



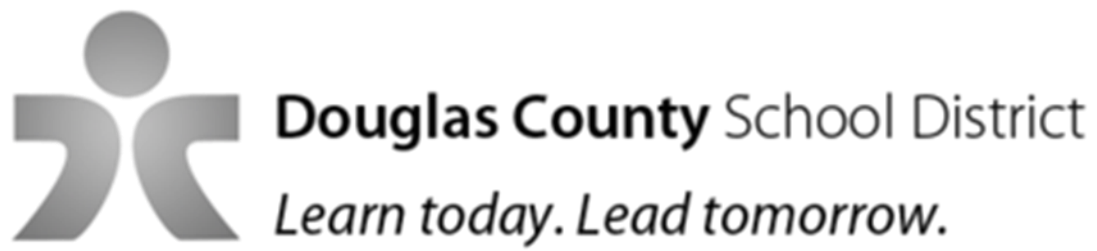
Financial Plan & Budget

Adopted Budget Book | FY 2014-2015



DOUGLAS COUNTY SCHOOL DISTRICT

620 Wilcox Street
Castle Rock, CO 80104
www.dcsdk12.org



Douglas County School District



Table of Contents

INTRODUCTORY SECTION	1
EXECUTIVE SUMMARY	2
BOARD OF EDUCATION FY 2014-2015	3
LEADERSHIP TEAM FY 2014-2015	4
LETTER FROM SUPERINTENDENT.....	5
BUDGET OFFICE STAFF FY 2014-2015	6
GOALS & OBJECTIVES FOR DOUGLAS COUNTY STUDENTS	7
BUDGET APPROVAL PROCESS	8
FUNDED PUPIL COUNT GROWTH	9
STUDENT ENROLLMENT INFORMATION	10
SCHOOL FINANCE REVENUE SOURCES.....	11
ASSESSED VALUATION AND MILL RATES	12
HOW DOES DCSD MEASURE UP?.....	13
COMMUNITY OUTREACH—OVERCOMING CHALLENGES	15
SHORT FUND SUMMARIES & DESCRIPTIONS.....	16
SUMMARY OF FY 2013-2014 REVISED #2 BUDGETED REVENUES	18
SUMMARY OF FY 2014-2015 ADOPTED BUDGETED REVENUES	19
SUMMARY OF FY 2013-2014 REVISED #2 BUDGETED EXPENDITURES	20
SUMMARY OF FY 2014-2015 ADOPTED BUDGETED EXPENDITURES.....	21
STUDENT BASED BUDGETING (SBB) INFORMATION.....	22
SCHOOL DISTRICT STAFF	23
EMPLOYEE BENEFITS.....	23
ECONOMIC OUTLOOK	25
ORGANIZATIONAL SECTION.....	33
BOARD OF EDUCATION	34
BOARD OF EDUCATION POLICY GOVERNANCE STRUCTURE.....	36
BOARD OF EDUCATION BIOGRAPHIES	37
BOARD OF EDUCATION DISTRICTS MAP	41
SCHOOLS WITHIN EACH DISTRICT	42
LEADERSHIP TEAM	43
DISTRICT ORGANIZATION CHART.....	44
LEADERSHIP TEAM BIOGRAPHIES	45
POLICIES & FINANCIAL PLAN DEVELOPMENT	53
DISTRICT POLICIES.....	54
BUDGET DEVELOPMENT TIMELINE.....	58
BUDGET AMENDMENT PROCESS	60
TYPES OF FUNDS	61
BASIS OF BUDGETING/ACCOUNTING	62
DISTRICT OVERVIEW.....	63
MISSION AND CORE VALUES.....	65
COMMITMENTS	66
EDUCATIONAL STRATEGIES.....	67
PROGRAMS AND SERVICES	70

