# PRE K-12 EDUCATION ELEMENTARY

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ 514,852	\$ 467,769	\$ 546,056	\$ 628,860	\$ 501,552
Certified <sup>(1)</sup>	108,708	112,960	58,104	20,349	1,431,070
Classified	103,174	122,484	91,722	93,524	93,167
Professional/Technical	-	31,763	-	-	19,537
Benefits <sup>(1)</sup>	172,664	162,904	180,844	198,447	475,403
Purchased Services	11,175	120,131	40,127	87,965	73,000
Supplies and Materials	17,022	30,709	50,212	44,101	195,437
Capital Equipment	-	-	-	-	-
Other Expense	35,531	1,768	226	963	3,300
<b>Total Expenditures</b>	<b>\$ 963,125</b>	<b>\$ 1,050,488</b>	<b>\$ 967,291</b>	<b>\$ 1,074,210</b>	<b>\$ 2,792,466</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 355,243</b>	<b>\$ 223,344</b>	<b>\$ 49,886</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	6.00	5.00	7.00	6.00	6.00
Certified	3.00	1.00	1.00	0.00	0.00
Classified	4.00	4.00	4.88	4.50	5.72
Professional/Technical	0.00	1.50	0.00	1.00	1.28
<b>Total FTE</b>	<b>13.00</b>	<b>11.50</b>	<b>12.88</b>	<b>11.50</b>	<b>13.00</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

<sup>(1)</sup>Note: For FY 2016-2017 Adopted Budget \$1,350,788 for Strategic Planning Grant Substitutes are held on the Assistant Superintendent Elementary budget to be distributed to the Elementary schools throughout the year.

## PRE K-12 EDUCATION SECONDARY



**Assistant Superintendent | Dr. Steven Cook**

620 Wilcox Street Castle Rock, CO 80104  
303.387.0099

The Secondary Education Department provides oversight to the District Middle and High Schools, the District's Alternative Education Programs, Athletics, Activities, and Student Leadership. Secondary schools offer a broad range of programming options. Middle schools are designed to provide programming to meet the unique needs of adolescents through exploration and challenging curricula to ensure readiness for their high school experience. High school programming includes course offerings to prepare students for success in post-secondary education and/or the workplace. Snapshot includes the Assistant Superintendent of Secondary Education, the Directors of High School and Middle School, Career & Technology, Student Assistance, and School to Career expenditures.



# PRE K-12 EDUCATION SECONDARY

## Funding Snapshot

	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
	Audited	Audited	Audited	Estimated	Adopted
	Actuals	Actuals	Actuals	Actuals	Budget
Salaries					
<i>Administrative</i>	\$ 404,317	\$ 419,561	\$ 366,396	\$ 410,391	\$ 417,799
<i>Certified</i>	384,932	310,315	294,315	329,033	511,940
<i>Classified</i>	171,679	152,666	204,762	220,709	232,783
<i>Professional/Technical</i>	83,085	156,997	152,373	164,349	163,839
Benefits	260,952	260,454	261,554	299,222	397,150
Purchased Services	1,329,433	1,507,795	1,396,813	1,902,264	1,137,718
Supplies and Materials	78,676	110,971	123,898	148,359	112,763
Capital Equipment	-	-	-	-	-
Other Expense	125,909	62,762	4,433	(47,546)	80,516
<b>Total Expenditures</b>	<b>\$ 2,838,982</b>	<b>\$ 2,981,521</b>	<b>\$ 2,804,544</b>	<b>\$ 3,426,782</b>	<b>\$ 3,054,508</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 113,942</b>	<b>\$ 218,479</b>	<b>\$ 342,941</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	3.00	3.00	2.00	3.00	3.00
Certified	4.00	3.00	3.00	3.00	3.20
Classified	3.89	3.89	4.50	4.89	5.00
Professional/Technical	1.00	2.00	1.00	2.00	2.00
<b>Total FTE</b>	<b>11.89</b>	<b>11.89</b>	<b>10.50</b>	<b>12.89</b>	<b>13.20</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017



## SCHOOL SAFETY AND SECURITY

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**Director | Richard Payne**

2812 North Highway 85, Building E Castle Rock, CO 80109  
303.387.0377

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The Safety & Security department team provides services to protect the educational and physical environment for Douglas County School District students, staff, and visitors.

During SY2015-2016, Safety & Security conducted Live Trainings for Emergency Response and Crisis Management in conjunction with PK12 in all DCSDK12 schools for the first time and facilitated Lockdown drills at each school. In keeping with best practices, a timeline was developed to bring Campus Security Specialists back under the supervision of the Safety & Security Department.

After assessing the needs of DCSDK12 to provide better customer service and response, one additional Armed Patrol Officer position was identified and granted to provide full coverage in all three regions.

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## SCHOOL SAFETY AND SECURITY

The Safety & Security Department is staffed by 18 FTEs. Over the last five years staffing has fluctuated mainly due to budgetary department transfers. Two new positions were added in the last three years.

All old analog camera recording systems were replaced by IP camera recording systems to bring all schools on the same platform. This replacement was made possible by utilizing funds in the current budget, but largely due to old servers IT had reclaimed from inventory. This equipment was donated by IT, realizing a cost savings of \$190,000.

Safety & Security is funded out of the general fund.

### Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
<i>Administrative</i>	\$ 225,854	\$ 230,466	\$ 151,770	\$ 162,547	\$ 162,547
<i>Certified</i>	-	-	-	-	-
<i>Classified</i>	581,871	494,235	493,988	507,899	579,377
<i>Professional/Technical</i>	288,263	253,716	180,069	172,387	186,271
Benefits	298,628	282,224	249,103	267,562	347,448
Purchased Services	648,303	1,131,134	1,187,227	1,451,063	1,277,624
Supplies and Materials	133,384	295,419	92,769	135,973	128,858
Capital Equipment	46,038	54,300	69,784	394,340	-
Other Expense	(158,017)	(195,421)	400	6,848	1,350
<b>Total Expenditures</b>	<b>\$ 2,064,323</b>	<b>\$ 2,546,072</b>	<b>\$ 2,425,111</b>	<b>\$ 3,098,621</b>	<b>\$ 2,683,475</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 80,173</b>	<b>\$ 158,627</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	3.00	2.00	2.00	2.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	8.60	10.00	8.00	13.63	13.90
Professional/Technical	3.00	4.00	2.00	3.00	3.00
<b>Total FTE</b>	<b>13.60</b>	<b>17.00</b>	<b>12.00</b>	<b>18.63</b>	<b>18.90</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

# SPECIAL EDUCATION

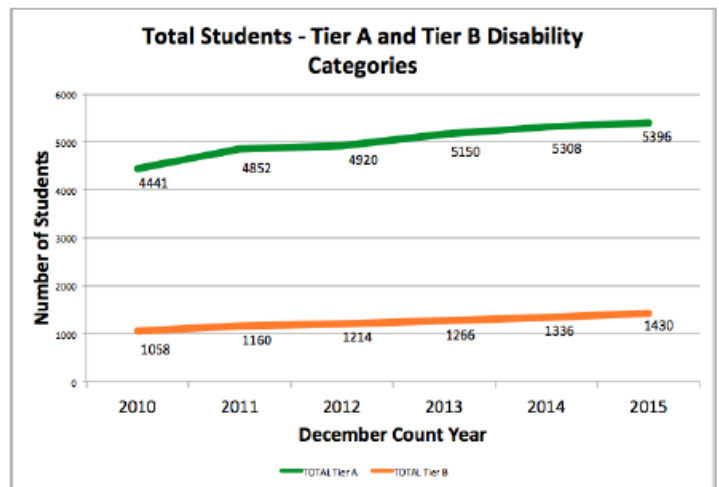
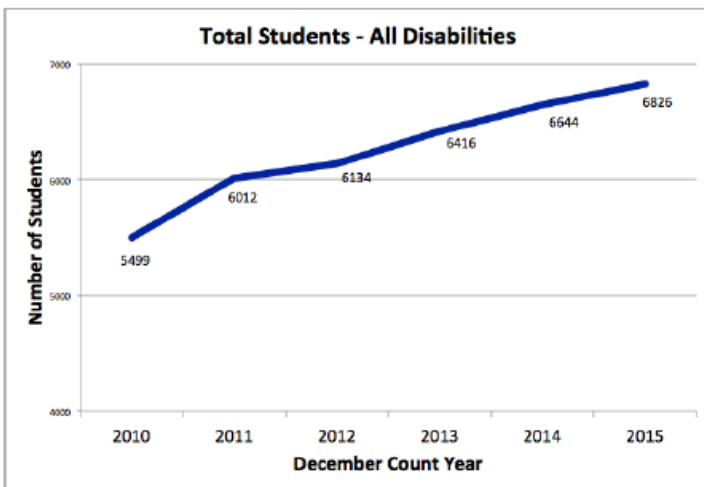


**Director of Personalized Learning | Donna Trujillo**  
**Director of Personalized Learning | Nancy Ingalls**

620 Wilcox Street Castle Rock, CO 80109  
 303.387.0192

The Department of Special Education provides instructional programming support and professional development to 89 school sites through a framework of universal, targeted and intensive services and supports. Services are provided to nearly 7000 students district-wide by approximately 1,500 special educators, related service providers, and educational assistants.

Douglas County has experienced growth in students entitled to special education services over the last five years. Tier A disability categories include high incidence disability categories (specific learning disability, speech language impairment, developmental delay, and other health impairment). Students in Tier A disability categories are most often served in moderate needs programming. Tier B disability categories include low incidence disability categories (intellectual disability, serious emotional disability, hearing impairment, visual impairment, multiple disabilities, autism spectrum disorders, and traumatic brain injury). Students in Tier B disability categories are often served through targeted and intensive programming which may include moderate needs programming, center-based programming, and separate school or out of district options.



## SPECIAL EDUCATION

The Department of Special Education budgets for staff and operational expenses for special education service delivery district-wide. A majority of the total Special Education budget is allocated to schools for special education staff. A portion of the total Special Education budget is allocated to the Department of Special Education for itinerant special service providers and supervision of special education that include:

- vision teachers
- teachers of the deaf
- home services teachers
- speech language assistants
- assistive technology specialists
- 18-21 Bridge Program teachers and education assistants
- audiologists
- occupational therapists
- behavior specialists
- autism specialists
- special education coordinators and directors

	<b>Funding Snapshot</b>				
	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
<i>Administrative</i>	\$ 145,664	\$ 231,314	\$ 239,087	\$ 245,783	\$ 245,653
<i>Certified</i>	9,391,101	9,957,242	10,576,759	10,017,130	11,562,630
<i>Classified</i>	3,154,555	3,613,726	3,592,321	3,549,163	3,916,583
<i>Professional/Technical</i>	170,097	90,621	406,875	797,411	491,005
Benefits	3,690,000	3,984,569	4,467,980	4,808,474	6,442,145
Purchase Services	1,684,729	1,787,237	1,792,714	2,155,534	1,496,675
Supplies and Materials	127,343	388,047	233,987	243,059	298,236
Capital Equipment	2,618	-	4,351	12,192	-
Other Expense	613,028	577,175	695,492	516,649	160,833
<b>Total Expenditures</b>	<b>\$ 18,979,135</b>	<b>\$ 20,629,932</b>	<b>\$ 22,009,567</b>	<b>\$ 22,345,395</b>	<b>\$ 24,613,760</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 881</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.50	2.50	2.00	2.00	2.50
Certified <sup>(1)</sup>	158.64	167.25	166.20	171.75	182.45
Classified <sup>(1)</sup>	88.46	100.09	110.11	141.93	157.98
Professional/Technical	2.50	1.50	7.00	11.00	6.00
<b>Total FTE</b>	<b>251.10</b>	<b>271.34</b>	<b>285.31</b>	<b>326.68</b>	<b>348.93</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

<sup>(1)</sup>Increase in certified and classified FTE due to growth in special education students as well as converting operational monies into FTE

## SUPERINTENDENT'S OFFICE

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**Acting Superintendent | Dr. Steven Cook**

620 Wilcox Street Castle Rock, CO 80104  
303.387.0123

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The Superintendent, through the compliance with Executive Limitations, works to accomplish the goals set forth by the Board of Education. The snapshot includes expenditures for the Superintendent's Office, Wilcox, and West Support Services Offices.

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Steven Cook is the Acting Superintendent of the Douglas County School District, Colorado's third largest school District, serving approximately 67,000 students. Dr. Cook assumed the role following the departure of Dr. Elizabeth Celania-Fagen, who served as DCSD Superintendent from 2010 until early July, 2016.

Previously, Dr. Cook served as the Assistant Superintendent of Secondary Education and Principal of Cimarron Middle School in the Legend High School feeder area. He was also a teacher and high school and middle school administrator for 20 years in the Bonner Springs School District in Kansas. He has 27 years of experience in education—13 years as a science teacher and 14 as a building and district administrator.





# SUPERINTENDENT'S OFFICE

## Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ 290,251	\$ 287,493	\$ 308,649	\$ 381,465	\$ 273,715
Certified	340	2,195	135	1,470	-
Classified	59,043	60,463	66,929	64,368	76,650
Professional/Technical	-	-	-	-	-
Benefits	62,475	67,471	74,946	80,477	94,983
Purchased Services	2,563	8,246	22,956	10,357	62,750
Supplies and Materials	40,215	104,673	45,005	12,541	75,725
Capital Equipment	-	14,074	-	-	-
Other Expense	9,132	12,314	6,766	30,080	15,025
<b>Total Expenditures</b>	<b>\$ 464,020</b>	<b>\$ 556,930</b>	<b>\$ 525,386</b>	<b>\$ 580,757</b>	<b>\$ 598,848</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 328,168</b>	<b>\$ 344,356</b>	<b>\$ 303,553</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	1.00	1.00	1.50	1.50	1.50
Professional/Technical	0.00	0.00	0.00	0.00	0.00
<b>Total FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017



## WORLD CLASS EDUCATION & LITERACY

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### Chief Academic Officer | Vacant

620 Wilcox Street, Castle Rock, CO 80104  
303.387.0100

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The World Class Education Department provides curriculum and instructional support as well as professional development to eighty-nine school sites through the implementation of the Guaranteed and Viable Curriculum. Our department provides support to over 67,000 students district-wide, over 3600 teachers and all administrators by 9 Curriculum Coordinators, two Directors, two Assistants, and a .5 bookkeeper.

### History of the Common Core State Standards (CCSS)

The state-led effort to develop the Common Core State Standards was launched in 2009 by state leaders, including Governors and state commissioners of education from 48 states, two territories and the District of Columbia, through their membership in the National Governors Association Center for Best Practices (NGA Center) and the Council of Chief State School Officers (CCSSO).

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According to [corestandards.org](http://corestandards.org) the common core standards were informed by:

- The best state standards that were in existence at that time
- The experience of teachers, content experts, states, and leading thinkers
- Feedback from the public

Also according to the [corestandards.org](http://corestandards.org) website, during the development process, the standards were divided into two categories:

1. The college- and career-readiness standards, which address what students are expected to know and understand by the time they graduate from high school
2. The K-12 standards, which address expectations for elementary school through high school

The standards were created in an effort to ensure that all students graduate from high school with the skills and knowledge necessary to succeed in college, career, and life -- regardless of where they live.

### Common Core and Colorado Academic Standards Current Status

Today, 43 states, the District of Columbia, four territories, and the Department of Defense Education Activity (DoDEA) have adopted the Common Core and are implementing the standards on their own timelines.

The Common Core standards exist for Math and English/Language Arts only.

The Colorado Academic Standards (CAS) are often even lower on Blooms Taxonomy (measure of higher order thinking skills) than the CCSS, and as a result of Colorado's waiver and Race to the Top grant, the Colorado Department of Education (CDE) has cross-walked the CAS to the CCSS and added standards or pieces of standards where necessary to be CCSS compliant.

## WORLD CLASS EDUCATION & LITERACY

In DCSD we believe the best curriculum (or standards) in the world will model or exceed all of the following expectations, and the DCSD GVC (including WCO + 4 Cs + 21st century skills + content) does:

1. Require students to demonstrate most learning at the top three levels of New Blooms Taxonomy of Higher Order Thinking – Analyze, Evaluate, and/or Create (better understood as Invent). All learning is cognitively complex.
2. Naturally integrate related learning (content and skills) so that learning is connected (across disciplines and micro skills) and maximizes neuron connections for sustainable learning.
3. Is aligned to the knowledge and skills required to be college, career, and citizenship ready for the 21st century as outlined by the work of Tony Wagner, Yong Zhao, and other education experts/researchers.
4. Is aligned to the knowledge and skills most in demand from today's best employers as expressed by Nike, Google, Apple, and others.
5. Discourages assembly-line, age-batching and encourages personalized learning for all students

### Funding Snapshot

	FY 2012-2013 Audited Actuals	FY 2013-2014 Audited Actuals	FY 2014-2015 Audited Actuals	FY 2015-2016 Estimated Actuals	FY 2016-2017 Adopted Budget
Salaries					
Administrative	\$ 251,925	\$ 224,330	\$ 133,796	\$ 220,902	\$ 220,901
Certified <sup>(1)</sup>	726,640	527,087	152,613	244,764	583,000
Classified <sup>(1)</sup>	136,152	149,515	101,284	143,931	160,066
Professional/Technical	151,294	573,017	544,604	595,148	764,113
Benefits	265,855	342,870	263,276	335,675	498,210
Purchased Services	84,169	294,242	128,099	58,703	176,840
Supplies and Materials	73,231	47,689	26,999	72,163	202,591
Capital Equipment	-	-	-	-	-
Other Expense	1,544	1,963	1,495	1,000	500
<b>Total Expenditures</b>	<b>\$ 1,690,810</b>	<b>\$ 2,160,714</b>	<b>\$ 1,352,166</b>	<b>\$ 1,672,287</b>	<b>\$ 2,606,221</b>
<b>Carry Over Awarded in Subsequent Years*</b>	<b>\$ 344,590</b>	<b>\$ 274,980</b>	<b>\$ 417,655</b>	<b>\$ -</b>	<b>\$ -</b>
<b>FTE</b>					
Administrative	2.00	1.00	2.00	2.00	2.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	3.50	1.50	1.50	3.00	3.00
Professional/Technical	4.00	8.00	7.00	12.00	11.00
<b>Total FTE</b>	<b>9.50</b>	<b>10.50</b>	<b>10.50</b>	<b>17.00</b>	<b>16.00</b>

\*Note: Carry over will be calculated at the conclusion of FY 2015-2016 and FY 2016-2017

<sup>(1)</sup> In FY 2014-2015 salaries for certified and classified employees for Pay for Performance initiatives were categorized with district wide expenses rather than with other World Class Ed initiatives as they were both before and after FY 2014-2015

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# INFORMATIONAL SECTION

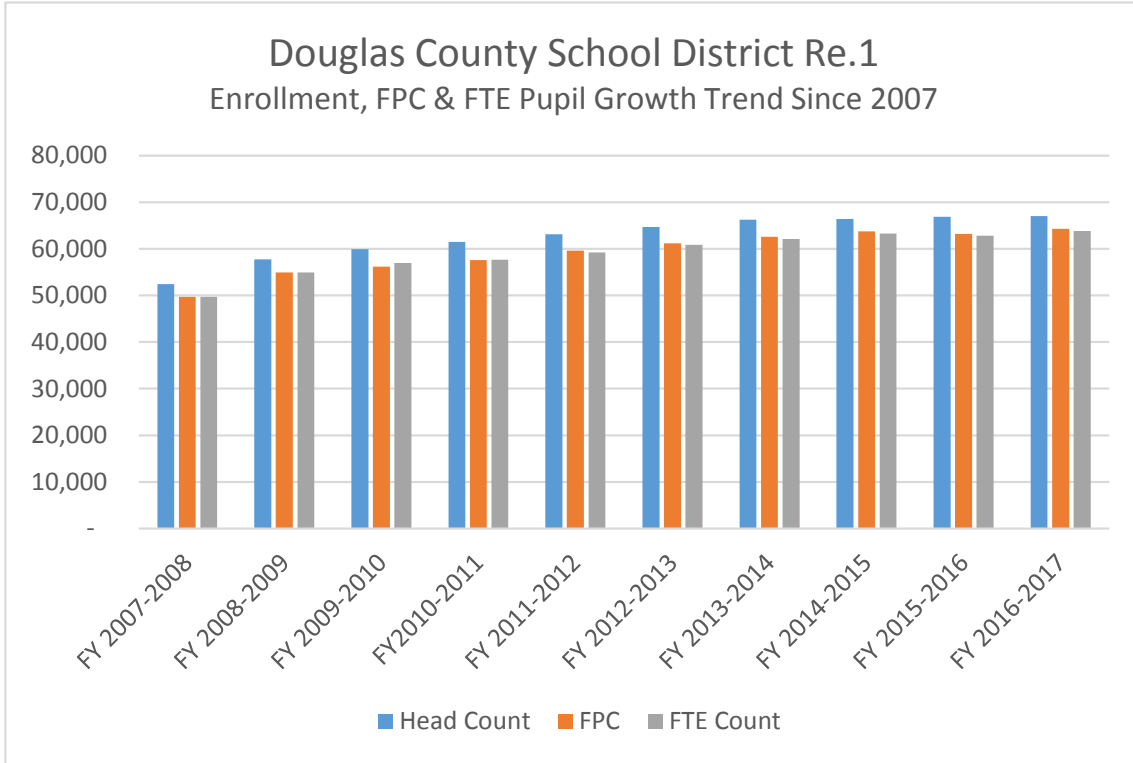


## Adopted Budget Book

FY 2016-2017

# ENROLLMENT HISTORY

Student growth remains an important factor in FY 2016-2017, and for the District’s long-term future. The total head count for FY 2016-2017 is estimated to be 67,000 which includes 63,859 Pre K-12 Full Time Equivalent (FTE) (charter schools also included in FTE count) students as well as 2,602 online students. The Funded Pupil Count (FPC) for FY 2016-2017 is projected at 64,253, which includes the FTE count of 63,859, 394 pupils from the Full Day Kindergarten Factor and 118 Colorado Preschool Program (CPP) pupils.



	FY 2007-2008	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	FY 2016-2017
Head Count	52,393	57,723	59,932	61,465	63,114	64,657	66,230	66,391	66,896	67,000
FPC	49,676	54,921	56,181	57,566	59,606	61,199	62,610	63,753	63,159	64,253
FTE Count	49,695	54,921	56,945	57,666	59,234	60,823	62,142	63,243	62,799	63,859

Source: Colorado Department of Education  
<http://www.cde.state.co.us/cdefinance/SchoolFinanceFundingFY2015-16.htm>

## TEACHER AND STAFF HISTORICAL INFORMATION

### Administrative Staff

An administrator is an individual who performs managerial activities, and is responsible for developing or interpreting policies or regulations and executing those policies or regulations through the direction of individuals at all levels, and may supervise other employees. Administrators on Special Assignment must be reported within the 100 series.

### Certified Staff

Performs duties requiring a high degree of knowledge and skills acquired through at least a baccalaureate degree (or its equivalent obtained through special study and/or experience) including skills in the field of education or educational psychology,

### Professional/Technical Staff

Performs assignments requiring a high degree of knowledge and skills usually acquired through at least a baccalaureate degree (or its equivalent obtained through special study and/or experience) but not requiring skills in the field of education.

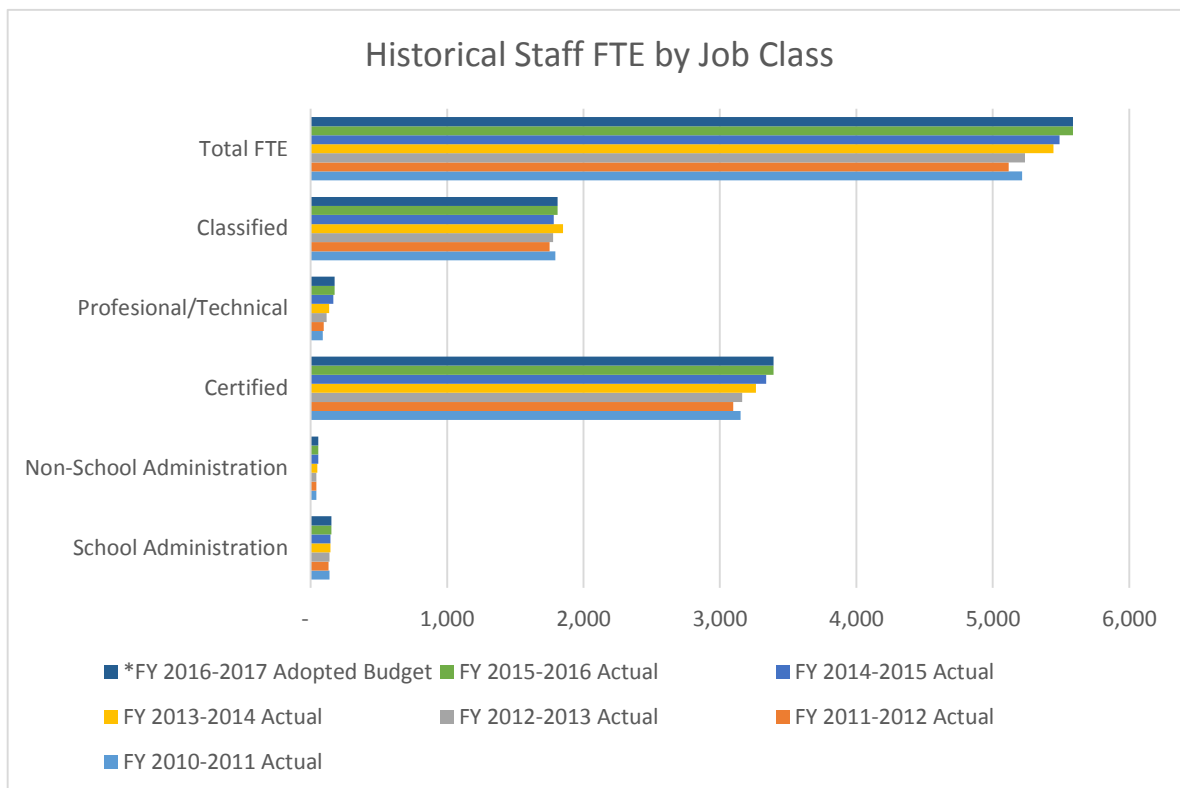
### Classified Staff

Performs activities supporting professional individuals/functions of that organization.