STRATEGIC PLAN FY 2014-2017.....	75
STRATEGIC PLAN SPOTLIGHTS	83
FINANCIAL SECTION.....	85
FY 2014-2015 BUDGET MESSAGE.....	86
MAJOR REVENUE SOURCES.....	87
MAJOR EXPENDITURE CATEGORIES	89
LEGISLATIVE IMPACTS	90
LEGAL DEBT MARGIN	91
OUTSTANDING DEBT	92
SUMMARY OF ALL FUNDS FY 2014-2015	95
FUND BALANCE—GENERAL FUND	96
SUMMARY OF ALL FUNDS.....	97
SUMMARY OF COMBINED GENERAL FUND & SPECIAL REVENUE FUNDS.....	101
SUMMARY OF OPERATING FUNDS—COMBINED GENERAL FUND	102
SUMMARY OF OPERATING FUNDS—SPECIAL REVENUES	103
SUMMARY OF ALL INDIVIDUAL FUNDS	104
COMBINED GENERAL FUND BUDGETS	105
GENERAL FUND REVENUES	106
GENERAL FUND EXPENDITURES.....	108
GENERAL FUND THREE YEAR PROJECTION ASSUMPTIONS.....	110
GENERAL FUND THREE YEAR PROJECTION REVENUES	111
GENERAL FUND THREE YEAR PROJECTION EXPENDITURES	112
OUTDOOR EDUCATION FUND 13	113
FULL DAY KINDERGARTEN FUND 15.....	114
RISK INSURANCE FUND 18	115
TRANSPORTATION FUND 25	116
CAPITAL PROJECTS FUND 43	117
BUILDING FUND BUDGETS	118
BOND BUILDING FUNDS 41 & 44	119
COP BUILDING FUND 45.....	120
SPECIAL REVENUE FUND BUDGETS	121
NUTRITION SERVICES FUND 21	122
GOVERNMENTAL DESIGNATED PUPOSE GRANTS FUND 22.....	123
CHILD CARE FUND 24	124
ATHLETICS & ACTIVITIES FUND 26	125
DEBT SERVICE AND LEASE PAYMENT FUND BUDGETS.....	126
BOND REDEMPTION FUND 31.....	127
COP LEASE PAYMENTS FUND 39	128
INTERNAL SERVICE FUND BUDGETS	129
MEDICAL FUND 65	130
SHORT TERM DISABILITY INSURANCE FUND 66.....	131
TRUST AND AGENCY FUND BUDGETS	132
PUPIL ACTIVITY FUND 74.....	133
PRIVATE PURPOSE TRUST FUND 75	134
SIGNIFICANT CHANGES IN FUND BALANCE.....	135
MASTER CAPITAL PLAN	136
SCHOOLS SECTION.....	147
STUDENT BASED BUDGETING (SBB) OVERVIEW	148

SUMMARY OF SCHOOLS BY PAGE NUMBER.....	149
SCHOOL PERFORMANCE FRAMEWORK.....	151
SCHOOL LOCATIONS.....	152
ELEMENTARY SCHOOLS.....	159
SCHOOL BY SCHOOL SUMMARY ELEMENTARY SCHOOLS.....	208
MIDDLE SCHOOLS.....	212
SCHOOL BY SCHOOL SUMMARY MIDDLE SCHOOLS.....	222
HIGH SCHOOLS.....	224
SCHOOL BY SCHOOL SUMMARY HIGH SCHOOLS.....	234
ALTERNATIVE SCHOOLS AND HOME EDUCATION PROGRAMS.....	236
SCHOOL BY SCHOOL SUMMARY ALTERNATIVE SCHOOLS.....	242
CHARTER SCHOOLS.....	243
SCHOOL BY SCHOOL SUMMARY CHARTER SCHOOLS.....	268
DEPARTMENT SECTION.....	269
INFORMATIONAL SECTION.....	293
ENROLLMENT HISTORY.....	294
TEACHER AND STAFF HISTORICAL INFORMATION.....	295
DISTRICT AND SCHOOL ACCREDITATION.....	296
ASSESSMENT.....	297
TCAP ASSESSMENT RESULTS SUMMARY.....	301
COLLEGE/CAREER READINESS.....	305
GRADUATION, DROP OUT & FREE AND REDUCED LUNCH MEASURES.....	306
DEMOGRAPHIC SECTION.....	307
DOUGLAS COUNTY OVERVIEW.....	308
DOUGLAS COUNTY DETAILED INFORMATION.....	309
DOUGLAS COUNTY DEMOGRAPHIC AND ECONOMIC STATISTICS.....	310
UNEMPLOYMENT RATE.....	311
ASSESSED VALUATION ANALYSIS.....	312
TAX RATE ANALYSIS.....	314
PROPERTY TAX CALCULATION.....	315
PRINCIPAL EMPLOYERS IN DOUGLAS COUNTY.....	316
PRINCIPAL PROPERTY TAX PAYERS.....	317
GLOSSARY OF TERMS.....	319
ACRONYMS.....	328
APPENDIX A—SUPPLEMENTAL INFORMATION.....	329
UNIFORM BUDGET SUMMARY.....	330
CALENDARS.....	339
CDE—CHART OF ACCOUNTS.....	342
APPENDIX B—SUMMARY OF APPROPRIATIONS/RESOLUTIONS.....	353
APPENDIX C—BOARD FINANCIAL POLICIES.....	361

GUIDE TO THE DOCUMENT

The FY 2014-2015 Financial Plan and Budget for the Douglas County School District RE.1 is 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.

Introductory Section

Introduces the Board of Education, Superintendent and Leadership Team for FY 2014-2015 and highlights the District's mission and core values. This section provides an overview of enrollment, funded pupil count growth, historical personnel, 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 2014-2015. Additionally a summary of educational strategies, programs and services, types of funds, and a budget development timeline are presented. An overview of the new Strategic Plan for FY 2014-2017, which is the District's main focus, is also discussed.

Financial Section

Gives 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 2014-15, 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 for FY 2012-2013 actuals to FY 2014-2015 Adopted Budget for the 18 funds the District maintains.

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 monies spent by the schools from FY 2010-2011 actuals to FY 2014-2015 Adopted Budget.

Departments Section

Provides a detailed department by department financial summary from FY 2010-2011 actuals to FY 2014-2015 Adopted budget.

Informational Section

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

Demographic Section

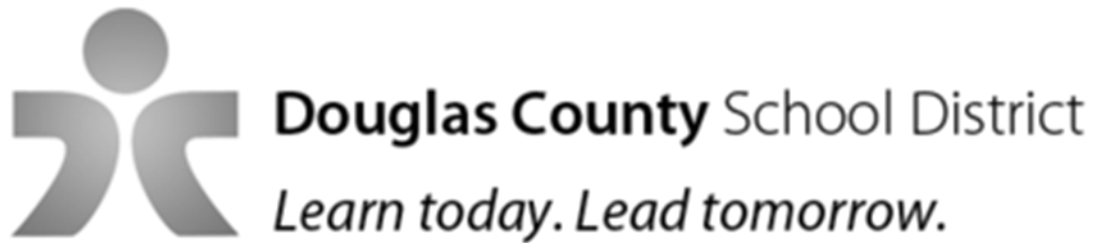
Provides detailed information about Douglas County including census, growth and development, major employers and unemployment rates. Also provided is detailed information about property taxes, a tax rate analysis and how these affect school funding.

Glossary and Appendices

Includes a comprehensive listing of abbreviations, acronyms and glossary are provided. A sub-section of appendices is also provided, which contains 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 2014-2015

EXECUTIVE SUMMARY

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 Educational Leadership of the District believes it is imperative that all students are able to think critically, think creatively, communicate and collaborate. Additionally, they should be able to apply these and other 21st century skills they have learned, including civic responsibility, resiliency, financial literacy, and health/wellness, in the real world. The District currently serves about 68,000 students across approximately 80 schools including neighborhood, alternative, and 12 charter schools (with 2 American Academy campuses). Through the implementation of the District's FY 2014-2017 Strategic Plan, the District is committed to proactively addressing the current challenges in American education.