**Note:** Staffing information as of May in each respective year.

Historical School District Staffing FTE							
Job Class	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015	FY 2015-2016	*FY 2016-2017
	Actual	Actual	Actual	Actual	Actual	Actual	Adopted
School Administration	137	132	139	146	146	153	153
Non-School Administration	43	41	42	49	56	55	55
Certified	3,151	3,097	3,162	3,263	3,339	3,393	3,393
Professional/Technical	89	95	116	136	166	175	175
Classified	1,794	1,752	1,777	1,850	1,782	1,811	1,811
<b>Total FTE</b>	<b>5,214</b>	<b>5,117</b>	<b>5,236</b>	<b>5,444</b>	<b>5,489</b>	<b>5,587</b>	<b>5,587</b>

\*At the time of the adopted budget for FY 2016-2017, school level staff has not been finalized. Therefore it is assumed that school level staff will remain flat.



# DISTRICT AND SCHOOL ACCREDITATION

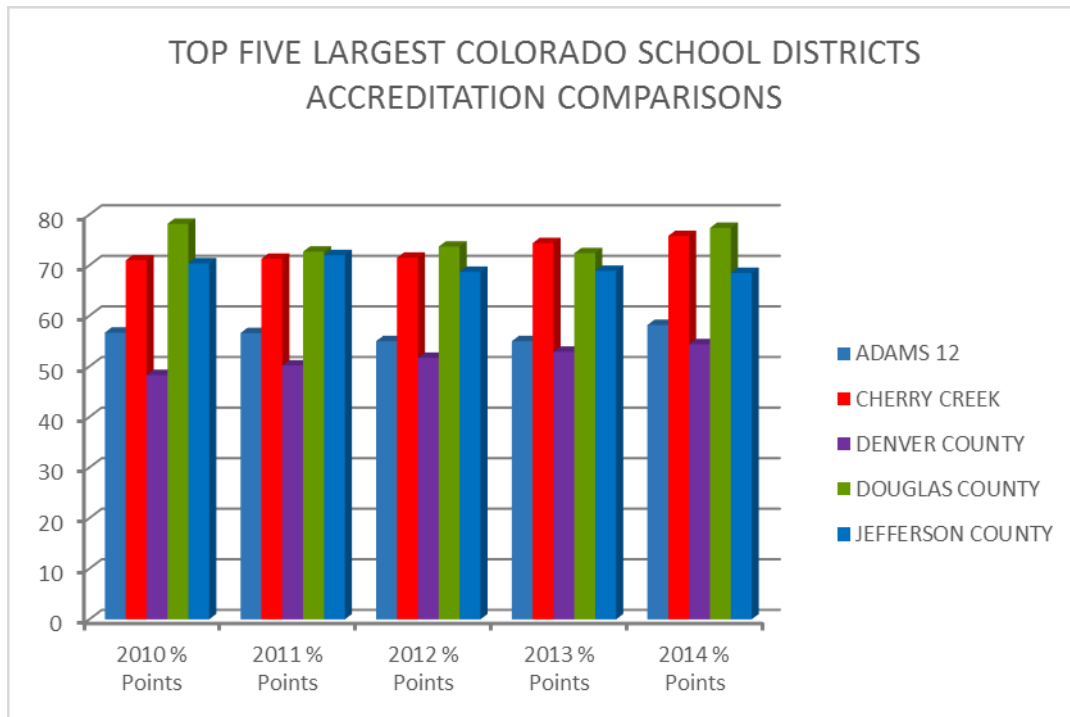
## Background

The Education Accountability Act of 2009 (SB-163, section 22-11 208 and 22-11-210 C.R.S.) requires an annual review of district and school performance. All districts annually receive a District Performance Framework (DPF) report, which determines their accreditation rating. Schools receive an annual School Performance Framework (SPF) report, which determines their school plan types. For districts, the Colorado Department of Education (CDE) makes the final determination of the accreditation ratings. For schools, CDE makes a recommendation to the State Board, who makes the final determination for schools.

### The purpose of doing this is threefold:

- For all districts and schools, it provides a basis for statewide comparison.
- It assists districts and schools that are underperforming and directs state support and intervention when appropriate.
- It also identifies the highest performing districts and schools so that others can learn from their practices and reward them.

Following is an analysis of Colorado’s five largest school districts:



FOR THE 2015-16 AND 2016-17 SCHOOL YEARS, EACH SCHOOL DISTRICT AND THE INSTITUTE SHALL CONTINUE TO IMPLEMENT THE PLAN TYPE THAT WAS ASSIGNED FOR THE PRECEDING SCHOOL YEAR.

Colorado Department of Education  
 Source: <https://www.cde.state.co.us/accountability/performanceframeworkresults>



## ASSESSMENT

### General Assessment Information

The Colorado State Assessment System is designed to measure Colorado student's mastery of Colorado's academic content standards. In December of 2009, Colorado adopted revised academic content standards progressing from early school readiness to postsecondary competencies reflective of both workforce readiness and 21st century skills.

In 2012, Colorado implemented the Transitional Colorado Assessment Program (TCAP) to reflect changes in the state adopted academic content standards and to provide information to teachers as they began incorporating the revised content standards in their daily instruction. In 2012, Colorado became a governing member of the Partnership for Assessment of Readiness for College and Careers (PARCC) consortia which is currently developing new assessments in English language arts and mathematics for grades 3-8 and high school. New general and alternate assessments for science and social studies were field tested in 2013 and implemented in 2014.

The attainment of English proficiency by English Language Learner's (ELL) is measured annually by an English Language Proficiency (ELP) assessment. In the FY 2012-2013 school year, Colorado implemented the ACCESS for ELLs<sup>®</sup> ELP assessment developed by the World-Class Instructional Design and Assessment (WIDA) consortium.

The CO ACT assessment is designed to measure students' preparedness for postsecondary educational opportunities and is administered to 11th grade students in April and May. Because the CO ACT is equivalent to all other ACT assessments the results can be submitted for college entrance by the student to their college or university of choice.

Assessment	Grades	Tentative Window
PARCC ELA and Math	3-9	April 3-April 28, 2017*
DLM (Reading/Writing/Math) <i>Students with Cognitive Impairments</i>	3-11	April 3-April 28, 2017*
CMAS (Colorado Measures of Academic Success)	Science - 5, 8, and 11 Social Studies - 4 and 7 (Administered on a sampling basis to one-third of the elementary and middle schools)	April 10-28, 2017
CoAlt <i>Students with Cognitive Impairments</i>	Science - 5, 8, and 11 Social Studies - 4 and 7 (Administered on a sampling basis to one-third of the elementary and middle schools)	April 10-28, 2017
College Preparatory Exam - PSAT	10	April 11, 2017 (Initial testing date) April 25, 2017: Make-up test date
College Entrance Exam - SAT	11	April 11, 2017 (Initial testing date) April 25, 2017: Make-up test date
CogAT (Cognitive Abilities Test)		August 29-September 20, 2016
ACCESS For ELLs	K - 12	January 9--February 10, 2017
READ Act Interims	K - 3	Fall August 15-26, 2016 Winter December 1-15, 2016 Spring April 24-May 5, 2017
School Readiness-TS GOLD	Kindergarten	August 8-October 7, 2016

## ASSESSMENT—CONTINUED

FOR THE 2015-16 AND 2016 SCHOOL YEARS, EACH SCHOOL DISTRICT AND THE INSTITUTE SHALL CONTINUE TO IMPLEMENT THE PLAN TYPE THAT WAS ASSIGNED FOR THE PRECEDING SCHOOL YEAR.

### Colorado ACT

The 11th grade ACT assessment, which is more commonly known as the Colorado ACT (CO ACT), is administered once in April and once in May. This assessment is equivalent to all other ACT Assessments administered on national test dates throughout the country. Since this is an actual college entrance exam, results from this assessment can be submitted for college entrance by the student to their college or university of choice.

The CO ACT Assessment consists of two parts which are designed to help students prepare for postsecondary educational opportunities. The first part is a pre-test session which includes an interest inventory, a student profile section, and a course/grade section. The second part is the academic assessment section which includes tests in the areas of English, Mathematics, Reading, and Science. From the tests, students receive a composite score along with scores for each of the skill areas. The CO ACT assessment also provides two sub scores in English, three sub scores in Mathematics, and two sub scores in Reading.

### Colorado Standards

The Office of Standards and Instructional Support leads the state in the research and management of Colorado's student educational expectations. They review the states and nations which most effectively define mastery and help students and teachers achieve clearer results in order to guide Colorado schools to greater outcomes. The Colorado Academic Standards (CAS) are the expectations of what students need to know and be able to do at the end of each grade. They also stand as the values and content organizers of what Colorado sees as the future skills and essential knowledge for our next generation to be more successful. State standards are the basis of the annual state assessment.

The Office of Standards and Instructional Support is responsible for on-going public conversations and information sessions conducted with schools, higher education, school boards, policy makers, and the media about these learning principles.

Colorado has ten content areas:

- Music
- Visual Arts
- Theatre
- Dance
- Comprehensive Health and Physical Education
- Mathematics
- Reading, Writing, and Communicating
- Science
- Social Studies
- World Languages

In addition, the state has developed standards for Extended Evidence Outcomes for students with significant cognitive disabilities. Colorado also adopted Colorado English Language Proficiency

Source: Colorado Department of Education

<http://www.cde.state.co.us/assessment/coact-about>

<http://www.cde.state.co.us/standardsandinstruction/coloradostandards>

## ASSESSMENT—CONTINUED

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### Douglas County School District

The Douglas County School District Office of System Performance facilitates the administration of national, state, and district assessment tests. The results from tests, surveys, and other evaluations are housed electronically and used for analysis and assessment of student performance. We are a service organization dedicated to providing teachers and administrators fact-based information, upon which sound decisions can be made to positively affect student learning.

We are committed to providing our students, parents, employees, and community with consistent information and reporting on how we are doing regarding the most important outcomes in our system through System Performance.

The cutting-edge System Performance Framework currently in development demonstrates our commitment to:

- Inform and engage the community
- Empower and support parents
- Retain and attract the highest-quality employees
- Ensure the highest level of student success

The framework will promote continuous improvement and innovation to ensure that what is being counted actually counts.

### ***What is Balanced Assessment?***

The term "balanced assessment" refers to the strategic use of formative, interim, and summative measures of student performance in a way that addresses immediate student needs, informs ongoing instructional adjustments, and guides long-term educational improvement. A balanced approach to assessment recognizes both the strengths and limitations of the various assessment types and highlights the most relevant assessment data to address student learning needs, improve instruction, and increase accountability at all levels within an educational system.

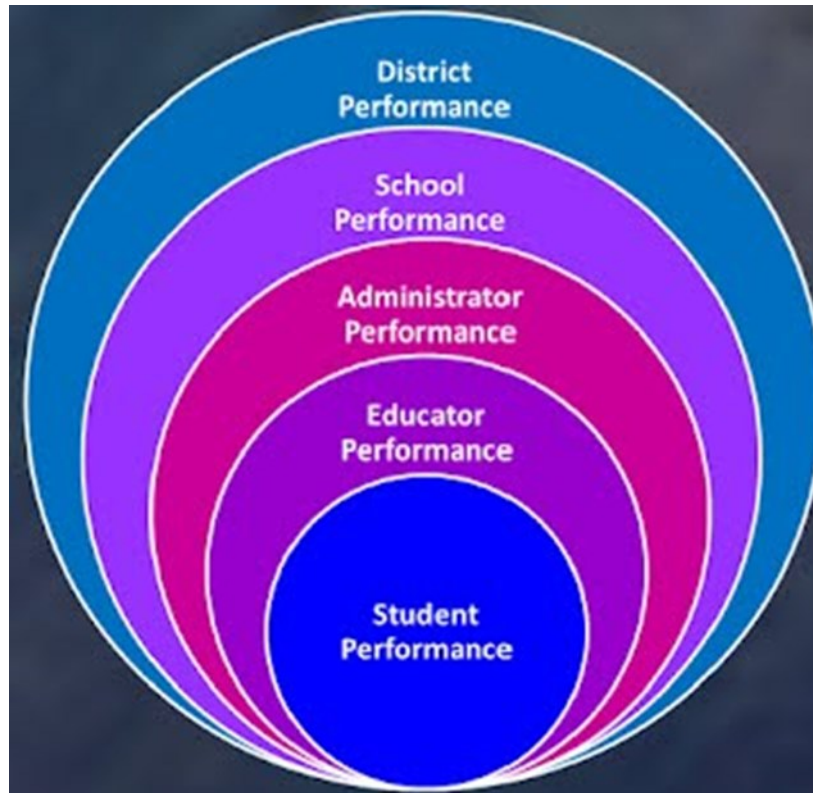
A balanced assessment system is a synthesis of interacting quality assessments and assessment methods that inform instruction, enhance student learning and engagement, and guide continuous educational improvement. These assessments align to rigorous and relevant learning outcomes, provide essential student performance data that is both valid and reliable, and support all stakeholders in taking ownership of monitoring student progress and ensuring academic success.

### ***Why do we need a Balanced Assessment System?***

While the philosophy behind Balanced Assessment certainly is not new to education, the call for a system that uses multiple and varied measures of student performance has grown louder in recent years. While the push for higher levels of academic achievement and accountability continues to increase, more people have realized that a single test cannot provide a comprehensive evaluation of student performance. The State of Colorado has even gone as far as passing legislation that requires the inclusion of multiple student performance measures in teacher evaluations as well as the Unified Improvement Planning process for both schools and districts.

## ASSESSMENT—CONTINUED

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*From the DCSD Strategic Plan:*

For too long in education we have relied on standardized assessments for information regarding our performance. As a result, we have acquiesced to measuring what is easy instead of measuring what is most important. This common practice has produced many unintended consequences in education throughout the world.

Douglas County School District is committed to authentically assessing that which matters most – even if what is most important is very difficult to measure. We are committed to doing this with regard to student performance, educator performance, leader performance, school performance, and district performance through our System Performance Framework.

Balanced Assessment, like quality instruction, is simultaneously a science and an art. While each teacher's Balanced Assessment System (BAS) will contain common elements and measures required by state law and district policy, some of the most critical assessment system components will be unique from classroom to classroom as educators use best practices to meet the distinct learning needs of each student. Innovative instruction and continuous improvement - two facets of a 21st century educational system - rely upon a strong BAS to evaluate effectiveness and drive future advancements.

Other states—Michigan, North Carolina, West Virginia and Wisconsin—are also embarking upon this journey into Balanced Assessment.

## TCAP ASSESSMENT RESULTS SUMMARY—READING

Based on changes to the state model, for the 2015-2016 and 2016-2017 school years, each school district and the institute continue to implement the plan type that was assigned for the preceding school year. Therefore, we are displaying data from 2013 and 2014 at this time for the Budget Book.

	Spring 2013		Spring 2014	
	DCSD %	State %	DCSD %	State %
<b>Grade 3</b>				
Unsatisfactory	5.5	9.6	6.9	10.1
Partially Proficient	12.7	16.7	13.2	17.8
Proficient	73.8	66.4	71.7	65.0
Advanced	7.7	6.9	7.4	6.6
<b>Grade 4</b>				
Unsatisfactory	5.6	10.5	5.2	10.0
Partially Proficient	15.1	21.3	15.7	22.1
Proficient	73.9	63.3	73.4	63.4
Advanced	5.3	4.6	4.9	4.0
<b>Grade 5</b>				
Unsatisfactory	5.4	11.5	5.7	11.8
Partially Proficient	11.9	17.7	11.2	16.7
Proficient	71.3	62.1	71.8	62.7
Advanced	11.1	8.2	10.7	8.3
<b>Grade 6</b>				
Unsatisfactory	2.5	7.8	4.3	9.4
Partially Proficient	10.7	17.9	10.1	18.6
Proficient	68.7	61.6	68.4	60.2
Advanced	17.8	11.3	16.4	11.3
<b>Grade 7</b>				
Unsatisfactory	5.3	10.9	4.4	10.8
Partially Proficient	15.3	20.9	13.9	19.9
Proficient	67.8	58.7	67.4	59.5
Advanced	11.2	8.8	13.3	9.2
<b>Grade 8</b>				
Unsatisfactory	4.7	9.6	4.7	10.2
Partially Proficient	14.7	22.7	15.6	22.6
Proficient	68.0	58.9	68.1	58.0
Advanced	12.0	8.0	10.3	8.3
<b>Grade 9</b>				
Unsatisfactory	2.7	6.9	3.7	6.9
Partially Proficient	15.6	24.0	16.6	25.3
Proficient	75.5	64.0	73.1	63.1
Advanced	5.3	3.7	4.2	3.1
<b>Grade 10</b>				
Unsatisfactory	3.3	7.0	4.7	7.4
Partially Proficient	13.4	21.0	13.9	21.4
Proficient	66.9	59.3	68.2	60.8
Advanced	13.9	10.3	9.4	8.1

Source: Colorado Department of Education <http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

\*Per the CDE the Spring 2015 math and English language arts scores are expected to be released later in the fall.

## TCAP ASSESSMENT RESULTS SUMMARY—WRITING

Based on changes to the state model, for the 2015-2016 and 2016-2017 school years, each school district and the institute continue to implement the plan type that was assigned for the preceding school year. Therefore, we are displaying data from 2013 and 2014 at this time for the Budget Book.

Writing Performance Level Percentages				
	Spring 2013		Spring 2014	
	DCSD %	State %	DCSD %	State %
<b>Grade 3</b>				
Unsatisfactory	3.0	5.6	3.5	5.8
Partially Proficient	34.0	43.1	35.4	42.8
Proficient	52.4	43.2	51.5	43.4
Advanced	10.4	7.7	9.3	7.6
<b>Grade 4</b>				
Unsatisfactory	3.7	6.9	4.1	7.2
Partially Proficient	29.6	39.4	33.2	40.6
Proficient	55.1	45.1	52.5	43.7
Advanced	10.9	8.0	9.4	8.1
<b>Grade 5</b>				
Unsatisfactory	2.3	5	3.1	5.7
Partially Proficient	26.5	37.1	28.9	38.3
Proficient	57.8	48.2	56.2	47.2
Advanced	13.3	9.0	11.0	8.3
<b>Grade 6</b>				
Unsatisfactory	1.2	4.2	2.0	4.6
Partially Proficient	25.3	37.7	25.2	38.2
Proficient	58.3	48.8	58.7	48.9
Advanced	14.8	8.8	13.3	7.8
<b>Grade 7</b>				
Unsatisfactory	1.6	2.8	1.5	3.0
Partially Proficient	23.7	35.1	23.6	35.5
Proficient	53.9	46.5	54.6	46.7
Advanced	20.5	14.8	19.2	14.2
<b>Grade 8</b>				
Unsatisfactory	1.6	3.0	1.9	2.9
Partially Proficient	29.1	40.4	29.1	40.0
Proficient	55.1	46.6	55.1	47.1
Advanced	13.6	9.2	12.7	9.1
<b>Grade 9</b>				
Unsatisfactory	1.5	3.2	1.9	3.5
Partially Proficient	26.5	40.4	27.3	41.0
Proficient	59.7	46.7	55.6	45.6
Advanced	11.5	8.4	12.7	8.5
<b>Grade 10</b>				
Unsatisfactory	3.4	6.5	4.9	6.9
Partially Proficient	32.2	42.5	33.1	42.3
Proficient	51.8	41.4	48.8	41.0
Advanced	10.2	7.4	9.4	7.7

Source: Colorado Department of Education <http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

\*Per the CDE the Spring 2015 math and English language arts scores are expected to be released later in the fall.

## TCAP ASSESSMENT RESULTS SUMMARY—MATH

Based on changes to the state model, for the 2015-2016 and 2016-2017 school years, each school district and the institute continue to implement the plan type that was assigned for the preceding school year. Therefore, we are displaying data from 2013 and 2014 at this time for the Budget Book.

### Math Performance Level Percentages

	Spring 2013		Spring 2014	
	DCSD %	State %	DCSD %	State %
<b>Grade 3</b>				
Unsatisfactory	3.7	7.2	4.8	7.9
Partially Proficient	14.5	20.3	14.3	20.3
Proficient	41.6	40.9	41.2	40.3
Advanced	40.0	31.4	39.2	31.3
<b>Grade 4</b>				
Unsatisfactory	4.3	8.3	3.9	8.1
Partially Proficient	12.4	19.6	12.9	19.9
Proficient	46.0	43.4	44.5	43.0
Advanced	37.2	28.3	38.1	28.6
<b>Grade 5</b>				
Unsatisfactory	4.4	9.2	4.7	9.4
Partially Proficient	16.0	25.2	16.9	25.7
Proficient	38.8	36.5	38.7	35.9
Advanced	40.5	28.8	39.1	28.7
<b>Grade 6</b>				
Unsatisfactory	5.5	11.8	6.5	12.8
Partially Proficient	17.5	25.7	16.5	25.7
Proficient	35.8	35.0	36.1	34.8
Advanced	41.0	27.0	40.2	26.3
<b>Grade 7</b>				
Unsatisfactory	7.7	14.2	7.6	15.7
Partially Proficient	23.6	30.3	21.5	29.2
Proficient	29.9	27.9	31.2	28.0
Advanced	38.4	27.1	39.0	26.5
<b>Grade 8</b>				
Unsatisfactory	10.1	19.0	11.3	19.7
Partially Proficient	22.9	28.9	21.5	27.2
Proficient	32.4	28.6	32.6	28.4
Advanced	34.1	22.9	33.4	24.0
<b>Grade 9</b>				
Unsatisfactory	16.5	29.6	16.1	29.2
Partially Proficient	29.9	30.3	27.4	29.9
Proficient	32.8	23.9	31.2	24.7
Advanced	19.8	14.9	23.3	14.9
<b>Grade 10</b>				
Unsatisfactory	17.4	29.2	17.3	30.3
Partially Proficient	34.9	34.9	34.8	34.7
Proficient	36.5	27.6	36.6	26.9
Advanced	8.8	6.3	8.0	6.1

Source: Colorado Department of Education <http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

\*Per the CDE the Spring 2015 math and English language arts scores are expected to be released later in the fall.

## TCAP ASSESSMENT RESULTS SUMMARY—SCIENCE

Based on changes to the state model, for the 2015-2016 and 2016-2017 school years, each school district and the institute continue to implement the plan type that was assigned for the preceding school year. Therefore, we are displaying data from 2013 and 2014 at this time for the Budget Book.

### Science Performance Level Percentages

	Spring 2014		Spring 2015	
	DCSD %	State %	DCSD %	State %
<b>Grade 5</b>				
<b>Unsatisfactory</b>	15.9	28.3	16.3	29.1
<b>Partially Proficient</b>	40.2	38.1	38.6	36.1
<b>Proficient</b>	39.9	30.1	40.0	30.4
<b>Advanced</b>	3.9	3.5	5.2	4.4
<b>Grade 8</b>				
<b>Unsatisfactory</b>	21.1	31.5	26.0	36.7
<b>Partially Proficient</b>	42.0	36.0	38.8	34.2
<b>Proficient</b>	35.0	30.1	32.6	26.5
<b>Advanced</b>	1.9	2.4	2.6	2.5

Source: Colorado Department of Education <http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

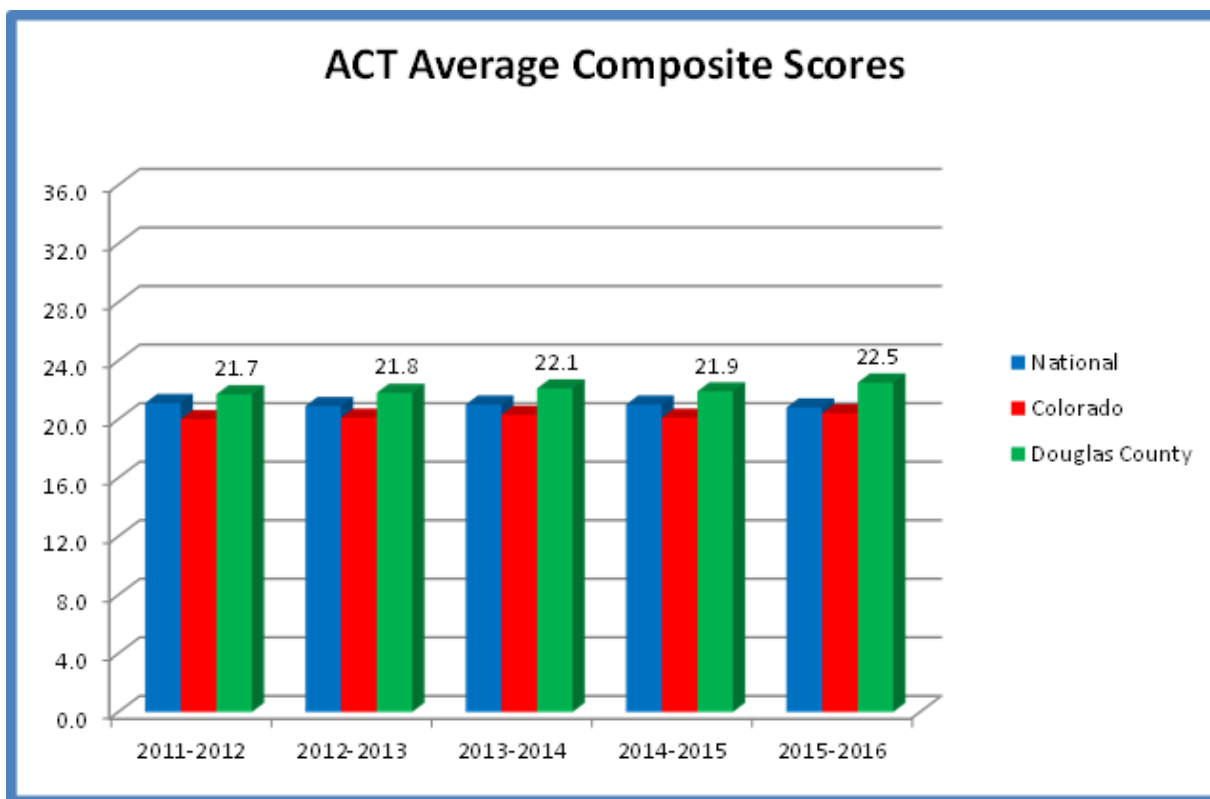


## COLLEGE/CAREER READINESS

### College Entrance Exams

The ACT or American College Testing assessment measures academic achievement in English, mathematics, reading and science reasoning abilities. During the FY 2000-2001 school year, the state of Colorado added the ACT to its testing program. All eleventh grade students in Colorado are not required to take this test. Douglas County students regularly score above both the state and national average on the ACT. Test results released in 2013 show that the District continued to score above the state average.