The Douglas County School District is committed to reinventing American education and is actively implementing reforms across our schools in order to drive better outcomes for students and ensure that all students are prepared for the demands of the 21st century. The three continued areas of focus from the District's strategic plan from 2011 'New Outcomes for a New Day' are School Choice, World-Class Education, and System Performance. The new strategic plan now includes a fourth and top priority of Safety.

While we begin the 2014-2015 school year it is clear that the Adopted Budget drive the implementation of the goals in the strategic plan. Due to increasing revenue at the statewide level, per pupil revenue for FY 2014-2015 has increased \$356 per funded pupil count from FY 2013-2014 to \$6,752. The budget includes compensation increases averaging 3% for all employees while providing increases up to 6% for top performing teachers. The budget also provides for innovation grants so that schools who are trying to implement cutting edge programs have an ability to request additional budgetary capacity to fund those initiatives. Lastly, due to improving economic conditions, the budget provides additional dollars to each school so that they can have more resources in their student-based budget. 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 meaningful impact on the educational outcomes of all students.



Douglas County School District
Reinventing American Education

BOARD OF EDUCATION FY 2014-2015



From left to right: Doug Benevento, Judith Reynolds, Kevin Larsen, James Geddes, Craig Richardson, Meghann Silverthorn, and Richard Robbins

Name	Position/District	Term Expires
Kevin P. Larsen	President – District C	2015
Doug Benevento	Vice President – District E	2017
Judith Reynolds	Director – District D	2017
Craig V. Richardson	Director – District A	2015
Meghann Silverthorn	Director – District G	2017
Dr. James Geddes	Director – District B	2017
Richard Robbins	Director – District F	2015

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.

LEADERSHIP TEAM FY 2014-2015

Dr. Elizabeth Celania-Fagen

Superintendent



Superintendent's Cabinet

Ted Knight	Assistant Superintendent, Elementary Education
Dr. Steven Cook	Assistant Superintendent, Secondary Education
Dr. Dana Strother	Chief Academic Officer
Bonnie Betz	Chief Financial Officer
Matt Reynolds	System Performance Officer
Pat McGraw	Development and Innovation Officer
Robert Ross	Legal Counsel
Thomas Tsai	Chief Operations Officer
Brian Cesare	Chief Human Resources Officer
Randy Barber	Public Information Officer
Cinamon Watson	Community Relations Officer and Executive Director DCEF
Gautam Sethi	Chief Technology Officer
Dr. Jason Germain	Chief Student Advocacy Officer

LETTER FROM SUPERINTENDENT



August 20, 2014

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

I am excited to announce that the Board of Education has adopted the Strategic Plan for Douglas County School District for 2014-2017. This new plan stays the course – building on what we have learned the past three years and imagining our priorities forward to continue our reinvention of American education. 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.

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 believe 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.

With those four driving principles in mind, the FY 2014-2015 Adopted Budget reflects a prioritization of resources to help achieve those goals/priorities. In regard to Safety, the District has enhanced its partnership with local law enforcement to deliver the first of its kind School Marshal Program. The District has also created a new position of Chief Student Advocacy Officer whose mission is to ensure that the psychological safety needs of all students are being met. Focusing on World Class Education, the District has continued to develop its Guaranteed and Viable Curriculum (GVC) and is working to implement a balanced assessment system that measures the most important outcomes using a performance-based, authentic approach.

As has been the case in prior years, DCSD continues to chart new paths when it comes to Choice. In addition to providing alternative educational environments such as online and night school, DCSD continues to welcome various educational programs at its neighborhood schools while partnering with high quality charter schools to offer more choices to parents and students so that they may choose the environment that best meets the needs of their students. Finally, DCSD continues to empower its schools and departments through autonomy coupled with quality expectations and accountability. DCSD believes that System Performance is key to providing the best educational opportunities to all of our students. You will see a continued commitment to these four priorities in the FY2014-2015 budget.

Additionally, DCSD is committed to paying professional educators a professional salary and pushing as many resources as possible to the individual schools and classrooms so that individual school Principals, their staffs and communities can direct resources as they see fit, in alignment with the school and district strategic plans, to each school's unique needs.