The SAT or Scholastic Assessment test measures critical reading, mathematics and writing abilities. While it is the most widely taken standardized college entrance test in the United States, far fewer students in Colorado and Douglas County take this test. Overall, Douglas County students do score above the national average.



Source: Colorado Department of Education

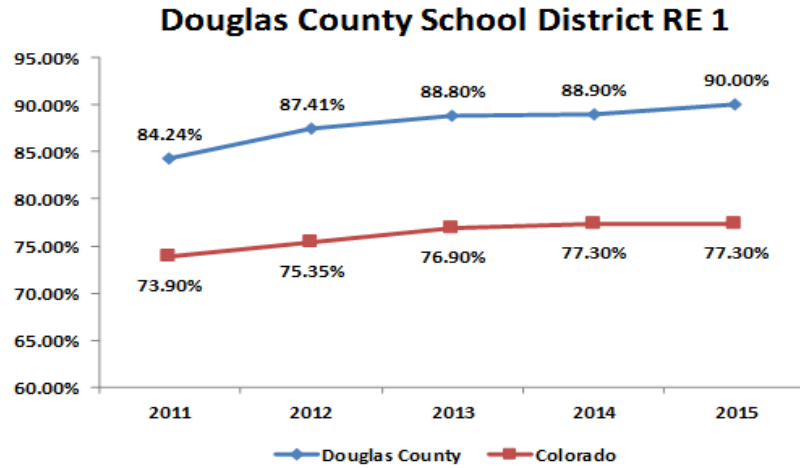
<http://www.cde.state.co.us/assessment/coact-dataandresults#212>

Source: www.act.org

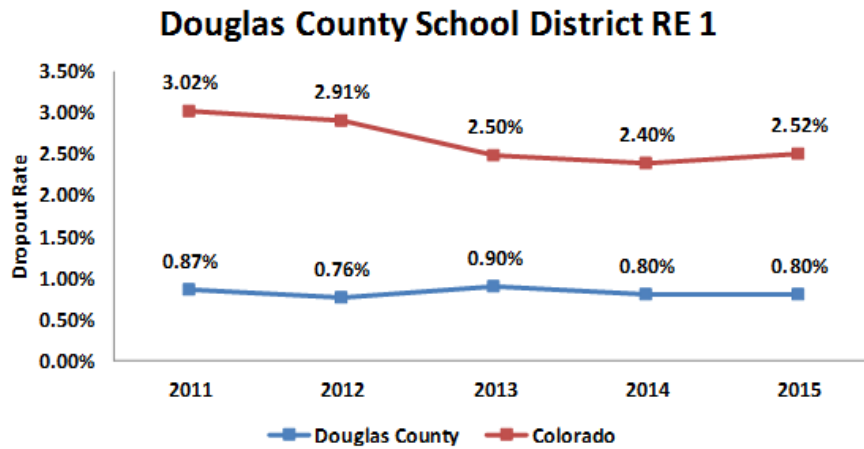
<http://www.act.org/newsroom/data/2013/trends.html>

# GRADUATION, DROP OUT & FREE AND REDUCED LUNCH MEASURES

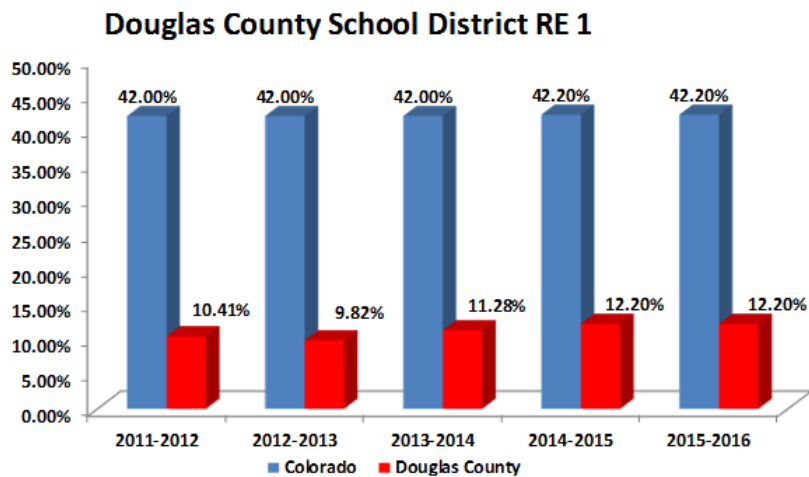
## Graduation Rates



## Drop Out Rates



## Free & Reduced Lunch Percent of Enrollment



Source: Colorado Department of Education

<http://www.cde.state.co.us/cdereval/gradcurrent> <http://www.cde.state.co.us/cdereval/dropoutcurrent>

# DEMOGRAPHIC SECTION



## Adopted Budget Book

FY 2016-2017

# DOUGLAS COUNTY OVERVIEW

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## General Information

The pioneer spirit, accompanied by the beauty of the mountains, foothills and plains, is gloriously evident in Douglas County. In 1861, the Colorado Territorial Session Laws created Douglas County, named after Stephen A. Douglas. Known as the “Little Giant,” Stephen A. Douglas battled his own Democratic Party, as well as the Republican Abraham Lincoln, over issues of slavery, the Kansas-Nebraska Act and popular sovereignty. Douglas County originally stretched from the Rockies to the State of Kansas border.

Today, Douglas County is virtually the geographic center of Colorado. The County is approximately 843 square miles, 96 square miles of which are permanently protected land through the Douglas County Open Space Program. Recreational areas include more than 146,000 acres of Pike National Forest, Roxborough State Park, Castlewood Canyon State Park and the Chatfield State Recreation Area.

There are five incorporated municipalities within the boundaries of Douglas County: Castle Pines, Castle Rock, Larkspur, Lone Tree and Parker, and one unincorporated municipality, Highlands Ranch. Each incorporated municipality has its own mayor and provides services in cooperation with Douglas County.

The County’s strength, as the centerpiece of the Denver/Colorado Springs development corridor, is a perfect blend of quality lifestyle and business environment.

Source: <http://www.douglas.co.us/government/douglas-county-history/>



# DOUGLAS COUNTY DETAILED INFORMATION

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## Douglas County Demographic Summary 2016

### Population

The Douglas County population estimate for January 1, 2016 is 327,230 persons, a 2.5 percent increase from the previous year's estimate of 319,210. When the annual January 1st estimates are produced, they often need to be revised when better data becomes available.

### Permit Trends

Permits issued for new housing in all of Douglas County decreased slightly compared to 2014, with 3,279 housing units permitted in 2015. Apartment units are 35% of the total new units permitted with the majority of these located in Parker and the primary Urban Area. Commercial buildings started in 2015 include three libraries, three assisted living or nursing care facilities, and several retail buildings at the Promenade development in Castle Rock.

### Residential Development

In 2015, 2,882 new housing units were completed in Douglas County, which was a 2.5% increase in the total housing stock. The County's total housing stock as of January 1, 2016 is 117,290 units. Single family detached houses account for 77% of that total. The incorporated cities and towns in Douglas County contain 41% of the total housing stock. Ninety-one percent of all housing units are located in the urban-designated areas of the County which is 18% of the total land area of the County.

### Residential Sales

The median price of all homes sold in Douglas County in the third quarter of 2015 was \$399,350, which is a 14.1% increase compared to the same quarter last year. The number of sales of newly built and existing single-family houses, townhouses, and condominiums in 2015 increased 6.0% compared to 2014. The total number of foreclosure filings initiated in 2015 decreased 26% from 2014 for a total of 322.

### Annual Income

The 2015 average annual wage for jobs located in Douglas County was \$60,477, which was an 3% increase from the previous year. According to the 2015 American Community Survey, the median household income in Douglas County was \$53,657, which ranks 6th in the nation for highest median household income among counties with populations of 65,000 or more. The 2014 American Community Survey also shows that 4.0% of the population had incomes below the poverty line.

### Annual Employment

The number of jobs located in Douglas County increased 5% in 2015, bringing the average annual total to 112,883 jobs. The retail trade industry continues to be the County's largest employer in 2015 with 16% of jobs, followed by government (11%). The two industries with the greatest increases in jobs were health care and social assistance which gained 1,084 jobs, and construction, which gained 722 jobs.

Source: Douglas County Government

<http://www.douglas.co.us/demographics/population-and-development-report/>

# DOUGLAS COUNTY DEMOGRAPHIC AND ECONOMIC STATISTICS

## DOUGLAS COUNTY, COLORADO Demographic and Economic Statistics, Last Ten Fiscal Years

<u>Year</u>	<u>Estimated Population [1]</u>	<u>Personal Income Per Capita [2]</u>	<u>Total Personal Income (In Thousands) [2]</u>	<u>Median Age [4]</u>	<u>Average Household Size [4]</u>	<u>Public School Enroll- ment[3]</u>	<u>School Enrollment % of Population</u>	<u>Unemploy- ment Rate % [5]</u>
2006	268,506	50,127	12,993,222	35.4	2.80	50,370	18.8%	4.9%
2007	281,418	54,261	14,706,467	33.5	2.85	51,689	18.4%	3.2%
2008	286,780	60,361	16,969,723	35.7	2.88	58,723	20.5%	5.1%
2009	290,059	59,358	17,108,472	34.3	2.90	56,031	19.3%	6.6%
2010	288,430	60,723	17,514,402	36.6	2.86	59,932	20.8%	6.7%
2011	291,083	71,463	20,801,664	36.6	2.79	61,465	21.1%	6.1%
2012	295,689	73,516	21,737,873	37.4	2.95	63,114	21.3%	5.9%
2013	302,464	75,747	22,910,741	37.5	2.80	64,600	21.4%	5.6%
2014	308,000	60,821	18,732,868	36.9	2.82	67,000	21.8%	4.5%
2015	328,990	62,585	20,589,777	37.2	2.84	66,702	20.3%	2.6%

[1] Douglas County Department of Community Development, 2015-Sheriff 2015 Annual Report

[2] Bureau of Economic Analysis, Washington D.C.

[3] Douglas County School District

[4] US Census Bureau

[5] Douglas County Budget Book

Figures included in this schedule represents the most recent data available.

Data is estimated and is subject to change based on updated information.

\*\*2014 Per Capita Income was adjusted (in 2015) for actuals from Bureau of Economic Analysis.

\*\*2015 Personal Income Per Capita and Total Personal income estimated using the 2.9% change for personal income from '14 to '15 that the Bureau of Economic Analysis office has estimated for the State of Colorado.

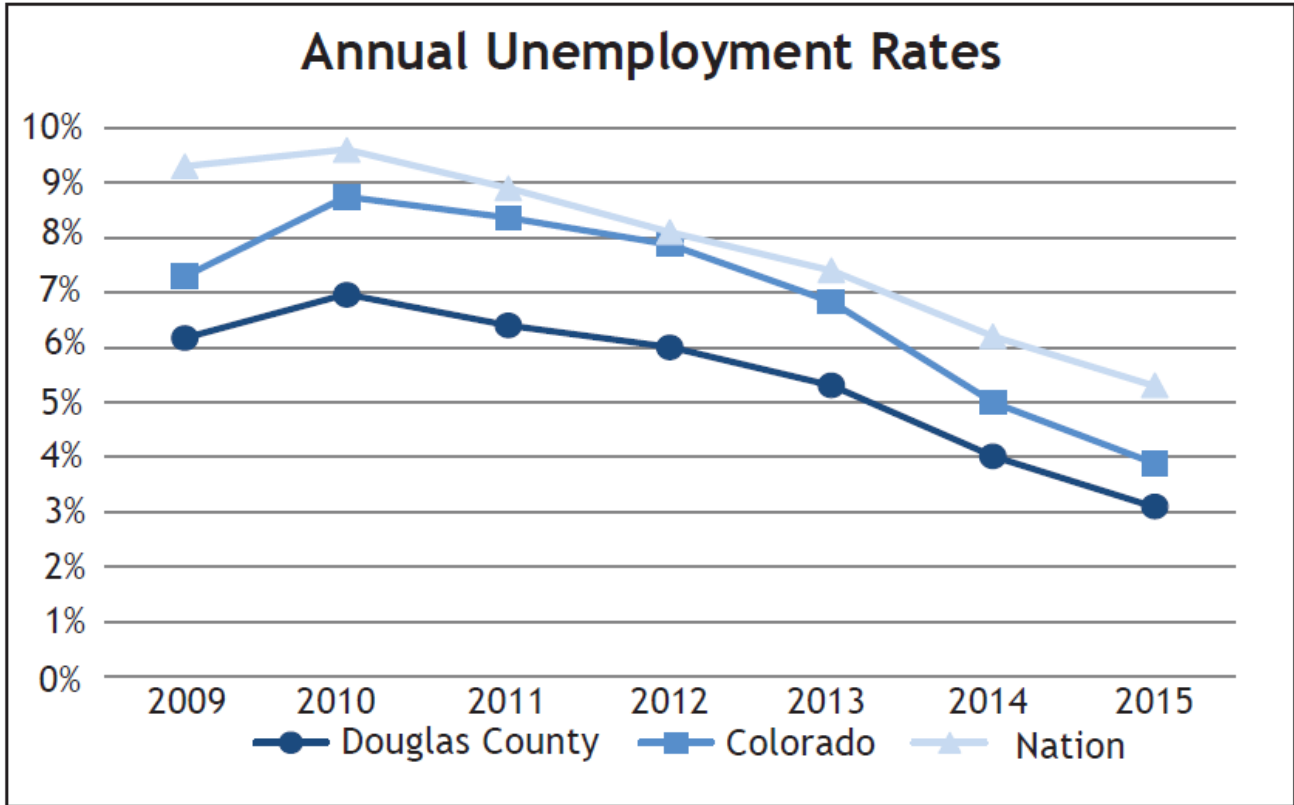
Unaudited-See accompanying independent auditors' report.

Source: Douglas County Treasurer

<http://www.douglas.co.us/documents/2015-cafr.pdf>

# UNEMPLOYMENT RATE

**United States Vs. Colorado Vs. Douglas County Unemployment Rates**  
(not seasonally adjusted)



Source: Local Area Unemployment Statistics and Current Population Survey

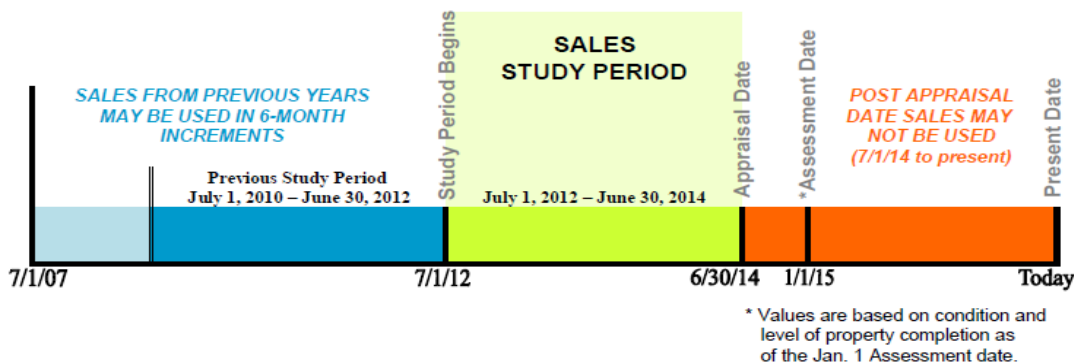
Source: <http://www.douglas.co.us/documents/douglas-county-economic-development-profile.pdf>

# ASSESSED VALUATION ANALYSIS

The Assessor is responsible for listing, classifying, and valuing all property in the county in accordance with state laws. Colorado law is very specific in establishing how assessors value property:

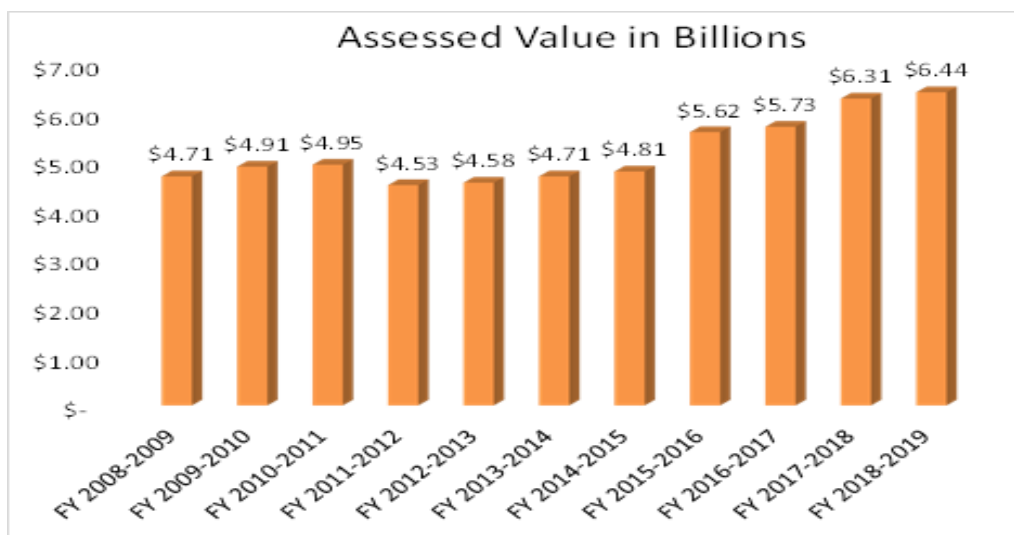
- Real property must be revalued every odd numbered year.
- The actual value of real property is based on its value as of the appraisal date, which is June 30th of the year prior to the reappraisal year.
- Residential property may be valued using only the market approach to value. In this approach, the value of the subject property is based on an analysis of comparable sales to predict the price properties would have sold for on the appraisal date.
- For tax years 2013 and 2014, the assessor must use a minimum of the comparable sales between January 1, 2011 and June 30, 2012. However, the assessor is authorized to include and analyze additional sales that occurred up to five years preceding June 30, 2012, adding sales in six month increments. Douglas County uses sales between July 1, 2010 through June 30, 2012, which includes all sales consummated after the previous reappraisal, and accounts for seasonal differences in the market.

## 2015 / 2016 Valuation Study Period Appraisal Date June 30, 2014



The goal is to establish accurate values for all property located within the county, which in turn ensures that the tax burden is distributed fairly and equitably among property owners. There are many processes completed during the reappraisal before the final tax bill is generated.

Source: Douglas County Assessor  
<http://www.douglas.co.us/assessor/property-assessment-and-taxes/>



Assessed values reported through 2015-2016 are as certified in December of that year. From FY 2016-2017 through FY 2017-2018 is estimated at 2 percent each non-assessment year and 7 percent each assessment year.

Source: School District Financials  
<https://www.dcsdk12.org/district/transparency>



# ASSESSED VALUATION ANALYSIS

## DOUGLAS COUNTY, COLORADO Assessed Value and Estimated Actual Value of Taxable Property, Last Ten Fiscal Years

<u>Fiscal Year</u>	<u>Land</u>	<u>Improvements</u>	<u>Personal Property</u>	<u>State Assessed</u>	<u>Exempt Assessed Value</u>	<u>Total Taxable and Exempt Assessed Value</u>	<u>Total Direct Tax Rate</u>
2006	1,106,718,190	2,591,788,360	209,019,370	115,320,000	727,650,650	4,750,496,570	19.774
2007	1,354,246,330	2,825,271,230	234,958,400	137,184,200	1,024,317,410	5,575,977,570	19.774
2008	1,392,999,550	2,901,332,970	239,883,460	143,966,400	1,068,074,820	5,746,257,200	19.774
2009	1,449,567,750	3,013,152,050	262,700,980	154,083,000	949,241,560	5,828,745,340	19.774
2010	1,441,563,060	3,057,704,800	254,966,460	158,980,100	972,552,280	5,885,766,700	19.774
2011	1,234,291,910	2,841,883,230	243,890,420	184,908,609	990,113,680	5,495,087,849	19.774
2012	1,232,820,250	2,842,356,400	255,525,420	207,648,500	1,015,635,320	5,553,985,890	19.774
2013	1,159,185,250	3,030,460,130	264,488,650	235,325,500	1,009,012,580	5,698,472,110	19.774
2014	1,170,928,620	3,098,539,650	283,199,400	227,523,800	1,062,090,290	5,842,281,760	19.774
2015	1,630,085,450	3,411,688,320	311,633,840	237,761,700	1,096,313,770	6,687,483,080	19.774

<u>Fiscal Year</u>	<u>Total Estimated Actual Value</u>	<u>Total Assessed Value as a % of Total Estimated Actual Value</u>
2006	37,860,151,503	12.5%
2007	43,415,468,283	12.8%
2008	44,546,851,776	12.9%
2009	45,681,439,229	12.8%
2010	46,162,168,901	12.8%
2011	42,717,528,453	12.9%
2012	43,172,677,826	12.9%
2013	44,287,415,558	12.9%
2014	45,423,465,845	12.9%
2015	53,605,255,888	12.5%

Source: Douglas County Assessor Short Abstract Summary  
Unaudited-See accompanying independent auditors' report.

Source: Douglas County Treasurer  
<http://www.douglas.co.us/documents/2015-cafr.pdf>

## TAX RATE ANALYSIS

### DOUGLAS COUNTY, COLORADO Direct and Overlapping Property Tax Rates, Last Ten Fiscal Years

<b>County Direct Rates</b>							
<u>Fiscal Year</u>	<u>General Fund</u>	<u>Special Revenue Funds</u>	<u>Capital Projects Funds</u>	<u>Total Direct</u>			
2007	13.465	5.809	0.500	19.774			
2008	13.465	5.809	0.500	19.774			
2009	13.965	5.809	0.000	19.774			
2010	13.965	5.809	0.000	19.774			
2011	13.965	5.809	0.000	19.774			
2012	13.965	5.809	0.000	19.774			
2013	13.965	5.809	0.000	19.774			
2014	13.965	5.809	0.000	19.774			
2015	13.965	5.809	0.000	19.774			
2016	13.965	5.809	0.000	19.774			

<b>Overlapping Rates</b>							
<u>Fiscal Year</u>	<u>School <sup>[1]</sup> District</u>	<u>Cities &amp; <sup>[1]</sup> Towns</u>	<u>Douglas County <sup>[1]</sup> Law Enforcement Authority</u>	<u>Fire <sup>[1]</sup> Protection</u>	<u>Water <sup>[1]</sup> and Sanitation</u>	<u>Metropolitan [1]</u>	<u>Other [1]</u>
2007	46.500	0.570	3.009	7.096	1.566	17.562	5.419
2008	46.500	0.570	3.009	7.096	1.566	17.562	5.419
2009	47.103	0.732	2.746	7.170	1.409	18.442	5.378
2010	46.681	0.727	2.753	7.249	1.568	18.581	5.372
2011	46.890	0.729	2.751	7.327	2.755	18.819	5.404
2012	44.708	0.656	2.531	6.789	2.069	16.878	5.037
2013	45.063	0.660	2.548	6.842	2.063	17.349	5.109
2014	46.051	0.677	2.604	6.677	2.111	18.188	5.271
2015	46.945	0.682	2.640	6.788	2.136	19.213	5.537
2016	57.732	0.933	3.680	7.807	2.683	23.813	9.009

Source: Douglas County Assessor-Certification of Mill Levies, adjusted for assessed valuation on Treasurer's Tax Dollar Warrant summary.

All tax rates are per \$1,000 assessed valuation.

<sup>[1]</sup> Mill Levies provide for cities / towns and special districts are weighted-average rates based on the total general property tax revenue levied.

Unaudited-See accompanying independent auditors' report.

## PROPERTY TAX CALCULATION

Property taxes are calculated for the General Fund and Bond Redemption Fund. Property taxes are calculated by multiplying the mill levy or tax rate by the assessed or taxable value of your property. The assessed value is calculated by taking actual value of property multiplied by the assessment rate, which is 7.96 percent for residential property value and 29 percent for commercial property. Total required mills from the School Finance Act stay constant at 25.440 each year whilst Mill Levy Override and Bond Redemption mills fluctuate based on assessed value and revenue requirements.

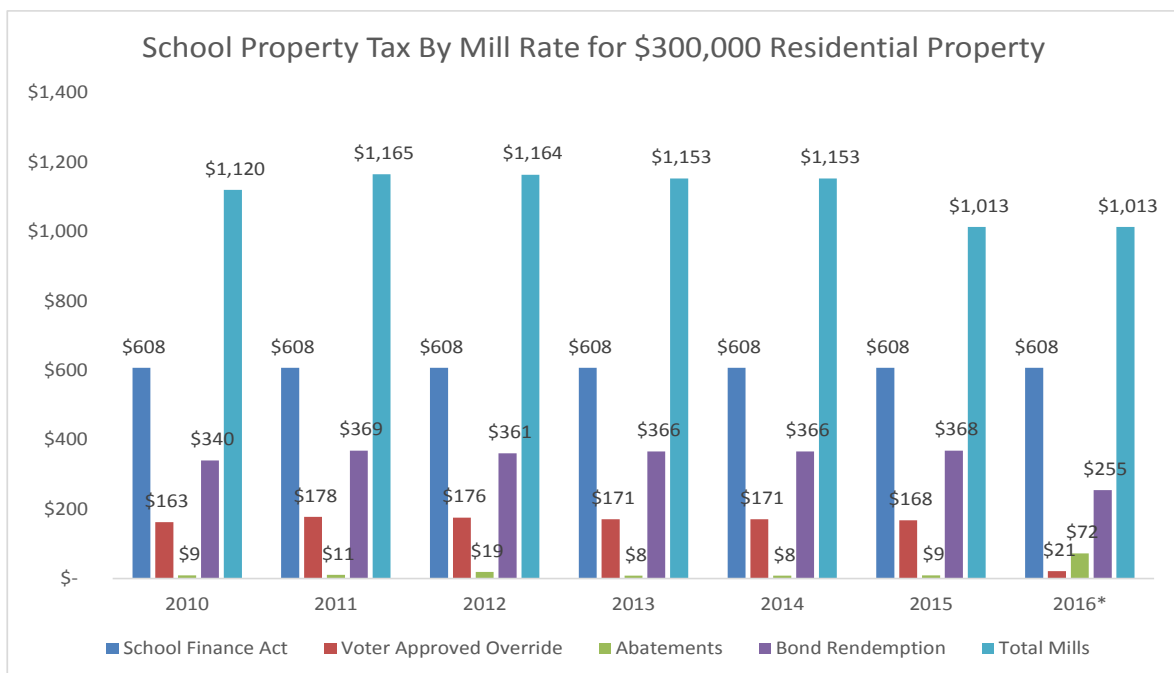
Mill Rates by Calendar Year							
	2010	2011	2012	2013	2014	2015	2016*
<b>State Required</b>	<b>25.440</b>	<b>25.440</b>	<b>25.440</b>	<b>25.440</b>	<b>25.440</b>	<b>25.440</b>	<b>25.440</b>
<b>Voter Approved Override</b>	<b>06.814</b>	<b>07.441</b>	<b>07.365</b>	<b>07.151</b>	<b>07.016</b>	<b>05.999</b>	<b>05.999</b>
<b>Abatements</b>	<b>00.390</b>	<b>00.460</b>	<b>00.794</b>	<b>00.344</b>	<b>00.393</b>	<b>00.324</b>	<b>00.324</b>
<b>Bond Redemption</b>	<b>14.246</b>	<b>15.447</b>	<b>15.128</b>	<b>15.342</b>	<b>15.428</b>	<b>10.676</b>	<b>10.676</b>
<b>Total Mills</b>	<b>46.890</b>	<b>48.788</b>	<b>48.727</b>	<b>48.277</b>	<b>48.277</b>	<b>42.439</b>	<b>42.439</b>

\*2016 Mills are estimated and will not be finalized until December 2016

Below shows the formula used to calculate school property tax for a residential property valued at \$300,000 for the past 6 years. A supplemental chart is provided to show the breakdown of how much property tax is allocated to each mill rate for DCSD over the past 6 years. Abatements are complete or partial cancellations of a levy. Abatements typically apply to property taxes.

Mill Rates Effect for the Average Tax Payer							
	2010	2011	2012	2013	2014	2015	2016*
Residential Property Value	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
X Assessment Rate	7.96%	7.96%	7.96%	7.96%	7.96%	7.96%	7.96%
X Total Mills	46.890	48.788	48.727	48.277	48.277	42.439	42.439
/ 1000	1000	1000	1000	1000	1000	1000	1000
= School Property Tax	\$ 1,120	\$ 1,165	\$ 1,164	\$ 1,153	\$ 1,153	\$ 1,013	\$ 1,013

\*2016 Mills are estimated and will not be finalized until December 2016



## PRINCIPAL EMPLOYERS IN DOUGLAS COUNTY

Company	Product/Service	Industry
Baxa Corp	Medical Technology	Medical
Avaya	Telecommunications Software	Telecom
Centura Health: Parker Adventist Hospital	Healthcare	Medical
CH2M Hill	Engineering & Architectural Services	Professional/Technical Services
DISH	Satellite TV & Equipment	Telecom
HealthONE: Sky Ridge Medical Center	Health Care	Medical
Information Handling Services Group Inc.	Indexed Technical Data	Software
Liberty Media	Telecommunications Holding Company	Telecom
Sprint Nextel Corporation	Cellular and Wireless Phones	Telecom
tw telecom	Telecommunications	Telecom
Western Union	Financial Services	Financial Services

Source: Douglas County Government

<http://www.douglas.co.us/business/major-employers-industry-clusters/>

### DOUGLAS COUNTY, COLORADO Principal Employers, Current Year and Ten Years Ago

Employer	2015			2006			
	Employees	Rank	% of Total County Employment	Employees	Rank	% of Total County Employment	
Douglas County School District	5,563	1	3.37%	Douglas County School District	5,934	1	4.66%
Charles Schwab	2,400	2	1.45%	Echostar Communications	1,765	2	1.39%
Echostar Communications	2,010	3	1.22%	CH2M Hill	1,200	5	0.94%
CH2M Hill	1,660	4	1.01%				
Healthone: Sky Ridge Medical	1,220	5	0.74%				
Western Union	1,210	6	0.73%				
Douglas County Government	1,146	7	0.69%	Douglas County Government	1,085	7	0.85%
Centura: Parker Adventist Hospital	1,110	8	0.67%	Information Handling Services	800	10	0.63%
Information Handling Services	980	9	0.59%				
Specialized Loan Servicing	940	10	0.57%				
The Trizetto Group							
First Data Corporation				First Data Corporation	1,700	3	1.33%
Avaya				Avaya	1,600	4	1.26%
VISA Debit Processing Services				Visa USA	1,125	6	0.88%
Teletech Holdings				Teletech Holdings	950	8	0.75%
Nextel				Nextel	900	9	0.71%
Total for Principal Employers	18,239		11.1%	Total for Principal Employers	17,059		13%
Total Employment in Douglas County	164,964			Total Employment in Douglas County	127,390		

Source: WWW.METRODENVER.ORG; Douglas County School District; 2015 CAFR Management Discussion and Analysis  
www.colmigateway.com

Unaudited-See accompanying independent auditors' report.

Source: Douglas County Treasurer

<http://www.douglas.co.us/documents/2015-cafr.pdf>

# PRINCIPAL PROPERTY TAX PAYERS

## DOUGLAS COUNTY, COLORADO Principal Property Tax Payers, Current Year and Ten Years Ago

<u>Taxpayer</u>	2015	% of Total	
	Assessed Value Valuation	City Assessed Value	Rank
Park Meadows Mall LLC	74,436,090	1.33%	1
HCA HealthOne LLC	69,616,450	1.25%	2
Intermountain Rural Elec Assn	60,593,490	1.08%	3
Public Service Co. of Colo (Xcel)	54,587,400	0.98%	4
Century Link (was Qwest Corporation)	37,414,700	0.67%	5
Kaiser Foundation Hospitals	34,582,440	0.62%	6
CS Lone Tree	27,245,500	0.49%	7
Portercare Adventist Health System	26,891,800	0.48%	8
Century Link Communications	21,558,500	0.39%	9
Plaza Drive Properties LLC	19,856,400	0.36%	10

<u>Taxpayer</u>	2006	% of Total	
	Assessed Value Valuation	Rank	City Assessed Value
Rouse Park Meadows LLC (was Trizec Hahn)	\$ 59,629,000	1	1.48%
HCA HealthOne LLC	38,984,260	2	0.97%
Intermountain Rural Elec Assn	27,311,700	4	0.68%
Qwest Corporation (was US West Comm)	28,715,700	3	0.71%

Plaza Drive Properties LLC	18,865,320	7	0.47%
Public Service Co. of Colo (Xcel)	24,775,100	5	0.62%
Craig Realty Group Castle Rock LLC	20,140,830	6	0.50%
South Denver Marketplace Inc	15,172,730	8	0.38%
VISA USA Inc	13,100,800	9	0.33%
Liberty Property Holdings	12,328,190	10	0.31%
<b>Total Principal Taxpayers</b>	<b>\$ 259,023,630</b>		<b>6.44%</b>

Total Taxable Assessed Value	\$ 4,022,845,950	100%
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<b>Total Principal Taxpayers</b>	<b>\$ 426,782,770</b>	<b>7.63%</b>
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Total Taxable Assessed Value	\$ 5,591,169,310
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Source: Douglas County Treasurer  
Unaudited-See accompanying independent auditors' report.

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# GLOSSARY OF TERMS



**Adopted Budget Book**

**FY 2016-2017**

**Abatements**

Abatements are complete or partial cancellations of a tax levy. Abatements typically apply to property taxes.

**Account**

A record used to summarize all increases and decreases in a particular asset or any other type of asset, liability, fund equity, revenue, or expenditure. Accounts are found in the General Ledger.

**Accrual**

The recognition of revenue or expenses at the time they are earned or incurred, regardless of when the money is received or paid out.

**Accrual Basis of Accounting**

A method of accounting under which revenue is recognized when earned and expenditures are recognized when incurred, regardless of the timing of related cash flows.

**Ad Valorem Taxes**

Taxes levied on the assessed valuation of real and personal property located within the District, which is the final authority in determining the amount to be raised for educational purposes.

**Agency Fund**

A fund used to account for assets held by a district or other governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds.

**Amendment 23**

An amendment to the Colorado Constitution affecting State funding of K-12 education. Approved by the voters in November 2000, the amendment provides for increases each year of at least the rate of inflation plus one percent for fiscal years 2001-02 through 2010-11 and annually thereafter by at least the rate of inflation. Other financial provisions relating to school district funding are also included.

**Amortization**

(1) The portion of the cost of a limited-life or intangible asset charged as an expense during a particular period. (2) The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

**Appropriation**

A budgeted amount of money, which is approved by a Board of Education resolution, to spend for designated purposes.

**Assessed Valuation**

The tax value assigned to property by the assessor. Property taxes are paid on the basis of a property's assessed valuation which is based on a percentage of the property's market value.

**Attendance Rate**

The average daily student attendance expressed as a percent.

**Balanced Budget**

A budget with total expenditures not exceeding total revenue and monies available in the fund balance within an individual fund.

**Board of Education**

The governing body of a school district comprised of elected representatives. The Douglas County School Board of Education (the "Board") consists of seven members elected for four-year terms. The Board elects officers from within its own membership. The Board is a policy-making body whose functions are to establish the Goals and Executive Limitations of the District. The Board appoints a Superintendent as the District's chief executive to prescribe rules and regulations necessary and proper for the effective and efficient administration of the District's day-to-day operations.

**Bonds**

A certificate of debt issued by the school district guaranteeing payment of the original investment plus interest by a specified future date. Bonds may be classified according to maturity structure, source of payment or price. In general, bond issues must be voter authorized. The District's General Obligation Bonds finance the cost of new school construction or other large dollar capital renovation projects. Bond proceeds can be spent only for the voter-authorized purpose(s). Proceeds from the District's bond issues cannot be used to fund the daily operating expenses of the District.



**Budget**

An annual financial plan that identifies revenues and amounts thereof, specifies the type and level of services to be provided and establishes the amount of money which can be spent. Used without any modifier, the term usually indicates a financial plan for a year. In actual practice, the term may be distinguished by the plan presented to the appropriating body for adoption and the plan ultimately approved by that body. The term may also be distinguished by its use in regard to operating expenditures versus capital plans.

**Building Fund**

The Building Fund is used to account for financial resources to be used for major capital outlay including acquiring facility sites, construction or purchasing buildings, remodeling of buildings, and acquisition of equipment as provided for by a related bond issue.

**CAFR Sort**

Primarily programmatic-grouped expenses as reported within the District's Comprehensive Annual Financial Report. Displayed herein to facilitate comparisons between prior years' CAFR-reported actuals and the current budget.

**Capital Outlay**

An expenditure which results in the acquisition of fixed assets or additions to fixed assets which are presumed to have benefits for more than one year and which generally cost at least \$5,000. Examples include expenditures for land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, furniture, vehicles, and equipment.

**Capital Reserve Fund**

This is a special revenue fund used to account for the revenues and expenditures primarily relating to the purchase and acquisition of school district equipment.

**Categorical Programs**

Specific programs that are funded separately from a district's total program funding under the Colorado Public School Finance Act of 1994 (as amended). Examples include vocational education, special education and pupil transportation. State funds for categorical programs must be used specifically for the program and are generally distributed based on a formula prescribed by law.

**CDE**

Colorado Department of Education.

**Chart of Accounts**

A list of accounts systematically arranged, applicable to a specific activity or concern, accordingly naming and numbering individual accounts. A chart of accounts, accompanied by descriptions of their use and of the general operation of the books of account, becomes a classification or manual of accounts – a leading feature of a "system of accounts."

In the context of the Colorado School Finance Act, the Chart of Accounts was developed in response to 22-44-105 (4) of the C.R.S. as enacted by the legislature in 1994. The legislature charged the State Board of Education to establish and implement a statewide financial reporting system to make school-to-school and district-to-district comparisons more understandable, accurate and meaningful.

The Chart of Accounts as developed is a comprehensive budgeting, accounting and reporting code structure for use in school district financial management. The various elements specified in the account code structure are in compliance with applicable statutes and regulations. The first seven account code elements comprise the account string. They are: Fund, Location, Special Reporting Element, Program, Subject/Object/Balance Sheet, Job Classification and Designated Grant/Project.

**Colorado Revised Statutes (C.R.S.)**

Colorado Revised Statutes (C.R.S.) are the official, currently revised, laws of the State of Colorado.

**Colorado Student Assessment Program (CSAP)**

The Colorado Student Assessment Program is a standards-based assessment designed to provide a picture of student performance to school districts, educators, parents, and the community. The primary purpose of the assessment program is to determine the level at which Colorado students meet the state model content standards in the content areas that are assessed. The results are used by educators to improve curricula and instruction as well as increase individual student learning.

**Comprehensive Annual Financial Report ("CAFR")**

State law requires that all local governments publish within six months of the close of each fiscal year a complete set of financial statements presented and audited in conformity with generally accepted accounting principles (GAAP). As a general rule, an audit report is signed by a licensed certified public accountant and includes: (a) a statement of scope; (b) explanatory comments; (c) an opinion; (d) financial statements; (e) and supplementary comments and recommendations.

**Consumer Price Index (CPI)**

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of cost of living and economic inflation.

**Contingency Reserve**

The Board of Education may provide for a contingency reserve for any of the funds. The amount is included in the appropriation for each fund and may be expended to meet unanticipated expenditures.

**Content**

Defines the knowledge, process, and skills within a subject area.

**Cost-of-Living Factor**

One of the three main factors used in calculating a district's per pupil funding. The cost-of-living factor reflects the relative differences among the state's 178 districts in the costs of housing, goods, and services for the regions in which districts are located.

**Curriculum**

All courses of study offered by an educational institution, or a group of related courses in a specific field of study, which allows students to acquire and integrate knowledge and skills.

**Debt Service**

Expenditures related to the retirement of debt and interest on debt.

**Depreciation**

Depreciation is the systematic allocation of the cost of an asset to expense over the years or accounting periods making up its useful life.

**District**

Douglas County School District Re1, Douglas and Elbert Counties, Colorado.

**Dropout Rate**

An annual rate reflecting the percentage of all students enrolled in grades 7-12 who leave school during the reporting period and are not known to transfer to other public or private schools.

**Employee Benefits**

Compensation, in addition to regular salary, provided to an employee. This includes such benefits as health insurance, life insurance, Public Employees' Retirement Association (PERA) contributions retirement and Medicaid.

**Encumbrances**

Purchase orders, contracts and/or other commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved.

**Enrollment**

The number of pupils enrolled on October 1 within the budget year.

**Enterprise Fund**

A fund used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent is that the cost of providing services to the general public be financed or recovered primarily through user charges or where it has been decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate.

**Entitlement**

Payments guaranteed by the state legislatures to eligible recipients for a certain period of time. The primary example is state equalization program payments.

**Equalization Program Funding**

The financial base of support for public education for school districts in Colorado as calculated by the Public School Finance Act, as amended. Equalization Program funding is provided by a combination of state funding, local property taxes, and specific ownership taxes as determined under the provisions of the school finance act.

### **Equalization Program Funding Per Pupil**

The total equalization program funding, as provided under the school finance act as amended, of a district divided by the districts funded pupil count.

### **Expenditures**

Charges incurred, whether paid or unpaid, which are presumed to benefit the fiscal period in which such are recorded.

### **Expenses**

The costs of the goods and services used in the process of obtaining revenue.

### **Fiduciary Funds**

Fiduciary funds are used to account for resources held for the benefit of parties outside the government.

### **Fiscal Year**

A twelve-month accounting period to which the annual budget applies. The District's fiscal year runs July 1 through June 30.

### **Fixed Assets**

Land, buildings, machinery, furniture and other equipment which the District intends to hold or continue in use over a long period of time.

### **F.T.E. (Full-Time Equivalent) — Personnel Employment**

For personnel purposes, a full-time equivalent is based on an employee's work requirement in comparison to what may be defined contractually as a whole work day. For instance, a Kindergarten Teacher instructing for one session is considered half-day and as such counts as a 0.5 FTE.

### **F.T.E. (Full-Time Equivalent) — Student Enrollment**

For student enrollment purposes, a full-time equivalent is based on the portion of a day that a student spends in an instructional setting. Half-day Kindergarten students are considered 0.50 FTE for enrollment. For SBB funding purposes Kindergarten students are considered a 1.0 FTE throughout the SBB except for the Mil Levy allocation where they are considered a .50 FTE.

### **Function**

Function includes the activities or actions which are performed to accomplish enterprise objectives.

### **Full Day Kindergarten (FDK)**

This fund's revenues come from tuition paid by families to access a full day kindergarten program at many of the District's elementary schools. The School Finance Act only provides funding for half day Kindergarten. Included in this fund are reserves designated for tuition scholarships meeting the needs of the District's at-risk kindergarten students, those who may not be able to afford tuition payments. This fund is included in the Combined General Fund for purposes of financial reporting.

### **Fund**

A fiscal and accounting entity, with a self-balancing set of accounts recording revenues, expenditures, financial resources and all related liabilities and fund equities.

### **Fund Balance**

Fund balance is the excess of assets (revenues) over liabilities (expenditures) of a fund. Fund balance is required to be reported in two components: reserved and unreserved.

### **Funded Pupil Count**

A district's pupil count, for funding purposes, under the Public School Finance Act of 1994 (as amended) which provides that the October 1 enrollment count determines a district's program funding for the current fiscal year. The funded pupil count is expressed in full-time equivalent (FTE) pupils.

### **Gallagher Amendment**

This 1982 state constitutional amendment requires that the residential property share of the total assessed value in the state be stabilized at approximately 45 percent of the total. This stabilization is done by decreasing the residential percentage used to

determine residential assessed values.

**General Fund**

General Fund is a fund to account for all financial resources except those required to be accounted for in another fund. All revenues and expenditures, except those revenues and expenditures attributable to other funds shall be accounted for in the General Fund.

**General Ledger**

The record containing all of the accounts of the District.

**Governmental Designated Purpose Grants**

Grants received from federal, state, or local governments, or private sources to be used for a specific and designated purpose. Examples are Title I, Title II, Vocational Education, etc.

**Governmental Fund**

A generic classification adopted by the National Council on Governmental Accounting to refer to all funds other than proprietary and fiduciary funds. General fund, special revenue funds, capital projects funds, debt service funds and special assessment funds are all examples of governmental fund types.

**Graduation Rate (High Schools Only)**

Number of students who completed locally defined requirements for graduation from high school, expressed as a percent. The rate is a cumulative or longitudinal rate that calculates the number of students who actually graduate as a percent of those who were in membership and could have graduated over a four-year period.

**Instruction**

Instruction includes the activities dealing with the teaching of pupils.

**Instructional Supplies and Materials**

Instructional supplies and materials include, but are not limited to, supplies, textbooks, library books, periodicals, and other supplies and materials.

**Insurance Reserve Fund**

A special revenue fund used for the payment of loss or damage to the property of a unit of the District; or to service and pay premiums on insurance; or used for the payment of administrative expenses, loss control, workers' compensation and legal claims against the District.

**Inter-Fund Transfer**

Money that is taken from one fund and added to another fund. Inter-fund transfers are not receipts or expenditures of the District.

**Internal Service Fund**

Is a proprietary fund used to account for the financing of goods or services provided by the department or agency to other departments or agencies of the school district.

**Lease/Purchase Agreement**

Contractual agreements that are termed leases, but that in substance are purchase contracts.

**Local Share**

The portion of a district's total program contributed directly by local taxpayers of the district. A district's local share includes revenue from property taxes and specific ownership taxes.

**Location**

A dimension used as a way to identify schools, attendance centers, operational units, buildings or sites as budgetary units or cost center designators, as a means of segregating costs.

**Magnet School**

A magnet school is one which functions in the traditional school setting, but with an emphasis on a few target areas of instruction to best prepare students for the future.

Number of students officially enrolled.

### **Mil**

Local tax rates against property are always computed in mils. A mil is one one-thousandth of a dollar of taxable value (.001). One mil produces \$1 in tax income for every \$1,000 of property (taxable value).

### **Mil Levy**

The rate of taxation based on dollars per thousand of taxable value.

### **Object**

An accounting and budgeting account code used to record expenditures for a specific category of salaries, employee benefits and goods or services purchased.

### **Operations and Maintenance**

Activities concerned with keeping the physical plant of the school facilities open, comfortable and safe for use, and keeping the grounds, buildings and equipment in an effective working condition and state of repair.

### **Pedagogy**

The art or science of being a teacher, generally refers to strategies or styles of instruction.

### **Per Pupil Operating Revenue**

The equalization program funding of a District for any budget year determined in accordance with the provisions of the Public School Finance Act, as amended, divided by the funded pupil count of the District for said budget year, minus the amount transferred from the General Fund to the Capital Reserve and Insurance Reserve Funds.

### **Program**

A dimension (an element in the account code structure) which describes the activity for which a service or material object is acquired. The programs of a school district are classified into six broad areas: Instruction, Support Services, Operation of Non-Instructional Services, Facilities Acquisition and Construction Services, Other Uses and Reserves. Pursuant to C.R.S. 22-44-110(1) Program intended to allow for the review of the functions of the proposed budget.

### **Property Tax**

The general property tax is levied on land and buildings located within the district. Every owner of private and business property in the District, including public utilities, pays this tax. Property owned by governmental, charitable, and religious institutions is exempt from taxation.

### **Public School Finance Act of 1994 (as amended)**

C.R.S. 22-53-10 1, et seq., seeks to provide for a thorough and uniform system of funding and operation of public schools throughout the state. It requires that all school districts operate under the same finance formula and that equity considerations dictate all districts be subject to the expenditure and maximum levy provisions of this act. Under the previous 1988 act, Colorado's 178 school districts were classified into eight setting category groups with similar characteristics for funding purposes. The 1994 act, created under House Bill 94-1001, replaces the eight setting category groups with individually determined school district per pupil funding amounts.

### **Public Employees Retirement Association (PERA)**

PERA provides retirement and other benefits to the employees of government agencies and public entities in the State of Colorado. Established by state law in 1931, PERA operates by authority of the Colorado General Assembly and is administered under Title 24, Article 51 of the Colorado Revised Statutes. It serves as a substitute for social security and used actuarially established investment objectives with long-term goals and policies.

### **Pupil Enrollment**

For District funding purposes, under the current school finance act, the pupil enrollment is based on the October 1 enrollment count within the budget year. As with the previous law, an average would be applied to declining enrollment districts. Pupil enrollment can be presented as the full count or on a full-time equivalent (FTE) basis with half-time kindergarten pupils counted as 0.5 FTE. For SBB funding purposes Kindergarten students are considered a 1.0 FTE throughout the SBB except for the Mil Levy allocation where they are considered a .50 FTE.

### **Pupil Services**

Those activities, which are, designed to assess and improve the well-being of pupils and to supplement the teaching process.

**Purchased Services**

Amounts paid for personal services rendered by personnel who are not on the payroll of the district and other services, which the district may purchase.

**Residual Equity**

The financial assets remaining after all liabilities have been liquidated.

**Retained Earnings**

An equity account reflecting the accumulated earnings of an enterprise.

**Revenues**

Funds received, generally from taxes or a State/Federal funding program, which are not loans and which do not cause an increase in a liability account.

**Salaries**

Amounts paid to employees of the district who are considered to be in positions of a permanent nature or hired temporarily, including personnel substituting for those in permanent positions.

**Self-Insurance**

The underwriting of one's own insurance rather than purchasing coverage from a private provider, by identifying specific areas of risk and assessing actuarially sound charges.

**Source/Object/Balance Sheet**

A combination dimension which is used to identify the type of account: Balance Sheet revenue (sources) or expenditure (object). Object is the service or commodity obtained. Pursuant to C.R.S. 22-44-110(1) Object intended to allow for the review of the objects of the proposed budget.

**Special Revenue Funds**

Is a governmental fund used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects.

**Specific Ownership Tax**

An annual tax imposed upon each taxable item of personal property, including motor vehicles.

**State Aid Equalization**

A district's state aid, under the current school finance act, is equal to its total equalization program funding less the local share. The Public School Finance Act of 1994 requires the school district local share to be the revenue based on the annual property tax levy plus the amount of specific ownership tax other than the portion of the specific ownership tax attributable to a bond redemption tax levy or an operating revenue override tax levy.

**Supplemental Budget**

Where money for a specific purpose from other than ad valorem taxes subsequently (following adoption of the budget) becomes available to meet a contingency, a supplemental budget for expenditures not to exceed the amount of said money may be adopted and appropriation of said money made there from.