With these values and commitments in mind, DCSD is providing a 3% average pay increase, differentiated by performance, to all its evaluated employees. At a cost of \$10M, DCSD believes that its competitive salaries continue to refine DCSD as an Employer of Choice. Secondly, DCSD committed to providing every dollar of new revenue from the State of Colorado to its schools and not to central administration. Going into the 2014-2015 school year DCSD received an additional \$356 per pupil in funding from the state of Colorado (\$18.5M in total for neighborhood schools) and was able to allocate every dollar in increased funding to our school sites in the form of additional discretionary budget dollars and compensation increases for school-based employees.

Thank you for your continued support of Douglas County School District as we strive to become a great 21st century school district for the benefit of 68,000 students.

Sincerely,

Dr. Elizabeth Celania-Fagen
Superintendent

BUDGET OFFICE STAFF FY 2014-2015

BUDGET DIRECTOR
SCOTT SMITH

BUDGET ANALYSTS
JOHN WALTRIP
JESSE SHAW
COLLEEN TEMPLE

FINANCIAL SYSTEMS ANALYSTS
JOSHUA CURNOW
ALEXANDRIA BORLABI



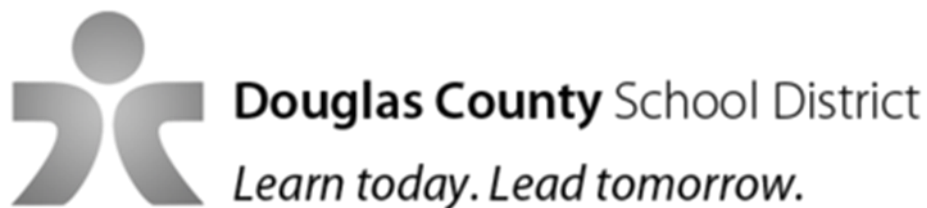
From left to right: John Waltrip, Colleen Temple, Alexandria Borlabi, Joshua Curnow, Scott Smith, and Jesse Shaw

BUDGET DEPARTMENT GUIDING PRINCIPLES

1. Consider the impact on students when making all decisions.
2. Conduct our business with honesty and integrity while using taxpayer resources efficiently.
3. Provide stellar customer service through a well-trained, high performance team.
4. Commit to ongoing continuous improvement.

Our mission is to assist District administration, schools and departments with forecasting, planning, allocating and monitoring budgets in accordance with legal requirements.

Our strong community has created our strong school district. As a team we must work together to determine the most efficient use of our resources in order to help students acquire the knowledge and abilities to be responsible citizens who contribute to our society.



GOALS & OBJECTIVES FOR DOUGLAS COUNTY STUDENTS



Reinventing American Education

Driven by a passion for students and informed by the latest research, the Douglas County School District (DCSD) is reinventing American education for the future. 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 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.

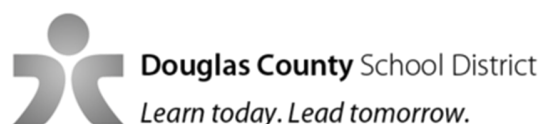
The Board of Education assigns to the Superintendent the overall responsibility for budget preparation, presentation and administration. This responsibility is then delegated, as appropriate, to those administrative personnel who have supervisory responsibilities for the operations in each of the schools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

The principal/department head, in cooperation with the faculty of the school/department staff, use a decentralized management basis in order to prepare individual budgets. The participation and involvement at the schools of the advisory committees to the District 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 as budget development parameters to the schools and departments.

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 appropriations resolutions prior to the end of the previous fiscal year, June 30.