**Supplies and Materials**

Supplies and materials include textbooks, library books, and other instructional materials, office supplies, building maintenance parts, gasoline, tires, and custodial supplies. With the exception of some unique areas such as maintenance supplies and transportation-related expenses, most materials are established in relation to the student population.

**TABOR (Amendment 1)**

An amendment to the Colorado Constitution approved by voters in November 1992 imposes certain tax and expenditure limits. The name TABOR is derived from the title of the amendment which when on the ballot reads, the "Taxpayers' Bill of Rights". TABOR has three major provisions. First, it requires voter approval for tax increases. Second, it limits the amount of revenue that may be collected each year. Third, through its provisions requiring voter approval to weaken any existing limit, it limits appropriations.

**Tax Assessment Year and Collection Year**

The calendar year in which taxes are levied (December) is the tax assessment year. The calendar year in which tax bills are sent out (January) is the tax collection year. The calendar year tax bills, based on December tax assessments and billed in January, are reflected as revenue to the school district in the current year's budget.

**Tax Authority**

A government body, such as city, county, or school board, with authority to levy property taxes.

**Taxes**

Amounts levied by a government to finance services performed for the common benefit.

**Transitional Colorado Assessment Program "TCAP"**

Is Colorado's standards-based assessment designed to provide a picture of student performance to schools, districts, educators, parents and the community.

**Transfers**

A transfer does not represent a purchase; rather, it is used to show that funds have been handled without having goods and services rendered in return. Included here are transactions for interchanging or transferring money from one fund to the other.

**Trust/Agency Funds**

Is a fiduciary fund used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, and/or other governmental units. GASB 1300

**Unencumbered Appropriation**

That portion of an appropriation not yet expended or encumbered.

**Yield**

The rate of annual income return on an investment, expressed as a percentage. (a) Income yield is obtained by dividing the current dollar income by the current market price for the security. (b) Net yield or yield of maturity is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

## ACRONYMS

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<b>ACT</b>	American College Testing	<b>GO</b>	General Obligation
<b>AED</b>	Amortization Equalization Disbursement	<b>HB</b>	House Bill
<b>ASB</b>	Association of School Business Officials	<b>HSA</b>	Health Savings Account
<b>BFB</b>	Beginning Fund Balance	<b>IB</b>	International Baccalaureate
<b>BFR</b>	Budgeting for Results	<b>IDEA</b>	Individuals with Disabilities Act
<b>BOE</b>	Board of Education	<b>IEP</b>	Individual Educational Plan
<b>CAFR</b>	Comprehensive Annual Financial Report	<b>ILP</b>	Individual Literacy Plan
<b>CDE</b>	Colorado Department of Education	<b>K-12</b>	Kindergarten through 12 <sup>th</sup> Grade
<b>CHSAA</b>	Colorado High School Activities Association	<b>LRPC</b>	Long Range Planning Committee
<b>COP</b>	Certificates of Participation	<b>NCLB</b>	No Child Left Behind
<b>CPI</b>	Consumer Price Index	<b>PDPA</b>	Public Deposit Protection Act
<b>CRS</b>	Colorado Revised Statutes	<b>PERA</b>	Public Employee Retirement Association
<b>CSAP</b>	Colorado Student Assessment Program	<b>PPA</b>	Per Pupil Allocation
<b>CSI</b>	Charter School Institute	<b>SAED</b>	Supplemental Amortization Equalization Disbursement
<b>CSR</b>	Cohort Survival Ratio	<b>SAT</b>	Scholastic Assessment Test
<b>DAC</b>	District Advisory Committee	<b>SB</b>	Senate Bill
<b>DCEF</b>	Douglas County Education Foundation	<b>SBB</b>	Student Based Budgeting
<b>ECP</b>	Educational and Career Planning	<b>SBBPA</b>	Student Based Budgeting Pupil Allocation
<b>EFB</b>	Ending Fund Balance	<b>STAR</b>	Success Through Automated Resources
<b>EL</b>	Executive Limitation	<b>SWAP</b>	School to Work Alliance Program
<b>ESL</b>	English as a Second Language	<b>TABOR</b>	Taxpayers' Bill of Rights
<b>FDK</b>	Full Day Kindergarten	<b>TCAP</b>	Transitional Colorado Assessment Program
<b>FOC</b>	Fiscal Oversight Committee		
<b>FPC</b>	Funded Pupil Count		
<b>FTE</b>	Full Time Equivalent		
<b>FY</b>	Fiscal Year		
<b>GF</b>	General Fund		
<b>GFOA</b>	Government Finance Officers Association		



# APPENDIX A

## SUPPLEMENTAL INFORMATION



### Adopted Budget Book

FY 2016-2017

# UNIFORM BUDGET SUMMARY—C.R.S. 22-44-105 (1)(d.5)

SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE	10 General Fund	13 Outdoor Education	15 Full Day Kindergarten	18 Insurance Reserve / Risk-Management	21 Food Service	22 Governmental Designated Grants Fund	25 Transportation
	0	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
Budgeted Pupil Count	0.0							
<b>BEGINNING FUND BALANCE</b> (Includes ALL Reserves)	Object/ Source	79,360,190.00	23,432.00	1,534,564.00	1,779,031.00	1,786,801.00	185,120.00	2,582,922.00
<b>REVENUES</b>								
Local Sources	1000 - 1999	222,670,643.00	874,851.00	4,872,750.00	0.00	13,787,400.00	195,547.00	2,533,137.00
Intermediate Sources	2000 - 2999	0.00	0.00	0.00	0.00	0.00	0.00	0.00
State Sources	3000 - 3999	320,866,604.00	0.00	0.00	0.00	135,000.00	418,943.00	4,623,185.00
Federal Sources	4000 - 4999	1,600,000.00	0.00	0.00	0.00	3,100,000.00	12,650,054.00	0.00
<b>TOTAL REVENUES</b>		<b>545,137,247.00</b>	<b>874,851.00</b>	<b>4,872,750.00</b>	<b>0.00</b>	<b>17,022,400.00</b>	<b>13,264,544.00</b>	<b>7,156,322.00</b>
<b>TOTAL BEGINNING FUND BALANCE &amp; REVENUES</b>		<b>624,497,437.00</b>	<b>898,283.00</b>	<b>6,407,314.00</b>	<b>1,779,031.00</b>	<b>18,809,201.00</b>	<b>13,449,664.00</b>	<b>9,739,244.00</b>
<b>TOTAL ALLOCATIONS TO/FROM OTHER FUNDS</b>	5600,5700,5800	(105,090,555.00)	0.00	0.00	0.00	0.00	0.00	0.00
<b>TRANSFERS TO/FROM OTHER FUNDS</b>	5200 - 5300	(28,549,217.00)	100,000.00	0.00	3,862,288.00	0.00	0.00	13,560,726.00
Other Sources	5100,5400,5500,5900,5990,5991	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)</b>		<b>490,857,665.00</b>	<b>998,283.00</b>	<b>6,407,314.00</b>	<b>5,641,319.00</b>	<b>18,809,201.00</b>	<b>13,449,664.00</b>	<b>23,299,970.00</b>
<b>EXPENDITURES</b>								
Instruction - Program 0010 to 2099								
Salaries	0100	196,401,511.00	0.00	2,996,363.00	0.00	0.00	6,179,175.00	0.00
Employee Benefits	0200	67,347,746.00	0.00	1,102,372.00	0.00	0.00	2,199,786.00	0.00
	0300,0400,0500	5,527,241.00	0.00	136,250.00	0.00	0.00	2,939,524.00	0.00
Purchased Services	0500							
Supplies and Materials	0600	40,567,562.00	0.00	184,383.00	0.00	0.00	205,751.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	364,631.00	0.00
Other	0800, 0900	11,499,435.00	0.00	(48,248.00)	0.00	0.00	0.00	0.00
<b>Total Instruction</b>		<b>321,343,495.00</b>	<b>0.00</b>	<b>4,371,120.00</b>	<b>0.00</b>	<b>0.00</b>	<b>11,888,867.00</b>	<b>0.00</b>
Supporting Services								
Students - Program 2100								
Salaries	0100	11,568,933.00	0.00	40,431.00	0.00	0.00	328,908.00	0.00
Employee Benefits	0200	4,207,368.00	0.00	14,878.00	0.00	0.00	301,535.00	0.00
	0300,0400,0500	637,201.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchased Services	0500							
Supplies and Materials	0600	(278,301.00)	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	102,037.00	0.00	3,865.00	0.00	0.00	0.00	0.00
<b>Total Students</b>		<b>16,237,238.00</b>	<b>0.00</b>	<b>59,174.00</b>	<b>0.00</b>	<b>0.00</b>	<b>630,443.00</b>	<b>0.00</b>
Instructional Staff - Program 2200								
Salaries	0100	14,457,949.00	0.00	0.00	0.00	0.00	369,493.00	0.00
Employee Benefits	0200	4,556,807.00	0.00	0.00	0.00	0.00	131,539.00	0.00
	0300,0400,0500	1,290,608.00	0.00	0.00	0.00	0.00	17,720.00	0.00
Purchased Services	0500							
Supplies and Materials	0600	2,789,335.00	0.00	0.00	0.00	0.00	54,305.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	174,794.00	0.00	0.00	0.00	0.00	142,400.00	0.00
<b>Total Instructional Staff</b>		<b>23,269,493.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>715,457.00</b>	<b>0.00</b>
General Administration - Program 2300, including Program 2303 and 2304								
Salaries	0100	1,046,621.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	304,838.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,0500	1,320,617.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchased Services	0500							
Supplies and Materials	0600	107,970.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	58,870.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE	10	13	15	18	21	22	25
		General Fund	Outdoor Education	Full Day Kindergarten	Insurance Reserve / Risk-Management	Food Service	Governmental Designated Grants Fund	Transportation
	0	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
<b>Total School Administration</b>		2,838,916.00	0.00	0.00	0.00	0.00	0.00	0.00
School Administration - Program 2400								
Salaries	0100	22,063,621.00	0.00	265,980.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	8,002,225.00	0.00	97,680.00	0.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	265,600.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	555,564.00	0.00	5,371.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	147,543.00	0.00	73,425.00	0.00	0.00	0.00	0.00
<b>Total School Administration</b>		31,034,553.00	0.00	442,456.00	0.00	0.00	0.00	0.00
Business Services - Program 2500, including Program 2501								
Salaries	0100	2,535,107.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	901,708.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	104,491.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	57,520.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Business Services</b>		3,598,826.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations and Maintenance - Program 2600								
Salaries	0100	12,845,460.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	4,854,596.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	8,377,524.00	2,400.00	0.00	675,003.00	0.00	0.00	0.00
Supplies and Materials	0600	11,801,569.00	28,800.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	(123,727.00)	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Operations and Maintenance</b>		37,755,422.00	31,200.00	0.00	675,003.00	0.00	0.00	0.00
Student Transportation - Program 2700								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	12,400,917.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	6,573,795.00
	0300,0400,							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	976,521.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	4,166,633.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	671,853.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	(1,489,749.00)
<b>Total Student Transportation</b>		0.00	0.00	0.00	0.00	0.00	0.00	23,299,970.00
Central Support - Program 2800, including Program 2801								
Salaries	0100	8,601,666.00	0.00	0.00	379,746.00	0.00	0.00	0.00
Employee Benefits	0200	1,044,066.00	0.00	0.00	122,339.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	238,700.00	0.00	0.00	3,327,029.00	0.00	0.00	0.00
Supplies and Materials	0600	1,569,172.00	0.00	0.00	32,800.00	0.00	29,777.00	0.00
Property	0700	1,659,322.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	25,325.00	0.00	0.00	5,300.00	0.00	0.00	0.00
<b>Total Central Support</b>		13,138,251.00	0.00	0.00	3,867,214.00	0.00	29,777.00	0.00
Other Support - Program 2900								
Salaries	0100	655,514.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	136,935.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	1,200.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	450.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	400.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE	10	13	15	18	21	22	25
		General Fund	Outdoor Education	Full Day Kindergarten	Insurance Reserve / Risk-Management	Food Service	Governmental Designated Grants Fund	Transportation
		FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
<b>Total Other Support</b>		794,499.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Food Service Operations - Program 3100</b>								
Salaries	0100	0.00	0.00	0.00	0.00	5,357,634.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	2,060,880.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	759,500.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	7,579,496.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	512,984.00	0.00	0.00
<b>Total Other Support</b>		0.00	0.00	0.00	0.00	16,270,494.00	0.00	0.00
<b>Enterprise Operations - Program 3200</b>								
Salaries	0100	189,052.00	489,822.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	90,426.00	197,048.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	134,292.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	11,000.00	94,301.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	3,500.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	23,880.00	0.00	0.00	0.00	0.00	0.00
<b>Total Enterprise Operations</b>		290,478.00	942,843.00	0.00	0.00	0.00	0.00	0.00
<b>Community Services - Program 3300</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Community Services</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Education for Adults - Program 3400</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Education for Adults Services</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Supporting Services</b>		128,957,676.00	974,043.00	501,630.00	4,542,217.00	16,270,494.00	1,375,677.00	23,299,970.00
<b>Property - Program 4000</b>								
Salaries	0100	199,500.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	59,045.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	237,500.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	78,700.00	0.00	0.00	200,000.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Property</b>		574,745.00	0.00	0.00	200,000.00	0.00	0.00	0.00
<b>Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	1,550,603.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Other Uses</b>		1,550,603.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>		452,426,519.00	974,043.00	4,872,750.00	4,742,217.00	16,270,494.00	13,264,544.00	23,299,970.00
<b>RESERVES</b>								
Other Reserved Fund Balance - Program 9900	0840	16,268,693.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Restricted Reserves: 932X	0840	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reserved Fund Balance - Program 9100	0840	893,760.00	24,240.00	1,534,564.00	899,102.00	2,538,707.00	185,120.00	0.00
District Emergency Reserve - Program 9315	0840	5,000,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Reserve for TABOR 3% - Program 9321	0840	16,268,693.00	0.00	0.00	0.00	0.00	0.00	0.00
Res. for TABOR - Multi-Year Obligations Program 9322	0840	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL RESERVES</b>		38,431,146.00	24,240.00	1,534,564.00	899,102.00	2,538,707.00	185,120.00	0.00
<b>TOTAL EXPENDITURES &amp; RESERVES</b>		490,857,665.00	998,283.00	6,407,314.00	5,641,319.00	18,809,201.00	13,449,664.00	23,299,970.00
<b>NON-APPROPRIATED RESERVE - Program 9200</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES LESS TOTAL EXPENDITURES &amp; RESERVES LESS NON-APPROPRIATED RESERVES</b> (Should Equal Zero (0))		0.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE	26	31	39	41 and 44	43	45	52
		Athletics and Activities	Bond Redemption	Non-voter Approved Debt	Building Fund	Capital Reserve Capital Projects	COP Building Fund	Child Care
	0	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
Budgeted Pupil Count	0.0							
<b>BEGINNING FUND BALANCE (Includes ALL Reserves)</b>		1,156,282.00	58,977,684.00	2.00	0.00	10,675,029.00	6,556,673.00	5,557,700.00
	Object/Source							
<b>REVENUES</b>								
Local Sources	1000 - 1999	10,213,579.00	52,070,174.00	970,817.00	0.00	0.00	12,000.00	12,061,748.00
Intermediate Sources	2000 - 2999	0.00	0.00	0.00	0.00	0.00	0.00	0.00
State Sources	3000 - 3999	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Federal Sources	4000 - 4999	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REVENUES</b>		10,213,579.00	52,070,174.00	970,817.00	0.00	0.00	12,000.00	12,061,748.00
<b>TOTAL BEGINNING FUND BALANCE &amp; REVENUES</b>		11,369,861.00	111,047,858.00	970,819.00	0.00	10,675,029.00	6,568,673.00	17,619,448.00
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700,5800	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300	4,985,043.00	0.00	3,616,286.00	0.00	2,424,874.00	0.00	0.00
Other Sources	5100,5400,5500,5900,5990,5991	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)</b>		16,354,904.00	111,047,858.00	4,587,105.00	0.00	13,099,903.00	6,568,673.00	17,619,448.00
<b>EXPENDITURES</b>								
Instruction - Program 0010 to 2099								
Salaries	0100	4,661,868.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	971,980.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,0500	2,103,887.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchased Services	0500	2,103,887.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	5,148,583.00	0.00	0.00	0.00	0.00	12,000.00	0.00
Property	0700	116,400.00	0.00	0.00	0.00	1,095,000.00	6,227,948.00	0.00
Other	0800, 0900	565,355.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Instruction</b>		13,568,073.00	0.00	0.00	0.00	1,095,000.00	6,239,948.00	0.00
Supporting Services								
Students - Program 2100								
Salaries	0100	374,150.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	154,571.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,0500	720.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchased Services	0500	720.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	41,296.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	350.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Students</b>		571,087.00	0.00	0.00	0.00	0.00	0.00	0.00
Instructional Staff - Program 2200								
Salaries	0100	165,387.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	36,592.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	501,982.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	758,934.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Instructional Staff</b>		1,462,895.00	0.00	0.00	0.00	0.00	0.00	0.00
General Administration - Program 2300, including Program 2303 and 2304								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00

ADOPTED BUDGET BOOK | FY 2016-2017

SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE	26	31	39	41 and 44	43	45	52
		Athletics and Activities	Bond Redemption	Non-voter Approved Debt	Building Fund	Capital Reserve Capital Projects	COP Building Fund	Child Care
	0	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
<b>Total School Administration</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
School Administration - Program 2400								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total School Administration</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Services - Program 2500, including Program 2501								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Business Services</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations and Maintenance - Program 2600								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Operations and Maintenance</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Student Transportation - Program 2700								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400,							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Student Transportation</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Central Support - Program 2800, including Program 2801								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	2,197,748.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE	26	31	39	41 and 44	43	45	52
		Athletics and Activities	Bond Redemption	Non-voter Approved Debt	Building Fund	Capital Reserve Capital Projects	COP Building Fund	Child Care
	0	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
<b>Total Central Support</b>		0.00	0.00	0.00	0.00	2,197,748.00	0.00	0.00
<b>Other Support - Program 2900</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Other Support</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Food Service Operations - Program 3100</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Other Support</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Enterprise Operations - Program 3200</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	5,713,943.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	2,471,004.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	1,392,290.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	611,555.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	1,872,956.00
<b>Total Enterprise Operations</b>		0.00	0.00	0.00	0.00	0.00	0.00	12,061,748.00
<b>Community Services - Program 3300</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	321,718.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	108,311.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	(430,029.00)
<b>Total Community Services</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Education for Adults - Program 3400</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Education for Adults Services</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Supporting Services</b>		2,033,982.00	0.00	0.00	0.00	2,197,748.00	0.00	12,061,748.00
<b>Property - Program 4000</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	328,725.00	0.00
Property	0700	0.00	0.00	0.00	0.00	6,045,599.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	850,710.00	0.00	0.00
<b>Total Property</b>		0.00	0.00	0.00	0.00	6,896,309.00	328,725.00	0.00
<b>Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure</b>								
Salaries	0100	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0300,0400							
Purchased Services	0500	0.00	6,778.00	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	54,654,694.00	4,448,823.00	0.00	479,164.00	0.00	0.00
<b>Total Other Uses</b>		0.00	54,661,472.00	4,448,823.00	0.00	479,164.00	0.00	0.00
<b>TOTAL EXPENDITURES</b>		15,602,055.00	54,661,472.00	4,448,823.00	0.00	10,668,221.00	6,568,673.00	12,061,748.00
<b>RESERVES</b>								
Other Reserved Fund Balance - Program 9900	0840	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Restricted Reserves: 932X	0840	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reserved Fund Balance - Program 9100	0840	752,849.00	56,386,386.00	138,282.00	0.00	2,431,682.00	0.00	5,557,700.00
District Emergency Reserve - Program 9315	0840	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reserve for TABOR 3% - Program 9321	0840	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Res. for TABOR - Multi-Year Obligations Program 9322	0840	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL RESERVES</b>		752,849.00	56,386,386.00	138,282.00	0.00	2,431,682.00	0.00	5,557,700.00
<b>TOTAL EXPENDITURES &amp; RESERVES</b>		16,354,904.00	111,047,858.00	4,587,105.00	0.00	13,099,903.00	6,568,673.00	17,619,448.00
<b>NON-APPROPRIATED RESERVE - Program 9200</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES LESS TOTAL EXPENDITURES &amp; RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0))</b>		0.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE 0	65	66	74	75	TOTAL
		Medical	Internal Service STDI	Pupil Activity Agency	Private-Purpose Trust	
		FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
Budgeted Pupil Count	0.0					
<b>BEGINNING FUND BALANCE</b> (Includes ALL Reserves)		5,004,880.00	305,607.00	811,520.00	34,312.00	176,331,749.00
	Object/ Source					
<b>REVENUES</b>						
Local Sources	1000 - 1999	44,096,860.00	701,844.00	1,476,740.00	60,000.00	366,598,090.00
Intermediate Sources	2000 - 2999	0.00	0.00	0.00	0.00	0.00
State Sources	3000 - 3999	0.00	0.00	0.00	0.00	326,043,732.00
Federal Sources	4000 - 4999	0.00	0.00	0.00	0.00	17,350,054.00
<b>TOTAL REVENUES</b>		<b>44,096,860.00</b>	<b>701,844.00</b>	<b>1,476,740.00</b>	<b>60,000.00</b>	<b>709,991,876.00</b>
<b>TOTAL BEGINNING FUND BALANCE &amp; REVENUES</b>		<b>49,101,740.00</b>	<b>1,007,451.00</b>	<b>2,288,260.00</b>	<b>94,312.00</b>	<b>886,323,625.00</b>
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700, 5800	0.00	0.00	0.00	0.00	(105,090,555.00)
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300	0.00	0.00	0.00	0.00	0.00
Other Sources	5100,5400, 5500,5900, 5990, 5991	0.00	0.00	0.00	0.00	0.00
<b>AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)</b>		<b>49,101,740.00</b>	<b>1,007,451.00</b>	<b>2,288,260.00</b>	<b>94,312.00</b>	<b>781,233,070.00</b>
<b>EXPENDITURES</b>						
Instruction - Program 0010 to 2099						
Salaries	0100	0.00	0.00	0.00	0.00	210,238,917.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	71,621,884.00
Purchased Services	0300,0400, 0500	0.00	0.00	0.00	0.00	10,706,902.00
Supplies and Materials	0600	0.00	0.00	1,649,276.00	0.00	47,767,555.00
Property	0700	0.00	0.00	0.00	0.00	7,803,979.00
Other	0800, 0900	0.00	0.00	0.00	62,000.00	12,078,542.00
<b>Total Instruction</b>		<b>0.00</b>	<b>0.00</b>	<b>1,649,276.00</b>	<b>62,000.00</b>	<b>360,217,779.00</b>
Supporting Services						
Students - Program 2100						
Salaries	0100	0.00	0.00	0.00	0.00	12,312,422.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	4,678,352.00
Purchased Services	0300,0400, 0500	0.00	0.00	0.00	0.00	637,921.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	(237,005.00)
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	106,252.00
<b>Total Students</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>17,497,942.00</b>
Instructional Staff - Program 2200						
Salaries	0100	0.00	0.00	0.00	0.00	14,992,829.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	4,724,938.00
Purchased Services	0300,0400, 0500	0.00	0.00	0.00	0.00	1,308,328.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	3,345,622.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	1,076,128.00
<b>Total Instructional Staff</b>		<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>25,447,845.00</b>
General Administration - Program 2300, including Program 2303 and 2304						
Salaries	0100	0.00	0.00	0.00	0.00	1,046,621.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	304,838.00
Purchased Services	0300,0400, 0500	0.00	0.00	0.00	0.00	1,320,617.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	107,970.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	58,870.00



SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE 0	65	66	74	75	TOTAL
		Medical	Internal Service STDI	Pupil Activity Agency	Private-Purpose Trust	
		FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
<b>Total School Administration</b>		0.00	0.00	0.00	0.00	2,838,916.00
<b>School Administration - Program 2400</b>						
Salaries	0100	0.00	0.00	0.00	0.00	22,329,601.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	8,099,905.00
	<b>0300,0400,</b>					
Purchased Services	0500	0.00	0.00	0.00	0.00	265,600.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	560,935.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	220,968.00
<b>Total School Administration</b>		0.00	0.00	0.00	0.00	31,477,009.00
<b>Business Services - Program 2500, including Program 2501</b>						
Salaries	0100	0.00	0.00	0.00	0.00	2,535,107.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	901,708.00
	<b>0300,0400,</b>					
Purchased Services	0500	0.00	0.00	0.00	0.00	104,491.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	57,520.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00
<b>Total Business Services</b>		0.00	0.00	0.00	0.00	3,598,826.00
<b>Operations and Maintenance - Program 2600</b>						
Salaries	0100	0.00	0.00	0.00	0.00	12,845,460.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	4,854,596.00
	<b>0300,0400,</b>					
Purchased Services	0500	0.00	0.00	0.00	0.00	9,054,927.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	11,830,369.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	(123,727.00)
<b>Total Operations and Maintenance</b>		0.00	0.00	0.00	0.00	38,461,625.00
<b>Student Transportation - Program 2700</b>						
Salaries	0100	0.00	0.00	0.00	0.00	12,400,917.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	6,573,795.00
	<b>0300,0400,</b>					
Purchased Services	0500	0.00	0.00	0.00	0.00	976,521.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	4,166,633.00
Property	0700	0.00	0.00	0.00	0.00	671,853.00
Other	0800, 0900	0.00	0.00	0.00	0.00	(1,489,749.00)
<b>Total Student Transportation</b>		0.00	0.00	0.00	0.00	23,299,970.00
<b>Central Support - Program 2800, including Program 2801</b>						
Salaries	0100	56,872.00	0.00	0.00	0.00	9,038,284.00
Employee Benefits	0200	11,528.00	0.00	0.00	0.00	1,177,933.00
	<b>0300,0400</b>					
Purchased Services	0500	44,316,332.00	599,119.00	0.00	0.00	50,678,928.00
Supplies and Materials	0600	66,665.00	0.00	0.00	0.00	1,698,414.00
Property	0700	0.00	0.00	0.00	0.00	1,659,322.00
Other	0800, 0900	0.00	0.00	0.00	0.00	30,625.00
<b>Total Central Support</b>		44,451,397.00	599,119.00	0.00	0.00	64,283,506.00
<b>Other Support - Program 2900</b>						
Salaries	0100	0.00	0.00	0.00	0.00	655,514.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	136,935.00
	<b>0300,0400</b>					
Purchased Services	0500	0.00	0.00	0.00	0.00	1,200.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	450.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	400.00
<b>Total Other Support</b>		0.00	0.00	0.00	0.00	794,499.00
<b>Food Service Operations - Program 3100</b>						
Salaries	0100	0.00	0.00	0.00	0.00	5,357,634.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	2,060,880.00
	<b>0300,0400</b>					
Purchased Services	0500	0.00	0.00	0.00	0.00	759,500.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	7,579,496.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	512,984.00
<b>Total Other Support</b>		0.00	0.00	0.00	0.00	16,270,494.00
<b>Enterprise Operations - Program 3200</b>						
Salaries	0100	0.00	0.00	0.00	0.00	6,392,817.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	2,758,478.00
	<b>0300,0400</b>					
Purchased Services	0500	0.00	0.00	0.00	0.00	1,526,582.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	716,856.00
Property	0700	0.00	0.00	0.00	0.00	3,500.00
Other	0800, 0900	0.00	0.00	0.00	0.00	1,896,836.00

SCHOOL DISTRICT: Note if Adopted or Revised Budget, and the date of Board Resolution.	DISTRICT CODE	65	66	74	75	TOTAL
		Medical	Internal Service STDI	Pupil Activity Agency	Private-Purpose Trust	
		FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget	FY2016-2017 Budget
<b>Total Enterprise Operations</b>		0.00	0.00	0.00	0.00	13,295,069.00
<b>Community Services - Program 3300</b>						
Salaries	0100	0.00	0.00	0.00	0.00	321,718.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	108,311.00
	<b>0300,0400</b>					
Purchased Services	,0500	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	(430,029.00)
<b>Total Community Services</b>		0.00	0.00	0.00	0.00	0.00
<b>Education for Adults - Program 3400</b>						
Salaries	0100	0.00	0.00	0.00	0.00	0.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	0.00
	<b>0300,0400</b>					
Purchased Services	,0500	0.00	0.00	0.00	0.00	0.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	0.00
Property	0700	0.00	0.00	0.00	0.00	0.00
Other	0800, 0900	0.00	0.00	0.00	0.00	0.00
<b>Total Education for Adults Services</b>		0.00	0.00	0.00	0.00	0.00
<b>Total Supporting Services</b>		44,451,397.00	599,119.00	0.00	0.00	237,265,701.00
<b>Property - Program 4000</b>						
Salaries	0100	0.00	0.00	0.00	0.00	199,500.00
Employee Benefits	0200	0.00	0.00	0.00	0.00	59,045.00
	<b>0300,0400</b>					
Purchased Services	,0500	0.00	0.00	0.00	0.00	237,500.00
Supplies and Materials	0600	0.00	0.00	0.00	0.00	607,425.00
Property	0700	0.00	0.00	0.00	0.00	6,045,599.00
Other	0800, 0900	0.00	0.00	0.00	0.00	850,710.00
<b>Total Property</b>		0.00	0.00	0.00	0.00	7,999,779.00
<b>Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure</b>						
Salaries	0100	0.00	0.00	0.00	0.00	N/A
Employee Benefits	0200	0.00	0.00	0.00	0.00	N/A
	<b>0300,0400</b>					
Purchased Services	,0500	0.00	0.00	0.00	0.00	N/A
Supplies and Materials	0600	0.00	0.00	0.00	0.00	N/A
Property	0700	0.00	0.00	0.00	0.00	N/A
Other	0800, 0900	0.00	0.00	0.00	0.00	61,133,284.00
<b>Total Other Uses</b>		0.00	0.00	0.00	0.00	61,140,062.00
<b>TOTAL EXPENDITURES</b>		44,451,397.00	599,119.00	1,649,276.00	62,000.00	666,623,321.00
<b>RESERVES</b>						
Other Reserved Fund Balance - Program 9900	0840	0.00	0.00	0.00	0.00	16,268,693.00
Other Restricted Reserves: 932X	0840	0.00	0.00	0.00	0.00	0.00
Reserved Fund Balance - Program 9100	0840	4,650,343.00	408,332.00	638,984.00	32,312.00	77,072,363.00
District Emergency Reserve - Program 9315	0840	0.00	0.00	0.00	0.00	5,000,000.00
Reserve for TABOR 3% - Program 9321	0840	0.00	0.00	0.00	0.00	16,268,693.00
Res. for TABOR - Multi-Year Obligations Program 9322	0840	0.00	0.00	0.00	0.00	0.00
<b>TOTAL RESERVES</b>		4,650,343.00	408,332.00	638,984.00	32,312.00	114,609,749.00
<b>TOTAL EXPENDITURES &amp; RESERVES</b>		49,101,740.00	1,007,451.00	2,288,260.00	94,312.00	781,233,070.00
<b>NON-APPROPRIATED RESERVE - Program 9200</b>						
		0.00	0.00	0.00	0.00	0.00
<b>TOTAL AVAILABLE BEGINNING FUND BALANCE &amp; REVENUES LESS TOTAL EXPENDITURES &amp; RESERVES LESS NON-APPROPRIATED RESERVES</b> (Should Equal Zero (0))		0.00	0.00	0.00	0.00	0.00







## CDE—CHART OF ACCOUNTS

### Purpose

The chart of accounts was developed in response to 22-44-105 (4) C.R.S., introduced as House Bill 1213 and enacted by the legislature in 1994. The statute includes the following requirements:

Not later than July 1, 1998, the State Board of Education, with input from the Financial Policies and Procedures Advisory Committee, shall establish and implement a statewide financial, student management, and human resource electronic data communications and reporting system that is based on a redesigned standard chart of accounts, a standard information system, and a standard personnel classification system. The Department of Education and all school districts and Boards of Cooperative Services in the state shall use the system to report and obtain necessary financial information.

In redesigning the financial and human resource system, the State Board of Education shall adhere to, but is not limited to, the following guidelines:

1. The financial and human resource reporting system shall be based on a redesigned chart of accounts that will make school-to-school and school district-to-school district comparisons more accurate and meaningful;
2. The financial and human resource reporting system shall provide standard definitions for employment positions such that full, accurate disclosure of administrative costs is made within the budgets and the financial statements of every school district;
3. The financial reporting system shall make it possible to collect comparable data by program and school site.

Nothing in this section shall be interpreted to require accounting of salary and benefit costs by school site.

The financial, student management and human resources reporting system shall be available on a pilot basis by July 1, 1995, and shall be completely implemented by July 1, 1996. The electronic data communications reporting system shall be available on a pilot basis by July 1, 1997, and shall be completely implemented by July 1, 1998.

### Guidelines for Development

In response to these statutory requirements, the Financial Policies and Procedures Advisory Committee has developed the *Phase I Implementation* version of the chart of accounts. In developing the new chart of accounts, the FPP Committee was guided by the following goals and premises:

1. Develop a structure that is in compliance with state and federal statutory financial reporting requirements.
2. Base the structure and definitions in compatibility with the 1990 edition of the U. S. Department of Education handbook entitled Financial Accounting for Local and State School Systems.
3. Retain as many familiar account code features as possible to assist in the transition to the new system in order to minimize the impact on and the number of changes to school district accounting systems.
4. Develop a system that will be compatible with electronic data transmission and processing while utilizing the fewest number of required digits in the account code so as not to overburden the software and hardware systems in school districts.
5. Establish a system that is as understandable as possible.
6. Prepare and define a comprehensive set of terms and coding requirements for uniformity in budgeting, accounting and reporting.
7. Develop a system that is responsive to and will be accepted by the appropriate "approving" bodies.

### Required Versus Optional Elements of the System

The system is developed as a comprehensive budgeting, accounting and reporting code structure for use in school district financial management. Some elements of the system are required; others are available for optional use, depending on the district's needs. Required elements are designated in **bold** on the following pages. See *Appendix N, "Rolling to the Bold."*

Note: If a district does not use a particular fund, does not operate a given program or does not provide a specific support service, budgeting, accounting and reporting for these funds, programs, or support services is not required.

### Account Codes

Most of the narratives in this document refer to codes for district use rather than to codes for district/BOCES/charter/charter collaborative use. The word BOCES/charter/charter collaborative are omitted intentionally to reduce repetition and increase readability. Account codes apply to districts, BOCES, charter schools and charter collaborative unless the narrative states otherwise.

### Component Units

Financial data concerning Component Units of any nature which are included in the district's/BOCES financial statements must also be included in the electronic data file. Similarly, activity that is NOT included in the financial statements should NOT be included in the electronic data file (exception: charter school reporting must be included in the data file even if the charter school operations are not included in the financial statements. In all cases, an independent governmental audit for the charter school operations MUST accompany the district's audit).

### Statutory/Regulatory References for Account Code Elements

The various elements specified in the account code structure are included in compliance with applicable statutes and regulations. Colorado Revised Statutes (C.R.S.), Colorado Code of Regulations (C.C.R.), and the Code of Federal Regulations (C.F.R.) stipulate the requirements for the funds and accounts used by school districts. The following is a list of the account code elements that are included in the account code structure based on the identified statutory or regulatory provisions. See Appendix B, "Section 22-44-105(4), C.R.S.," for wording of the legislation which called for the creation of a new chart of accounts.

Note: Changes to these statements and rules have been incorporated into the July 1, 2015 version.

<b>Fund</b>	22-44-102 (6) C.R.S.	". . . all of the financial transactions for a particular fund shall be recorded in said fund."
	22-45-102 (1) C.R.S.	"Separate accounts shall be maintained for each of the several funds prescribed by this article."
	22-45-103 (1) C.R.S.	<p>"The following funds are created for each school district for purposes specified in this article:"</p> <ul style="list-style-type: none"> <li>(a) General Fund</li> <li>(b) Bond Redemption Fund</li> <li>(c) Capital Reserve Fund</li> <li>(d) Special Building Fund</li> <li>(e) Insurance Reserve Fund</li> <li>(f) Transportation Fund</li> <li>(h) Full-day Kindergarten Fund</li> </ul>
	2245-R-3.00 C.C.R.	<p>"In addition to the funds created in statute (Section 22-45-103, C.R.S.), the following funds and account groups are available for school district financial accounting and reporting."</p> <ul style="list-style-type: none"> <li>3.01 Charter School Fund</li> <li>3.02 Special Revenue Funds Governmental Designated-Purpose Grants may be accounted for in special revenue funds.</li> <li>3.03 Pupil Activity Fund</li> <li>3.04 Building Fund</li> <li>3.05 Enterprise Fund</li> </ul>

- 3.05(1) Food Service Fund
- 3.06 Internal Service Funds
- 3.07 Fiduciary Trust and Agency Funds
- 3.07(1) Private Purpose Trust Fund
- 3.07(2) Agency Fund
- 3.08 Permanent Fund
- 3.09 Foundations Accounts

<b>Location</b>	22-44-105(4)(b)(I) C.R.S.	"The financial and human resources reporting system shall be based on a redesigned chart of accounts that will make <i>school-to-school</i> and <i>school district-to-school district</i> comparisons more accurate and meaningful."
	22-44-105(4)(b)(III)(c) C.R.S.	"The financial reporting system shall make it possible to collect comparable data by program and <i>school site</i> ."
<b>SRE</b>	No Statutory Reference	
<b>Program</b>	22-44-110(1) C.R.S.	"...the board of education shall review the <i>functions</i> and objects of the proposed budget."
	22-44-105(4)(b)(III) C.R.S.	"The financial reporting system shall make it possible to collect comparable data by <i>program &amp; school site</i> ."
<b>Source/Object</b>	22-44-110(1) C.R.S.	". . . the board of education shall review the functions and <i>objects</i> of the proposed budget."
<b>Job Classification</b>	22-44-105(4)(b)(III) C.R.S.	"The financial and human resource reporting system shall provide standard definitions for <i>employment positions</i> such that full, accurate disclosure of administrative costs is made within the budgets and the financial statements of every school district."
<b>Designated Grant</b>	80.20 (a)(2) 34 C.F.R.	Recipients of federal funds must maintain separate accounting of revenue and expenditures by <i>program</i> , by fiscal year, and by carry-over period.
	22-44-105 (4)(b)(III) C.R.S.	"The financial reporting system shall make it possible to collect comparable data by <i>program</i> and school site."

### Definitions of Account Code Elements

The first seven account code elements listed compromise the account string used for electronic data communications. The additional account code elements, which are optional, are available to meet individual district reporting needs. These additional account code elements are removed from the account string for purpose of electronic data communication.

1. **District Code** – a unique identifier tied to each reporting entity.
2. **Administrative Unit** – a unique identifier used to identify the specific administrative unit that the reporting unit is tied to.
3. **School Code** – a unique identifier assigned for every school building at a school district for school site reporting.
4. **Fund** - an independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources. It contains all related assets, liabilities and residual equities or balances, or changes therein. Funds are established to carry on specific activities or attain certain objectives of the school district according to special legislation, regulations, or other restrictions.
5. **Location** - a dimension used as a way to identify schools, attendance centers, operational units, buildings, or sites as budgetary units or cost center designators, as a means of segregating costs.



6. **Special Reporting Element (SRE)** - describes the activity for which a service or material object is acquired, much like a function. This element is optional, but may be used with the program element to differentiate program costs.
7. **Program** - a dimension which describes the activity for which a service or material object is acquired. The programs of a school district are classified into six broad areas: Instruction, Support Services, Operation of Non-Instructional Services, Facilities Acquisition and Construction Services, Other Uses, and Reserves.
8. **Source/Object/Balance Sheet** - a combination dimension which is used to identify the type of account: Balance Sheet, Revenue (Sources), or Expenditure (Object). Object is the service or commodity obtained.
9. **Job Classification** - a dimension which enables school districts to break down expenditures for salaries and employee benefits by the employee's job classification.
10. **Designated Grant/Project** - an award of financial assistance in the form of cash or a contribution or gift of other assets from another government to an eligible grantee to be used for a specified or designated purpose, activity or facility.
11. **Amount** - the data element to capture the specific amount being reported for the unique combination of reporting elements.
12. **Fiscal Year** - a twelve-month accounting period (July 1 through June 30) to which the annual budget applies.
13. **Instructional Organization** - the general type of school or other organizational entity providing instruction.
14. **Term** - a prescribed span of time when school is open and pupils are under the direction and guidance of teachers.
15. **Special Cost Center** - the smallest segment of a program that is separately recognized in the school district's records, accounts and reports.
16. **Level of Instruction** - a dimension which allows a school district to track activities by areas of instructional, such as pre-school, elementary, secondary, or post-secondary.

### Revenue, Expenditure, and Balance Sheet Account Code Structure

All three account types—revenues, expenditures, and balance sheet accounts—use the same basic multidimensional account code structure as shown below:

#### Revenue Dimensions

**District Code** .....(4 digits)  
**Administrative Unit**.....(5 digits)  
**School Code** .....(4 digits)  
**Fund** .....(2 digits)  
**Location**(required for Charter Schools)(3 digits)  
**SRE**.....(2 digits)  
**Program** .....(4 digits)  
**Source** .....(4 digits)  
**Job Classification** .....(3 digits)  
**Designated Grant/Project** ..(4 digits)  
**Amount** .....(13 digits)

#### Expenditure Dimensions

**District Code** .....(4 digits)  
**Administrative Unit**.....(5 digits)  
**School Code** .....(4 digits)  
**Fund** .....(2 digits)  
**Location**(required for Charter Schools)(3 digits)  
**SRE**.....(2 digits)  
**Program** .....(4 digits)  
**Object**.....(4 digits)  
**Job Classification** .....(3 digits)  
**Designated Grant/Project**..(4 digits)  
**Amount** .....(13 digits)

#### Balance Sheet Dimensions

**District Code** .....(4 digits)  
**Administrative Unit** .....(5 digits)  
**School Code** .....(4 digits)  
**Fund** .....(2 digits)  
**Location**..... (required for Charter Schools)(3 digits)  
**SRE** .....(2 digits)  
**Program** .....(4 digits)  
**Equity/Liability/Asset** .....(4 digits)  
**Job Classification** .....(3 digits)  
**Designated Grant/Project** ..(4 digits)  
**Amount**.....(13 digits)

Regardless of account type, this basic account code structure contains eleven dimensions and the same number of digits in each dimension. Some of the dimensions in the revenue, expenditure, and balance sheet account codes differ in purpose; however, the length, placement, and separation of the dimensions are identical for computer programming purposes. Dimensions which are not required for a particular account type and are unused by the district, but are part of the basic account code structure, should be “zero filled.”

Districts must report at least a minimum level of detail for the dimensions shown in BOLD. This minimum required level of detail for each dimension is outlined in Appendix A, “Required Reporting Level.” The required reporting level is also reflected by bold print codes within each section of the Chart of Accounts.

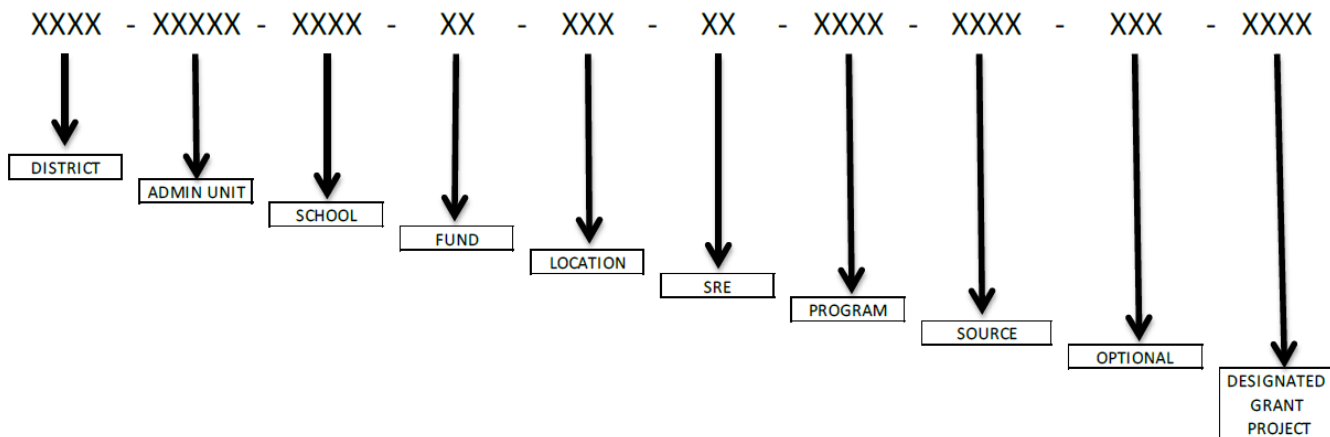
The districts may use nonbold dimensions for local reporting purposes; the Colorado Department of Education will ignore any such codes in these dimensions. An example follows. The program code is a nonbold dimension for revenue accounts; therefore, the program code can be used by the district to track detail associated with revenues. For instance, if a district wanted to identify the specific course for which a tuition payment is made, the course number could be recorded in the program code dimension.

The length of each dimension and the composition of the account code structure are designed to allow districts of any size to code financial transactions. Some districts will desire/require more detail than is provided by the basic account code string; these districts are encouraged to add optional dimensions to their account code string. Optional dimensions must be removed from account code strings prior to Data Pipeline submission.

The following illustrations present the basic account code structure for each account type by a series of Xs and hyphens. Each X designates the placement of a numerical digit (which can include zero) in the account code. Required dimensions are shown in boxes. These graphics are for illustration purposes and are not intended to provide technical assistance for what the electronic record looks like. Rather, information about the Data Pipeline submission file is provided at the Financial December Data Pipeline website at: [http://www.cde.state.co.us/datapipeline/per\\_december-finance](http://www.cde.state.co.us/datapipeline/per_december-finance)

**Revenue Accounts**

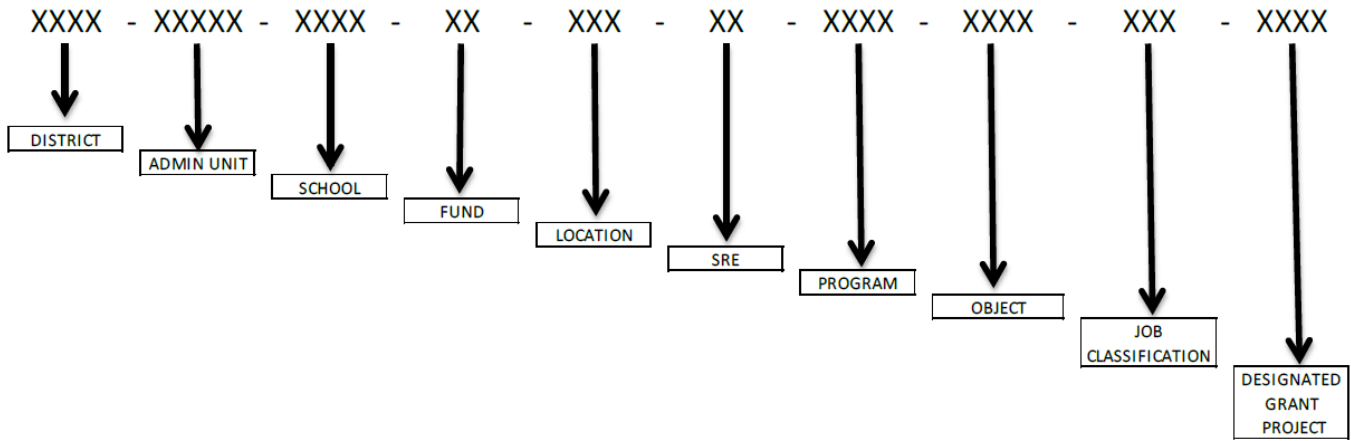
The format and sequencing of the elements in the revenue account code are:



\* Location codes are required for charter schools.

**Expenditure Accounts**

The format and sequencing of the elements in the expenditure account code are:



\* Location codes are required for charter schools.

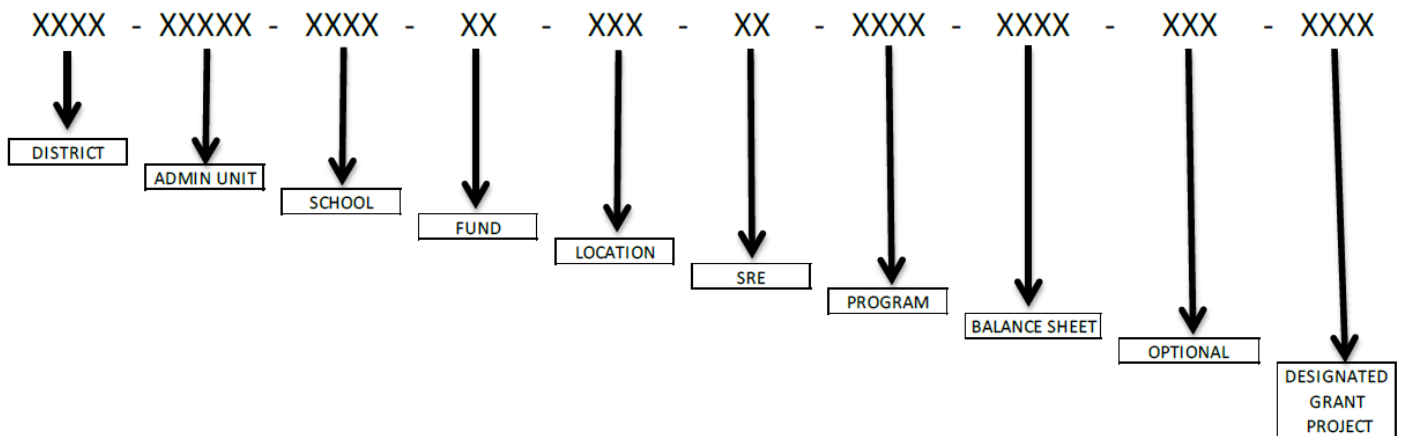
At the discretion of the district, the following are examples of expenditure account dimensions which may be added to the code structure:

- |                                      |                                |
|--------------------------------------|--------------------------------|
| 1. <b>Fiscal Year</b>                | 4. <b>Special Cost Center</b>  |
| 2. <b>Instructional Organization</b> | 5. <b>Level of Instruction</b> |
| 3. <b>Term</b>                       |                                |

If these dimensions are used, they must be removed from account code strings prior to Data Pipeline submission.

**Balance Sheet Accounts**

The format and sequencing of the elements in the Balance Sheet account code are:



Districts must report ALL bolded codes that are applicable to the Colorado Department of Education (CDE), including balance sheet accounts.

### Adding Account Codes within Dimensions

Most districts will need to customize this Chart of Accounts to meet local reporting needs. As discussed earlier in this section (under “Revenue, Expenditure, and Balance Sheet Account Code Structure”), districts must report at least to the levels of detail indicated by bold codes; however, most districts will need to report to higher level(s) of detail at least for certain transactions. Each district must decide what levels of detail are appropriate for providing financial information for decision-making and accountability to management, the board of education, and other local parties.

The following sections present and define codes for each dimension of the account code string. These codes have been carefully developed with a high degree of input from school districts. The level of detail available from these predefined codes will exceed what is required for many types of transactions. However, almost every district will have instances of transactions where the level of detail available from predefined codes is not sufficient. In areas where it is predictable that districts will want to add codes, this document notes which codes are available for district use. There are a few areas where this document notes that codes are reserved; reserved codes should not be used for purposes other than those specified. A district may need to add codes in an area where there is no indication that codes are available for district use. A district can add codes within the structure of predefined codes as long as data “rolls up” into appropriate bold account types. See Appendix N, “Rolling to the Bold.”