FUNDED PUPIL COUNT GROWTH

Throughout the FY 2014-2015 Budget, Total Program revenue calculations are based upon a funded pupil count (“FPC”) multiplied by per pupil revenue. The FPC in FY 2013-2014 was 62,610, which included 3,148 multi-district online students enrolled in eDCSD and HOPE Online. For FY 2014-2015 the FPC is projected to be 63,753, which includes 3,148 multi-district online students enrolled in eDCSD and HOPE Online. This number, however, will not be final until the October pupil count occurs and may be higher or lower than the estimated amount. A good enrollment forecast is driven by both appropriate assumptions and the use of acceptable methodology. If the assumptions behind the forecast are valid and the methods employed are consistent with prevailing professional practices, then the forecast represents a credible estimate of the future school District enrollment levels for planning purposes. Projected funded pupil count for FY 2015-2016 to FY 2017-2018 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 Schools are included, Charter School Institute pupils are not represented in the FPC.

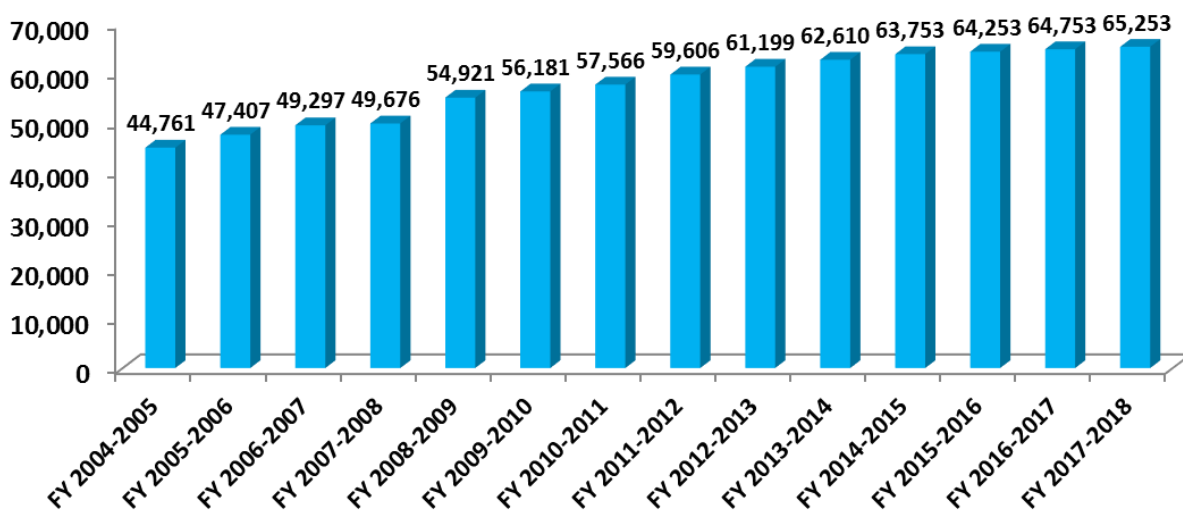
Funding is based on an annual October pupil count. Each school district counts pupils in membership as of the school day nearest October 1 (the official count day). Districts are given an opportunity to provide documentation that a student re-established membership by October 31st for a student who may 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 enrollment or the average of 2, 3, 4, or 5 years enrollment. Senate Bill (SB)13-260 established the minimum funded pupil count for any school district at 50 pupils.