## FUND

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts for recording the source and use of cash and other financial resources. It contains all related assets, liabilities and residual equities or balances, or changes therein.

Funds are established to carry on specific activities or attain certain objectives of the school district according to special legislation, regulations, or other restrictions for the purposes described.

Fund 01 is reserved for district use in tracking cash funds. The following funds with designated fund numbers are available for use by school districts.

**10 GENERAL FUND** Used to account for and report all financial resources not accounted for and reported in another fund. GASB 1300.104 and GASB Statement No.54. Section 22-45-103(1)(a), C.R.S., states that all revenues, except those revenues attributable to the Bond Redemption Fund, the Capital Reserve Fund, the Special Building Fund, the Insurance Reserve Fund, and any other fund authorized by the State Board of Education, shall be accounted for in the General Fund. Any lawful expenditure of the school district, including any expenditure of a nature that could be made from any other fund, may be made from the General Fund.

Typically, categorical programs—such as special education, gifted and talented education, vocational education, transportation and E.L.P.A. (English Language Proficiency Act) are funded by both state categorical revenues and General Fund subsidies. It is recommended that these categorical programs be reported in the General Fund rather than in a special revenue fund.

Refer to the note in fund 22, Governmental Designated-Purpose Grants Fund, for additional information regarding supplemental support from the General Fund.

**11 Charter School Fund.** Used to track financial activities of the charter schools. The district is not required to include charter school transactions in its financial database for normal day to day operations. However, Charter School transactions must be included in the district’s database for Data Pipeline submission reporting. When charter school transactions are recorded in the district’s database, use fund 11. Other funds may also be used to track charter school financial transactions, if applicable, such as Pupil Activity Fund and Governmental Designated-Purpose Grants Fund. Location codes 900 through 969, which are reserved exclusively for charter schools, must be used to identify specific charter schools within the district. See Appendix K, “Charter Schools,” for an explanation of charter school reporting requirements.

**18 Risk-Management Sub-Fund of the General Fund (optional).** If used, this fund allows you to separate your risk management accounting, and maintain a self-balancing set of records specific to risk management insurance reserve requirements for transfers made to the fund. Used to account for the purposes and limitations specified by Section 22-45-103(1)(e), C.R.S., and used to account for financial transactions as identified in Section 24-10-115, C.R.S. Funds 10, 18, and 63/64 are the only funds available for risk-management purposes pursuant to 22-45-103(1)(e), C.R.S.

- 19 **Colorado Preschool Program Sub-Fund of the General Fund (optional).** *If used, this fund allows a district to separate the Colorado Preschool Program accountin , and maintain a self-balancing set of records specifi to the Colorado Preschool Program requirements for allocatio s. Used to account for the purposes and limitatio s specifi d by Sectio 22-28-108(5.5) C.R.S.*

Any other moneys of the district that may be used to pay the costs of providing preschool services directly to children enrolled in the district's preschool program pursuant to article 28 of this title may be deposited in the preschool program fund of the district. Expenditures from the fund shall only be made to pay the costs of providing preschool services directly to children enrolled in the district's preschool program pursuant to article 28 of this title. Such costs shall include teacher and paraprofessional salaries and benefits, supplies and materials, home visits, the entire cost of any preschool program contracted services, the costs of their parents, any associated professional development activities, costs that a district would not otherwise have incurred but for the services provided in conjunction with the five percent of such overhead costs. Any moneys remaining in the fund at the end of the year shall remain in the fund.

CPP Allocations may be made to fund 11 for charter schools. The charter schools must use the appropriate grant code of 3141 (CPP preschool) for all accounts related to CPP. If any of the allocation remains unused at the end of the fiscal year, a "reservation of fund balance" (balance sheet code 6724) must be identified within the equity section of Fund 11 using the appropriate grant code. If fund 19 is used, grant code 3141 must be used to isolate CPP.

## SPECIAL REVENUE FUNDS

Used to account for and report the proceeds of special revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. GASB 1300.105 and GASB Statement No. 54. A separate fund may be used for each restricted source. The following special revenue funds are designated for use by school districts.

- 21 **Food Service Fund.** Used to record financial transactions related to food service operations. If the district receives USDA school breakfast/lunch money, this fund is required, and if not required to be used is not available for use by non-school food authorities.
- 22 **Governmental Designated-Purpose Grants Fund.** Used to record financial transactions for grants received for designated programs funded by federal, state or local sources. If the program is identified by a Catalog of Federal Domestic Assistance (CFDA) number (except food service programs which are required to use fund 21), it is recommended that the applicable program be reported in this fund.

**Note:** If there is supplemental support from the General Fund, the General Fund portion should be shown in the General Fund as an expenditure or transfer. The Designated-Purpose Grants Fund portion should be shown as an expenditure in the Governmental Designated-Purpose Grants Fund. The local/state supplemental funding must not be coded to the federal grant code used.

The designated grant/project element of the account code in both the General Fund and the Governmental Designated-Purpose Grants Fund must contain the same designated grant program number, if reportable by the specific grant.

- 23 **Pupil Activity Special Revenue Fund.** Used to record financial transactions related to school-sponsored pupil intrascholastic and interscholastic athletic and other related activities. These activities are supported in whole or in part by revenue from pupils, gate receipts, and other fund-raising activities. When activities of student organizations are reported as a special revenue fund, revenues and expenditures must be recorded at the level of detail identified in bold print. If such activities are reported as an agency fund, fund 74 is to be used to record transactions. Fund 74 allows reporting at a different level of detail; see fund 74 description. Appendix C, "Pupil Activity," shows by example the different levels of detail required for pupil activity recording in fund 23 and in fund 74. Appendix C also includes statutory references related to reporting fees. Use fund 23 if general fund subsidies are likely. General Fund subsidies are not allowed for fund 74.
- 24 **Full-Day Kindergarten Mill Levy Override Fund.** The revenues from a tax levied pursuant to Section 22-54-108.5 C.R.S. for the purpose of paying excess full-day kindergarten program costs shall be deposited in the full-day kindergarten fund of the district. The revenues from a tax levied pursuant to Section 22-54-108.5 C.R.S. to meet to capital construction needs associated with a district's full-day kindergarten program shall be credited to the capital construction account in the district's full-day kindergarten fund. Any moneys remaining in the fund at the end of any fiscal year shall remain in the fund and shall be used to

reduce the levy for excess full-day kindergarten program costs in future years

- 25 **Transportation Fund.** Used to account for revenues from a tax levied or fee imposed for the purpose of paying excess transportation costs pursuant to the provisions of Sections 22-40-102(1.7)(a) or 22-32-113(5)(a), C.R.S., respectively. Section 22-45-103(1)(f), C.R.S., requires a district to use this fund when such a tax is levied or such a fee is imposed. When use of this fund is required, transportation categorical program revenues received from the state pursuant to Article 51 of Title 22, C.R.S., also shall be recorded in this fund.

**Note:** Beginning FY 2005-2006, a District may impose and collect a fee for the payment of excess transportation costs without voter approval. School Districts must deposit any revenues received from the imposition of the fee in the Transportation Fund (Fund 25 – Special Revenue Fund) of the District. House Bill 05-1191

Special revenue fund codes 26 through 29 are available for district use. When used these funds are considered “Other Special Revenue” funds. Funds 26 through 29 roll to Fund 20 for Data Pipeline purposes.

## DEBT SERVICE FUND

Used to account for and report resources that are restricted, committed, or assigned to expenditure for principal and interest. Debt service funds should be used to report resources if legally mandated. The use of Debt Service Funds for non voter-approved debt is not permitted by Colorado Revised Statutes. C.R.S. 22-45-103(b)(III) GASB 1300.107 and GASB Statement No.54.

- 31 **Bond Redemption Fund.** Used to account for the accumulation of resources for and the payment of principal, interest, and related expenses on long-term general obligation debt or long-term voter-approved lease-purchase debt.
- 39 **Certificate of Participation (COP) Debt Service Fund (Optional).** A debt service type fund may be established to allow school districts to account for the accumulation of resources and payment of principal, interest, and related expenditures on any COP debt. Do not use this code for voter-approved debt.

**Additional Language: Funds 32-38 roll to Fund 31, and should not be used for non-voter approved debt.**

## CAPITAL PROJECTS FUNDS

Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays acquisition or construction of major capital facilities and other capital assets (other than those financed by proprietary funds and trust funds). GASB 1300.106 and GASB Statement No. 54.

- 41 **Building Fund.** Used to account for all resources available for acquiring capital sites, buildings, and equipment. Examples of such resources include bond sale proceeds, grants, donations, and interfund transfers. Fund 41 required to be used for Bond sales reported to capital acquisitions.
- 42 **Special Building and Technology Fund.** Used to account for all resources generated by taxes levied pursuant to Section 22-45-103(1)(d), C.R.S., for the construction of schools (e.g., the acquisition of land and construction of structures) or for the acquisition of instructional computer technology. If a district levies the tax, this fund is required.
- 43 **Capital Reserve Capital Projects Fund.** Used to account for the purposes and limitations specified by Section 22-45-103(1)(c), C.R.S., including the acquisition of sites, buildings, equipment, and vehicles. Fund 43 CAN be used for a capital reserve fund which is classified as a capital projects fund.

THIS FUND IS NO LONGER REQUIRED DUE TO THE CHANGES IMPLEMENTED UNDER GASB STATEMENT NO. 54 AND THE STATUTORY CHANGES THAT ELIMINATED THE REQUIRED ALLOCATIONS. HOWEVER, ANY MONEYS REMAINING IN THIS FUND AT THE END OF FY08-09 NEED TO BE SPENT IN ACCORDANCE WITH SECTION 22-45-103(1)(C). MONEYS REMAINING IN THIS FUND AT THE END OF FY08-09 CAN ONLY BE TRANSFERRED FUND 18 (RISK-MANAGEMENT SUB-FUND OF THE GENERAL FUND), OR SPENT APPROPRIATELY PER STATUTE. DISTRICTS MAY TRANSFER MONEYS INTO AND OUT OF THIS FUND IF THEY WISH TO MAINTAIN A CAPITAL RESERVE TYPE FUND THAT ADHERES TO SECTION 22-45-103(1)(C) STATUTORY REQUIREMENTS.

## ENTERPRISE FUNDS

May be used to report any activity for which a fee is charged to external users for goods or services. For example, an enterprise fund may be used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through use charges. Activities are required to be reported as enterprise funds if any one of the following criteria is met. Governments should apply each of these criteria in the context of the activity's principal revenue sources: The activity is financed with debt that is secured solely by a pledge of the net revenues from fees and charges of the activity. Debt that is secured by a pledge of net revenues from fees and charges and the full faith and credit of a related primary government or component unit is not payable solely from fees and charges of the activity.

Laws and regulations require that the activity's costs or providing services, including capital costs, be recovered with fees and charges, rather than with taxes or similar revenues. The pricing policies of the activity establish fees and charges designed to recover its costs, including capital costs (such as depreciation or debt service). GASB 1300.109

### 51 Not Available for Use.

**Note:** Enterprise fund codes 52 through 59 are available for district use. Refer to Appendix P, if any recording internal service funds transactions.

## INTERNAL SERVICE FUNDS

Used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and its component units, or to other governmental units, on a cost-reimbursement basis. Internal service funds should only be used if the reporting government is the predominant participant in the activity. Otherwise, the activity should be reported as an enterprise fund. GASB 1300.110 The recording of user fee revenue generated by charging other funds within the district for services provided when such services are accounted for in internal service funds causes a double counting of revenues and expenditures when data from all funds are aggregated. To prevent the overstatement of revenue and expenditure amounts on CDE reports, districts must code revenues to the appropriate source codes (1973-1978). Examples of internal service funds include central warehousing and purchasing, central data processing, and central printing and duplicating. See Appendix P, "Internal Service Funds," for information about recording internal service fund transactions.

**63 Risk-Related Activity Fund.** Used if a second fund in addition to fund 64 below is needed; CDE will combine ("roll") fund 63 into fund 64 for data reporting purposes. Used to account for financial transactions for services that are purchased from an Internal Service Fund by other funds (cost-recovery basis). Included is self-insurance covering the district and its employees. Fund 63 may be used for property risk-management and to purchase liability, workers' compensation, and other insurance types from which other funds purchase these services. The applicable expenditures are reported in the originating fund.

**64 Risk-Related Activity Fund.** Used to account for financial transactions for services that are purchased from an Internal Service Fund by other funds (cost-recovery basis). Included is self-insurance covering the district and its employees. Fund 64 may be used for property risk-management and to purchase liability, workers' compensation, and other insurance types from which other funds purchase these services. The applicable expenditures are reported in the originating fund. Note: Internal service fund codes 61 through 62 and 65 through 69 are available for district use.

## FIDUCIARY FUNDS (Trust and Agency Funds)

Used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, and/or other governmental units. The key distinction between trust funds and agency funds is that trust funds normally are subject to a trust agreement that affects the degree of management involvement and the length of time that the resources are held. An agency fund does not involve a formal trust agreement and the government's role is purely custodial.

**72 Private-Purpose Trust Fund.** Used to report any trust arrangement under which the principal and/or income benefit individuals or organizations and the funds are not used as part of the operations of the district. An example of a private-purpose trust would be a formal agreement to provide scholarships to students in the district. Note: this fund may be used for expendable or non-expendable scholarship programs

- 73 **Agency Fund.** Used to account for assets held for other funds, governments or individuals. Agency funds are custodial in nature and do not involve measurement of operations. Agency funds generally serve as clearing accounts.
- 74 **Pupil Activity Agency Fund.** Used to record financial transactions related to school-sponsored pupil organizations and activities. These activities are self-supporting and do not receive any direct or indirect district support within fund 74. For agency funds, revenue and expenditures are reported in total; therefore, the Pupil Activity Agency Fund does not require the same level of detail as the Pupil Activity Special Revenue Fund (fund 23). Revenue may be recorded to a single source code, such as 1700. All expenditures may be reported using a single program-object combination, such as 1900.0890. Appropriate location codes must be used. Appendix C, "Pupil Activity," shows by example the different levels of detail required for pupil activity recording in fund 23 and in fund 74. Appendix C also includes statutory references related to reporting fees.

## PERMANENT FUND

- 79 **Permanent Funds** should be used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs – that is, for the benefit of the government or its citizenry. Permanent funds do not include private purpose trust funds) GASB 1300.108.

## OTHER

- 85 **Foundations – Accounting for Foundations.** Funds 85-89 are used for reporting foundations or other non-charter school discreetly presented component units. Funds 85-89 will roll to Fund 85.
- 90 **District Reporting Element.** Used with Balance Sheet Codes 7511, 7512, 7513, 7514, 7515, and 7519 (contra account) to report District Debt. Refer to Appendix R for specific examples and the level of detail on reporting district debt. Also used with Source Codes 1170, 1171, 1172, 1173, 1174 and 1179 to report voter approved Override Revenues.





# APPENDIX B

## Board of Education Budget Resolutions



### Adopted Budget Book

FY 2016-2017

# Board of Education Budget Resolutions

DOUGLAS COUNTY SCHOOL DISTRICT Re. 1  
FISCAL YEAR 2016-2017

RESOLUTION AUTHORIZING THE CHIEF FINANCIAL OFFICER AND THE SUPERINTENDENT TO  
BORROW UNENCUMBERED MONEY FROM OTHER DISTRICT FUNDS AS AUTHORIZED BY  
COLORADO STATUTES

WHEREAS, CRS 22-44-113 authorizes the borrowing of unencumbered monies from any one fund, except the Bond Redemption Fund, and

WHEREAS, the District operates with a pooled cash process for the purpose of maximizing cash management efficiency, and

WHEREAS, in order to meet ongoing obligations of the General Fund it may be necessary to borrow from the District's pooled cash amounts up to \$8,000,000 and

WHEREAS, estimated pooled cash dollars available to be drawn during FY 2016-2017 by fund are:

Estimated Beginning Cash Balances July 1, 2016

Medical Fund	\$6,400,000
Agency	1,600,000
Child Care	<u>5,800,000</u>
Total	\$13,800,000

NOW, THEREFORE, BE IT RESOLVED:

The Board authorizes from the funds below the borrowing of unencumbered monies in an amount up to, respectively:

Medical Fund	\$ 5,000,000
Agency	1,000,000
Child Care	<u>2,000,000</u>
Total	\$ 8,000,000

for the benefit of the General Fund, effective July 1, 2016, and further that any monies so borrowed are to be repaid to said funds not later than June 30, 2017.

Adopted and approved this 9<sup>th</sup> day of June 2016.

Douglas County School District Re.1

  
Meghan Silverthorn, President  
Board of Education

  
Nona Eichelberger, Secretary  
Board of Education

# Board of Education Budget Resolutions

**DOUGLAS COUNTY SCHOOL DISTRICT Re. 1  
FOR FISCAL YEAR 2016-2017  
RESOLUTION AUTHORIZING THE USE OF A PORTION OF BEGINNING FUND BALANCE AS  
AUTHORIZED BY COLORADO STATUTES**

WHEREAS, C.R.S. 22-44-105(1.5)(a) states that a budget, duly revised pursuant to this article, shall not provide for expenditures, interfund transfers, or reserves, in excess of available revenues and beginning fund balance; and

WHEREAS, C.R.S. 22-44-105(1.5)(a) states that if the budget includes the use of a beginning fund balance the Board of Education shall revise a resolution specifically authorizing the use; and

WHEREAS, C.R.S. 22-44-105(1.5)(a) states such resolution shall specify the amount of beginning fund balance to be spent, the purpose for which the expenditure of beginning fund balance is needed, and the district's plan to ensure that the use of the beginning fund balance will not lead to an ongoing deficit; and

WHEREAS, the Board of Education has determined the beginning fund balances in all the fund designated below are sufficient to allow for the expenditures and such action will not lead to an ongoing deficit.

NOW, THEREFORE, BE IT RESOLVED:

In accordance with C.R.S. 22-44-105, the Board of Education authorizes the use of a portion of the FY 2016-2017 beginning fund balance from each respective fund for the purpose/s named.

<b>Fund</b>	<b>Amount</b>	<b>Purpose of Spending Beginning Fund Balance</b>
General	79,360,190	Intentional draw-down of accumulated FB for operational expenses
Outdoor Education	23,432	Intentional draw-down of accumulated FB for capital expenditures associated with the expansion of this new program
Full Day Kindergarten	1,534,564	Intentional draw-down of accumulated FB for Full Day Kindergarten Program
Risk Insurance	1,779,031	Potential draw-down of accumulated FB due to unexpected property/liability or worker's compensation claims
Transportation	2,582,922	Potential draw-down of accumulated FB for operational expenses
Capital Projects	10,675,029	Intentional draw-down of accumulated FB for capital expenditures
Bond Building	-	N/A
C.O.P. Capital Projects	6,556,673	Intentional draw-down of accumulated FB for capital expenditures

# Board of Education Budget Resolutions

<u>Fund</u>	<u>Amount</u>	<u>Purpose of Spending Beginning Fund Balance</u>
Nutrition Services	1,786,801	Potential draw-down of accumulated FB due to operational expenses
Governmental Designated Purpose Grants	185,120	Potential draw-down of accumulated FB for operational expenses
Child Care (BASE)	5,557,700	Potential draw-down of accumulated FB due to operational expenses
Athletics & Activities	1,156,282	Potential draw-down of accumulated FB for operational expenses
Bond Redemption/Debt Service	5,000,000	Intentional draw-down of accumulated FB due to timing of debt service payments and miscellaneous fees
C.O.P. Lease	2	Potential draw-down of accumulated FB due to timing of lease payments and miscellaneous fees
Medical	5,004,880	Potential draw-down of accumulated FB due to unexpected medical insurance claims
Short Term Disability Insurance	305,607	Potential draw-down of accumulated FB due to unexpected short term disability insurance claims
Agency	811,520	Intentional draw-down of accumulated FB for operational expenses
Private Purpose Trust	34,312	Intentional draw-down of accumulated FB to allow for college scholarships awarded to students graduating from the Town of Castle Rock high schools

BE IT FURTHER RESOLVED, the use of this portion of the beginning fund balance for the purpose/s set forth above will not lead to an ongoing deficit in any respective fund.

Revised and approved this 9th day of June 2016.

Douglas County School District Re.1

  
Meghan Silverthorn, President  
Board of Education

  
Nona Eichelberger, Secretary  
Board of Education

# Board of Education Budget Resolutions

**DOUGLAS COUNTY SCHOOL DISTRICT Re. 1**  
**FISCAL YEAR 2016-2017**  
**APPROPRIATION RESOLUTION**

BE IT RESOLVED by the Board of Education of the Douglas County School District, Douglas and Elbert Counties, State of Colorado, that the amounts set forth in the following schedule be appropriated to each fund as specified in the "Adopted Budget" for the fiscal year beginning July 1, 2016, and ending June 30, 2017:

Fund	Amount
General	595,054,460
Outdoor Education	998,283
Full Day Kindergarten	6,407,314
Risk Insurance	5,641,319
Transportation	23,299,970
Capital Projects	13,099,903
Bond Building	-
Certificates of Participation (COP) Building	6,568,673
Nutrition Services	18,809,201
Government Purpose Grants	13,449,664
Child Care (B.A.S.E.)	17,619,448
Athletics and Activities	16,354,904
Bond Redemption/Debt Service	54,661,472
Certificates of Participation (COP) Lease Payments	4,587,105
Medical Self Insurance	49,101,740
Short Term Disability Insurance	1,007,451
Pupil Activity & School Discretionary	2,288,260
Private Purpose Trusts	94,312

BE IT FURTHER RESOLVED that amounts that were budgeted and appropriated for the 2015-2016 fiscal year, and have been authorized to be expended, transferred, reserved, encumbered or, in the case of the Capital Projects Fund and Building Fund, committed for various purposes and projects by Board action for the 2016-2017 fiscal year, and that are unspent or uncompleted during that year be, and hereby are, ratified and re-appropriated for the 2016-2017 fiscal year for such purposes and projects; and

BE IT FURTHER RESOLVED that any and all 2015-2016 fiscal year ending fund and account balances reported, maintained or held by or on behalf of the school district, that are not excluded from "fiscal year spending" under Article X, Section 20 of the Colorado Constitution, are hereby designated, budgeted, and appropriated as "reserves" in the 2016-2017 fiscal year and available for current and subsequent fiscal years' expenditures, but shall not be considered "emergency reserves" unless otherwise expressly provided in the 2016-2017 fiscal year budget; and

BE IT FURTHER RESOLVED that the adoption of this Adopted Appropriation Resolution shall be deemed to include the irrevocable pledging of present cash reserves as shown in the Adopted Budget for the 2016-2017 fiscal year's payments of the multiple-fiscal year financial obligations authorized or approved by the Board of Education subsequent to November 3, 1992; provided, however, that the Board is specifically not appropriating any amounts in this Adopted Appropriation Resolution nor in the Adopted Budget for fiscal year 2016-2017; and

BE IT FURTHER RESOLVED that the adoption of this Adopted Appropriation Resolution shall be deemed to include the exercise of the school district's rights, if any, to renew for the 2016-2017 fiscal year all leases, lease purchase agreements, lease agreements with an option to purchase, installment purchase agreements, and other agreements in accordance with their terms that have been authorized or approved by the Board of Education subsequent to November 3, 1992; provided, however, that the Board is specifically not renewing and has not appropriated any amounts in this Adopted Appropriation Resolution nor in the Adopted Budget for fiscal year 2016-2017; and

BE IT FURTHER RESOLVED that the designation "Adopted Budget," the name of the Douglas County School District, the date of adoption and the signature of the President of the Board of Education be entered upon the Adopted Budget and that the Adopted Budget, this Adopted Budget Resolution, and the Adopted Appropriation Resolution be placed on file at the principal administrative office of the School District, where they shall remain throughout the 2016-2017 fiscal year and be open for inspection during reasonable business hours.

Revised and approved this 9th day of June 2016.

Douglas County School District Re. 1

  
 Meghann Silverthorn, President  
 Board of Education

Attest:

  
 Nona Eichelberger, Secretary  
 Board of Education

# Board of Education Budget Resolutions

## DOUGLAS COUNTY SCHOOL DISTRICT Re. 1 FISCAL YEAR 2016-2017 BUDGET RESOLUTION

BE IT RESOLVED by the Board of Education of the Douglas County School District, Douglas and Elbert Counties, State of Colorado, that the amounts set forth in the following schedule be appropriated to each fund as specified in the Adopted Budget for the fiscal year beginning July 1, 2016, and ending June 30, 2017:

Fund	Amount
General	591,066,291
Outdoor Education	974,043
Full Day Kindergarten	4,872,750
Risk Insurance	4,742,217
Transportation	23,299,970
Capital Projects	10,668,221
Bond Building	-
Certificates of Participation (COP) Building	6,568,673
Nutrition Services	16,270,494
Government Purpose Grants	13,264,544
Child Care (B.A.S.E.)	12,061,748
Athletics and Activities	16,354,904
Bond Redemption/Debt Service	54,661,472
Certificates of Participation (COP) Lease Payments	4,448,823
Medical Self Insurance	44,451,397
Short Term Disability Insurance	599,119
Pupil Activity & School Discretionary	1,649,276
Private Purpose Trusts	62,000

BE IT FURTHER RESOLVED that amounts that were budgeted and appropriated for the 2015-2016 fiscal year and have been authorized to be expended, transferred, reserved, encumbered or, in the case of the Capital Projects Fund and Building Funds, committed for various purposes and projects by Board action for the 2015-2016 fiscal year, and that are unspent or uncompleted during that year be, and hereby are, ratified and re-appropriated for the 2016-2017 fiscal year for such purposes and projects; and

BE IT FURTHER RESOLVED that any and all 2015-2016 fiscal year ending fund and account balances reported, maintained or held by or on behalf of the school district, that are not excluded from "fiscal year spending" under Article X, Section 20 of the Colorado Constitution, are hereby designated, budgeted, and appropriated as "reserves" in the 2016-2017 fiscal year and available for current and subsequent fiscal years' expenditures, but shall not be considered "emergency reserves" unless otherwise expressly provided in the 2016-2017 fiscal year budget; and

BE IT FURTHER RESOLVED that the adoption of this Budget Resolution shall be deemed to include the irrevocable pledging of present cash reserves as shown in the Adopted Budget for the 2016-2017 fiscal year's payments of the multiple-fiscal year financial obligations authorized or approved by the Board of Education subsequent to November 3, 1992; provided, however, that the Board has specifically not included any amounts in the Adoption Budget for fiscal year 2016-2017; and

# Board of Education Budget Resolutions

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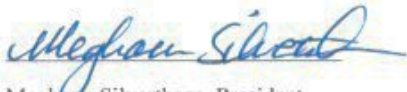
BE IT FURTHER RESOLVED that the adoption of this Budget Resolution shall be deemed to include the exercise of the school district's rights, if any, to renew for the 2016-2017 fiscal year all leases, lease purchase agreements, lease agreements with an option to purchase, installment purchase agreements, and other agreements in accordance with their terms that have been authorized or approved by the Board of Education subsequent to November 3, 1992; provided, however, that the Board is specifically not renewing and has not included any amounts in the Adopted Budget for fiscal year 2016-2017; and

BE IT FURTHER RESOLVED that the designation "Adopted Budget," the name of the Douglas County School District Re.1, the date of adoption and the signature of the President of the Board of Education be entered upon the Revised Budget and that the Adopted Budget, this Budget Resolution, and the Appropriation Resolution be placed on file at the principal administrative office of the School District, where they shall remain throughout the 2016-2017 fiscal year and be open for inspection during reasonable business hours.

Revised and approved this 9th day of June 2016.

Douglas County School District Re. 1

Attest:



Meghan Silverthorn, President

Board of Education



Nona Eichelberger, Secretary

Board of Education

## Board of Education Budget Resolutions

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### FY 2016-2017 Adopted Budget Schedule of District Budgeted Transfers June 9, 2016

<u>Budget Transfer From</u>	<u>Budget Transfer To</u>	<u>Transferred Amount</u>
General Fund	Risk Insurance Fund	\$ 3,862,288
General Fund	COP Lease Payment Fund	3,616,286
General Fund	Athletic & Activities Fund	4,985,043
General Fund	Transportation Fund	13,560,726
General Fund	Outdoor Education Fund	100,000
General Fund	Capital Projects Fund	2,424,874
	Total General Fund Transfers	\$ 28,549,217
Bond Redemption Fund	General Fund	\$ -



# APPENDIX C

## BOARD FINANCIAL POLICIES



### Adopted Budget Book

FY 2016-2017

## **Superintendent File: DBG**

### **BUDGET ADOPTION PROCEDURES**

A proposed budget, developed under the direction of the superintendent, shall be presented to the Board no later than June 1 for the next fiscal year. Together with the preliminary budget, a statement shall be submitted describing the major objectives of the District's educational program for the ensuing fiscal year, and the manner in which the budget proposes to fulfill such objectives.

The Board shall notify the public that it has received a proposed budget from the administration. The proposed budget shall be available for public inspection at the office of the superintendent, and public notices shall be posted to that effect.

It shall be the Board's responsibility to review the proposed budget in open session, make such changes as it deems necessary, and adopt a budget and appropriation resolution no later than June 30 for the ensuing fiscal year.

Once the budget is adopted, it shall become the plan and legal authority for receiving and expending money during the fiscal year, except that, the Board may review and change the budget with respect to both revenues and expenditures prior to October 15 of the fiscal year for which the budget was adopted.

### **Authorization for Revenue Increase**

The District may call an election to seek voter approval of an increase in the District's authorized revenue base, in accordance with applicable law. If the District is authorized to raise and spend additional local revenues, the Board may adopt a supplemental budget.

Current practice codified 1978

Adopted: October 3, 1978

Repealed by the Board and re-enacted and revised by the Superintendent: December 3, 2002

Revised October 9, 2009

### **LEGAL REFS.:**

Colo. Const. Art. X, Sec. 20

C.R.S. 22-44-103

C.R.S. 22-44-107 through-110

C.R.S. 22-54-108

### **CROSS REF.:**

EL 1.5 Financial Planning and Budgeting

Douglas County School District Re.1, Castle Rock, Colorado

**Board File: DK**

**PAYMENT PROCEDURES**

The superintendent or superintendent's designee shall be authorized to make payments and release checks for all bills and expenditures, including payroll, that do not exceed the amounts budgeted for the purpose, and that have been properly processed, documented, and cleared in accordance with District and Board policies and procedures.

Any transfer of funds by an administrator shall receive prior approval by the superintendent or superintendent's designee.

All expenditures shall be made in accordance with District and Board policies, applicable law, and the Board's adopted budget.

Current practice codified 1978

Adopted: February 6, 1979

Revised: December 3, 2002

Revised: January 18, 2005

Douglas County School District Re. 1, Castle Rock, Colorado

**Board File: DN**

**SCHOOL PROPERTIES DISPOSAL PROCEDURE**

**Real Property**

Surplus and/or abandoned real property of the District may be sold in the following manner:

1. The Board may declare that real property is surplus and may be sold if that real property may not be needed within the foreseeable future for any purpose authorized by law.
2. If the property is sold to a state agency or political subdivision of the state, it shall not be necessary to find that the property may not be needed.
3. The Board shall order an appraisal or shall otherwise determine the reasonable value of the property prior to sale.
4. The Board shall establish a minimum selling price acceptable to the Board.  
Surplus real property shall be sold upon such terms and conditions as the Board may approve. A legal description must be given of all such property offered for sale.
5. The Board may lease school property pending the sale thereof, with or without an option To purchase, and may also, at its discretion, lease school property which is temporarily not needed for the District's purposes.
6. As a general rule, all sales should be by sealed bid pursuant to an Invitation to Bid or Request for Proposals published at least twice and at least five days (excluding Saturday and Sunday) before the bid opening or auction date in a newspaper of general circulation within the District. If, in the judgment of the Board, the best interests of the District are served, the provision of this policy requiring competitive bidding may be waived and the Board may authorize the sale or other disposition of surplus property upon such terms and conditions as it may approve.

**Equipment, Materials, and Supplies**

It shall be the policy of the District to dispose of surplus or obsolete equipment, materials, and supplies no longer required to accomplish the District's mission.

Disposal of such items shall be the responsibility of the superintendent or designee, upon determination that they are no longer of any use to the District in the foreseeable future.

Surplus items shall be classified and disposed of as follows:

1. Items having no resale value - these may be offered without cost to charitable and civic organizations, or disposed of by the most efficient method, without Board approval.
2. Items having resale value -
  - a. Those having a fair market value of less than \$1,000.00 may be disposed of by the superintendent or designee at the most advantageous price by private sale or by other means deemed to be in the best interests of the District, with or without advertising and without specific Board approval.
  - b. Items having a fair market value of \$1,000.00 or more shall be advertised for sale, upon Board approval, in a newspaper of general circulation in the county and sold to the highest bidder. The District shall reserve the right to reject all bids.
  - c. If, in the judgment of the Board, the best interests of the District are served, the provision of this policy requiring competitive bidding may be waived and the Board may authorize the sale or other disposition of such property upon terms and conditions it may approve.

Current practice codified 1978

Revised: January 16, 1990

Revised: December 3, 2002

Douglas County School District Re. 1, Castle Rock, Colorado

**Board File: DFA/DFAA****REVENUES FROM INVESTMENTS/USE OF SURPLUS FUNDS****Scope**

The District is a corporate entity in the State of Colorado governed by a seven member Board. This Investment Policy addresses the methods, procedures, and practices that must be exercised to ensure the effective and judicious fiscal and investment management of the District's funds. This Policy applies to the investment of all financial assets and all funds of the District over which it exercises financial control and has been written to comply with various regulatory requirements under which the District operates.

In order to effectively make use of the District's cash resources, all of the general, capital reserve, insurance reserve, Nutritional Services, Pupil Activity and special revenue funds will be pooled into one investment account and accounted for separately. The Building and Bond Funds shall each have separate investment accounts, each of which shall maintain its own investments. Each such investment account shall be subject to the objectives and restrictions set forth below except that 100 percent of the funds in each investment account may be invested in the following to the extent consistent with Colorado law and this Policy: Flexible Repurchase Agreements, Time Certificates of Deposit, Federal Instrumentality Securities, U.S. Treasury Obligations, Local Government Investment Pools, Money Market Mutual Funds, savings accounts or Guaranteed Investment Contracts.

**Objectives**

All funds that are held for future disbursement shall be deposited and invested by the District in accordance with Colorado statutes and resolutions enacted by the Board in a manner to accomplish the following objectives.

1. Safety of Funds: Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

a. Credit Risk: The District will minimize credit risk, the risk of loss due to the failure of the security issuer, by:

- Limiting investments to the safest types of securities;
- Prequalifying financial institutions, broker/dealers, intermediaries, and advisors with which the District will do business;
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

b. Interest Rate Risk: The District will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates by:

- Structuring the investment portfolio so that securities mature sufficiently close to cash requirements for ongoing operations, thereby minimizing the potential need to sell securities on the open market prior to maturity;
- Investing operating funds primarily in shorter-term securities, approved local government investment pools, approved money market mutual funds, and repurchase agreements.

2. Liquidity of Funds: The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. To ensure that adequate funds are available to pay the District's projected financial obligations, investment will be purchased or deposits made that reasonably match the anticipated cash disbursements of the District.

Since all possible cash demands cannot be anticipated, the portfolio shall consist largely of securities with active secondary or resale markets so that the potential for a realized loss if an early liquidation of a security is necessary will be minimized.

A core of stable funds may be identified through cash flow analysis that is available for investing in longer term securities. Although the market value of these longer term securities may fluctuate significantly, the fluctuation will not affect the liquidity of the portfolio since they can be held to maturity in all but extreme circumstances.

3. Yield: The District's portfolio shall earn a competitive market rate of return on available funds throughout budgetary and economic cycles. In meeting this objective, investment management personnel will take into account the District's investment risk constraints and cash flow needs.

### **Delegation of Authority**

The Board shall designate the Superintendent and his/her designee as the investment officers of the District, who are responsible for all investment decisions and investment activities. The Board through the District's external auditors will periodically review the compliance of the cash, treasury, and investment management practices with the District's Investment Policy and Regulations.

The Superintendent, or his/her designee, shall establish written administrative procedures for the operation of the District's investment program consistent with the Investment Policy and Regulations. The Superintendent and other authorized persons acting in accordance with the Colorado statutes, the resolutions enacted by the Board, and the written Investment Policy and Regulations, while exercising proper due diligence in making investment decisions, shall be relieved of personal responsibility for an individual security's credit risk or market price changes. The investment officers will be covered by the District's errors and omissions policy.

The Superintendent may engage the support services of outside professionals so long as it can be demonstrated that these services produce a net financial advantage and necessary financial protection of the District's resources. Such services may include engagement of financial advisors in conjunction with debt issuance, portfolio management support, special legal representation, third party custodial services, and independent rating services.

### **Prudence**

The standard of prudence to be used for managing the District's assets is the "prudent investor" rule applicable to a fiduciary, which states that a prudent investor "shall exercise the judgment and care, under circumstances then prevailing, which men of prudence, discretion, and intelligence exercise in the management of the property of another, not in regard to speculation but in regard to the permanent disposition of funds, considering the probable income as well as the probable safety of their capital." (C.R.S. 15-1-304, Standard for Investments.)

### **Eligible Investments And Transactions**

All investments will be made in accordance with governing law. The Board has further restricted the investment of District's funds to the following types of securities and transactions:

1. U.S. Treasury Obligations: Treasury Bills, Treasury Notes, Treasury Bonds, and Treasury Strips with maturities not exceeding five years from the date of purchase.
2. Federal Instrumentality Securities: Debentures, discount notes, callable securities, and stripped principal or coupons with final maturities not exceeding five years from the date of purchase issued by the following only: Federal National Mortgage Association (FNMA), Federal Farm Credit Banks (FFCB), Federal Home Loan Banks (FHLB), Federal Home Loan Mortgage Corporation (FHLMC), and Student Loan Marketing Association (SLMA). For the purposes of this paragraph a "weighted average life" will not constitute a stated maturity. To be approved, Federal Instrumentality securities must be rated AAA by either Moody's or Standard and Poors.
3. Prime Commercial Paper issued on U.S. companies and denominated in U.S. currency that, at the time of purchase, is rated in its highest rating category by one or more nationally recognized organizations which regularly rate such obligations. If the commercial paper issuer has senior debt outstanding, the senior debt must be rated by each service that publishes a rating on the issuer of at least A+ by Standard and Poors, A-1 by Moody's, and A+ by Duff and Phelps. (Senior debt is defined as the most senior secured or unsecured debt of the insurer with an original maturity exceeding one year.) The aggregate amount of securities purchased from any one Commercial Paper issuer shall not exceed 50 percent of the District's portfolio at the time of purchase.
4. Eligible Bankers Acceptances, with an original maximum maturity not exceeding 180 days, issued on domestic banks or branches of foreign banks domiciled in the U.S. and operating under U.S. banking laws, whose senior long-term debt is rated, at the time of purchase AA by Standard and Poors, Aa by Moody's, or AA by Duff and Phelps. The aggregate amount of securities purchased from any one Bankers Acceptance issuer shall not exceed 10 percent of the District's portfolio at the time of purchase.

5. Repurchase Agreements with a defined termination date of 180 days or less collateralized by U.S. Treasury securities listed in Item #1 above or Federal Instrumentality securities listed in Item #2 above. The maturity of the collateral shall not exceed 10 years. For the purpose of this section, the term collateral shall mean purchased securities under the terms of the District's approved Master Repurchase Agreement. The purchased securities shall have an original minimum market value including accrued interest equal to or exceeding 102 percent of the dollar value of the transaction and the collateral maintenance level shall be 101 percent. Collateral shall be held in the District's custodial bank as safekeeping agent, and the market value of collateral securities shall be marked-to-the-market daily based on that day's bid price.

Repurchase Agreements shall be entered into only with dealers who have executed a Master Repurchase Agreement with the District and who are recognized as Primary Dealers with the Market Reports Division of the Federal Reserve Bank of New York.

6. Flexible Repurchase Agreement, as provided by Colorado law, entered into by the District with approved counter parties. These flexible repurchase agreements may be closed out in varying amounts and at varying times at the option of the District. These agreements are deemed by both parties to be purchases and sales of securities and are not loans.

All such Flexible Repurchase Agreements shall be determined as legal and valid for both parties and shall have a fixed rate during the entire life of the agreement. The District has the option of varying the dollar amount and the timing of the draw down by an agreed upon percentage of the anticipated draw down and a specified number of days. The District and the counter party to the agreement will specify the details of the allowable variance when the agreement is structured. In addition, the District may draw down in excess of the variance up to the remaining balance in the agreement for a bona fide, unanticipated cash need.

The collateral shall be limited to U.S. Treasury securities listed in Item #1 above or Federal Instrumentality securities listed in Item #2 above. The maturity of the collateral shall mean purchased securities under the terms of the District's approved Master Repurchase Agreement. The purchased securities shall have an original minimum market value including accrued interest equal to or exceeding 102 percent of the dollar value of the transaction and collateral maintenance level shall be 101 percent. Collateral shall be held in the District's custodial bank as safekeeping agent, and the market value of the collateral securities shall be marked-to-the-market daily based on that day's bid price.

Repurchase Agreements shall be entered into only with dealers who have executed a Master Repurchase Agreement with the District and who are recognized as Primary Dealers with the Market Reports Division of the Federal Reserve Bank of New York.

7. Local Government Investment Pools authorized under C.R.S. 24-7-701, 702 which: 1) are "no-load" (i.e., no commission fees shall be charged on purchases or sales of shares); 2) have an objective of maintaining a constant daily net asset value per share (usually \$1.00 per share); 3) limit assets of the fund to U.S. Treasury securities and Repurchase Agreements outlined in Item #5, Federal Instrumentality securities, and Commercial Paper; 4) have a maximum stated maturity in accordance with Federal Securities Law Regulation 2A-7; and 5) have a rating of AAA by Standard and Poors or AAA by Moody's or AAA/V-1+ by Fitch IBCA, Inc. The District's investment shall not exceed 10 percent of the outstanding shares of any one local government investment pool at the time of purchase.

8. Time Certificates of Deposit or savings accounts in state or national banks or state or federally chartered savings and loans which are state approved depositories per C.R.S. 24-75-603 et seq. (as evidenced by a certificate issued by the State Banking Board) and are insured by the FDIC. Certificates of Deposit will have a maximum maturity of five years. Certificates of Deposit which exceed the FDIC insured amount shall be collateralized in accordance with Colorado Public Deposit Protection Act. This collateral will have a market value equal to or exceeding 102 percent of the difference between the insured amount and the District's total deposit for all funds within the institution. The aggregate amount of Certificates of Deposit purchased from any one bank or savings and loan shall not exceed 25 percent of the District's portfolio at the time of purchase.

The Superintendent, or his designee, shall take steps on a routine basis to obtain copies from the banks and savings and loans of the periodic certification of collateral which is sent to the banking board.

9. Money Market Mutual Funds registered under the Investment Company Act of 1940 which: 1) are "no-load" (i.e. no commission fee shall be charged on purchases or sales of shares); 2) have a constant daily net asset value per share (usually \$1.00); 3) limit assets of the fund to those securities authorized in this Policy; 4) have a maximum stated maturity and weighted average maturity in accordance with Federal Securities Regulation 2A-7; and 5) are rated either AAA by Standard and Poors or AAA by Moody's or AAA/V-1+ by Fitch IBCA, Inc. The District's investment shall not exceed 10 percent of the outstanding shares of any one money market mutual fund at the time of purchase.

If the District uses a “sweep” account at the bank so that any remaining balances at the end of the day in any of the District’s bank accounts can be captured in one account and invested overnight in a money market mutual fund designated by the District, the District’s “sweep” account will not be subject to the limits described in the preceding paragraph because of the short-term nature (overnight) of the investment.

10. Municipal Notes or Bonds that are an obligation of any State of the United States, the District of Columbia, or any territorial possession of the United States or of any political subdivision, institution, department, agency, instrumentality, or authority of any such governmental entities which qualify under Colorado statutes. The municipal bonds or notes must be general obligation or revenue bonds with an effective final maturity of five years or less (the maturity for a pre-refunded bond will be its refunding date) and a rating of Aa or better by Moody’s or AA or better by Standard and Poors: original obligation or revenue bonds that are insured by the MBI, FGIC, or AMBAC Indemnity Corporation (as long as MBIA, FGIC, and AMBAC maintain their AAA rating), or are escrowed to maturity in U.S. Treasury collateral.

11. Guaranteed Investment Contracts shall, at the time the contract or agreement is entered into, be only with a party providing the investment whose long-term credit rating is rated in one of the two highest rating categories by Moody’s, Standard and Poors or Fitch. The final maturity shall not exceed five years. The District has the option of varying the dollar amount and the timing of the draw-down by an agreed-upon percentage of the anticipated draw-down and a specified number of days. The District and the other party to the agreement will specify the details of the allowable variance when the agreement is structured. In addition, the District may draw down in excess of the variance up to the remaining balance in the agreement for a bona fide, unanticipated cash need, subject in all cases to compliance with applicable Colorado law.

**The District will strictly interpret the foregoing list of authorized securities.**

### **Investment Diversification**

It is the intent of the District to diversify the investments within the portfolio to avoid incurring unreasonable risks inherent in over investing in specific instruments, individual financial institutions, or maturities. The asset allocation in the portfolio should, however, be flexible depending upon the outlook for the economy, the securities market, and the District’s anticipated cash flow needs. A minimum of 50 percent of the investable assets of the District will be maintained in aggregate in the following:

- Federal Instrumentality Securities
- U.S. Treasury Obligations
- Repurchase Agreements
- Local Government Investment Pools
- Money Market Mutual Funds
- Time Certificates of Deposit
- Flexible Repurchase Agreements
- Guaranteed Investment Contracts

### **Investment Maturity And Liquidity**

Investments shall be limited to maturities not exceeding five years unless otherwise approved in writing by the Board Finance Committee for special circumstances (e.g. the reinvestment of bond proceeds). The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.

### **Competitive Transactions**

Each investment transaction shall be competitively transacted with broker/dealers who have been authorized by the District. At least two broker/dealers shall be contacted for each transaction and their bid and offering prices shall be recorded.

### **Selection Of Broker/Dealers And Financial Institutions Acting As Broker/Dealers**

The District shall maintain a list of authorized broker/dealers and financial institutions which are approved for investment purposes, and it shall be the policy of the District to purchase securities only from those authorized institutions and firms.

To be eligible, a broker/dealers or bank must meet at least one of the following criteria:

1. Be a member in good standing of the National Association of Securities Dealers AND registered with the State of Colorado, Department of Regulatory Agencies or; (This is to include Colorado banks, S & Ls and local brokers.)



2. Be recognized as a Primary Dealer by the Market Reports Division of the Federal Reserve Bank of New York; or;
3. Report voluntarily to the Market Reports Division of the Federal Reserve Bank of New York. (This is to include national banks.)

Each broker/dealer or financial institution will be sent a copy of this Policy and a list of those persons authorized to execute investment transactions. Each firm must acknowledge receipt of such materials to qualify for the Approved List of Brokers/Dealers and Financial Institutions.

Broker/dealers and other financial institutions will be selected by the District on the basis of their expertise in public cash management and their ability to provide service to the District's account. Each broker/dealer, bank, or savings and loan that has been authorized shall be required to submit and annually update a District approved Broker/Dealer Information Request Form which includes the firm's most recent financial statements. The District shall maintain a file of the most recent Broker/Dealer Information Forms submitted by each firm approved for investment purposes.

The District may purchase commercial paper from direct issuers as long as they meet the criteria outlined in item 3 of the Eligible Investments and Transactions section of this Investment Policy.

### **Selection Of Banks And Savings And Loans As Depositories And Providers Of General Banking Services**

The District shall maintain a list of authorized banks and savings and loans which are approved to provide depository and other banking services for the District. To be eligible for authorization, state or national banks and state or federally chartered savings and loans must be state approved depositories per C.R.S. 24-75-603 et seq. (as evidenced by a certificate issued by the State Banking Board) and insured by the FDIC. Banks or savings and loans who fail to meet this criteria, or in the judgment of the District's finance staff no longer offer adequate safety to the District, will be removed from the list. The list will be updated annually to ensure current compliance.

The intent of the District is to support the financial institutions located within the District. Investments in institutions located outside of the District will be made only when competitive rate, adequate collateral, allocation of assets and stability do not permit the use of a local financial institution, or when investment timing or other substantial reasons make use of a local financial institution incompatible with the best interests of the District.

### **Safekeeping And Custody**

The District shall approve one or more financial institutions to provide safekeeping and custodial services for the District. A District approved Safekeeping Agreement shall be executed with each custodian bank prior to utilizing that bank's safekeeping services. Custodian banks will be selected on the basis of their ability to provide service to the District's account and the competitive pricing of their safekeeping related services.

Except for non-negotiable Certificates of Deposit, Local Government Investment Pools, and Money Market Funds, all investment securities purchased by the District will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by a District approved custodian bank, its correspondent New York bank, or the Depository Trust Corporation (DTC).

All non-book entry (physical delivery) securities shall be held by the custodian bank's correspondent bank in New York City and the custodian bank shall issue a safekeeping receipt to the District evidencing that the securities are held by the correspondent bank for the District. The District may utilize the services of the Depository Trust Corporation (DTC), through the custodian bank, as a depository for delivery of non-wirable securities.

It is the objective of the District that all owned securities be perfected in the name of the District. The District's perfected ownership of all book entry securities shall be evidenced by a safekeeping receipt issued to the District by the custodian bank who acts as the District's safekeeping agent. The safekeeping receipt shall state that the securities are held in the

Federal Reserve system either in a Customer Account/IO30 for the custodian bank which will name the District as "customer" or in a Trust Account/IO50 with the trust department named as agent for the District.

All custodied securities that are registered shall be registered in the name of the District or in the name of a nominee of the District

or in the name of the custodian or its nominee or, if in a clearing corporation, in the name of the clearing corporation or its nominee. The District's custodian will be required to furnish the District with monthly reports of holdings of custodied securities.

### **Reporting**

Accounting and reporting on the District's investments and deposits shall conform with Generally Accepted Accounting Principles (GAAP) and the accounting standards promulgated by the Governmental Accounting Standards Board (GASB). On a monthly basis, an investment report shall be prepared and submitted to the Superintendent or his designee and the Board of Education Finance Sub-Committee listing the investments held by the District, the current market valuation of the investments, and performance results. The report shall include a summary of investment earnings during the period. A record shall be maintained by the District of all bids and offerings for security transactions in order to ensure that the District receives competitive pricing.

### **Ethics And Conflicts Of Interest**

Officers and employees involved in the investment process shall not engage in personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the Superintendent any material financial interest in financial institutions that conduct business with the District and they shall further disclose any large personal financial investment positions that could be related to the performance of the District's portfolio. Employees and officers shall subordinate their personal investment transactions to those of the District particularly with regard to the timing of purchases and sales.

### **Policy Revisions**

This Investment Policy shall be reviewed periodically by the Superintendent, or his designee, and may be amended by the Board as conditions warrant.

Adopted: June 20, 2000  
Revised: December 3, 2002  
Revised: July 6, 2004  
Revised: October 18, 2005

### **LEGAL REFS.:**

C.R.S. 11-10.5-101 et seq.  
C.R.S. 11-47-101 et seq.  
C.R.S. 24-75-601 et seq.  
C.R.S. 24-75-701 et seq.

### **CROSS REF.:**

DG/DGA, Banking Services (and Deposit of Funds)  
Douglas County School District Re. 1, Castle Rock, Colorado

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