Source: Colorado Department of Education

<http://www.cde.state.co.us/sites/default/files/FY2013-14%20Brochure.pdf>

Douglas County School District Funded Pupil Count



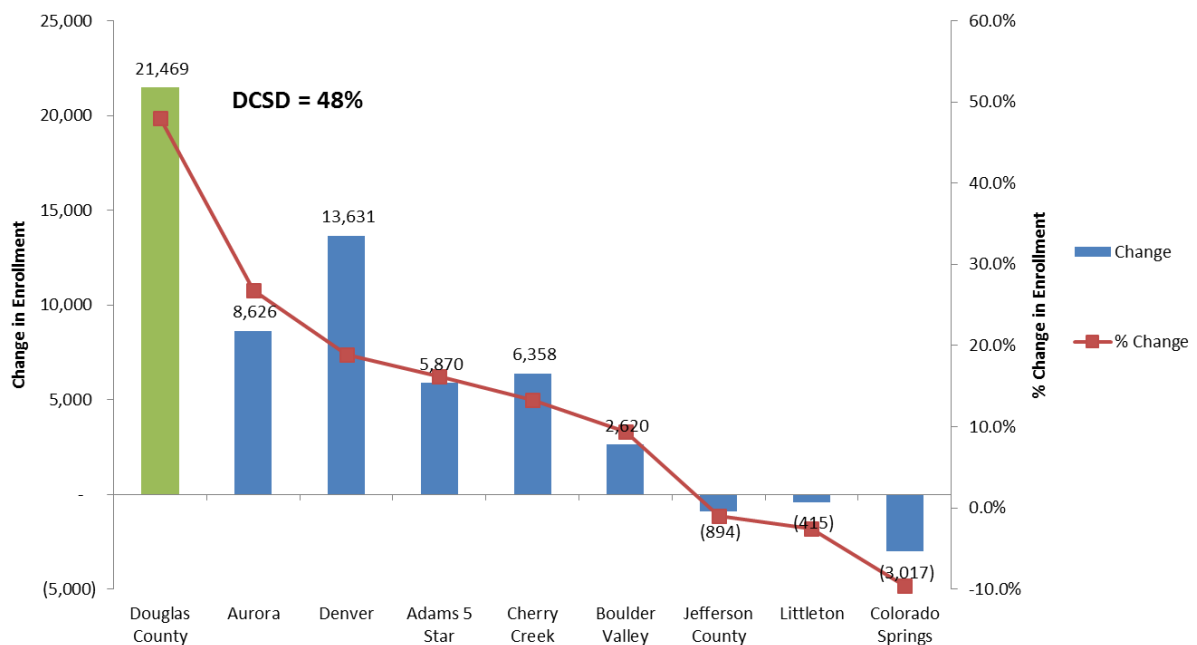
Source: Colorado Department of Education

<http://www.cde.state.co.us/cdefinance/SchoolFinanceFundingFY2013-14.htm>

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 48% increase since 2004 from 44,761 to 66,230 in 2013. 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. However, pupil membership does not include Charter School Institute students as consistent with the methodology throughout the FY 2014-2015 Adopted Budget Book.

Comparative Pupil Growth Since 2004 Across Front Range Districts



*Pupil Membership data per CDE

Source: Colorado Department of Education

<http://www.cde.state.co.us/cdefinance/SchoolFinanceFundingFY2014-15.htm>



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 93% of revenues in the General Fund, the other 7% is comprised of intergovernmental revenues and other local revenue. For FY 2014-2015 local property taxes for the General fund are expected to be \$122,231,068, specific ownership taxes expected to be \$10,008,440 in formula and \$8,872,978 out of formula, state equalization revenues expected to be \$298,220,748 after the Negative Factor. The reduction in funding 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 \$155,944,068 in local property taxes allocated to the General Fund for FY 2014-2015. MLO occurs when a school district has the 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. 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. 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", 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 2014-2015 is set at about 13.13%.

The table below shows the funding calculation for FY 2014-2015:

Source: Colorado Department of Education

<http://www.cde.state.co.us/cdefinance/schoolfinancingfundingfy2014-15>

FY 2014-2015 SCHOOL FINANCE ACT FORMULA

Statewide base per pupil funding	\$	6,121
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	\$	6,121
Multiplied by District non-personnel costs factor	x	0.0950
TOTAL		\$ 7,473
Multiplied by District size factor	x	1.0297
Funding per pupil without At-Risk Pupils	\$	7,695
Statutory funding per pupil with At-Risk Pupils	\$	7,774
Negative Factor-Formula Reduction of 13.13%	-	\$ 1,022
Net per pupil funding FY 2014-2015 under HB 14-1298 & HB 14-1292	\$	6,752

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)



Definitions of Revenue Sources

Property Taxes - are calculated by applying the December 2013 mill levy upon the 2013 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 subject 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 charters schools that participate in our purchased services agreement.

State Charter Construction Grant - are revenues received from the state that is 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.

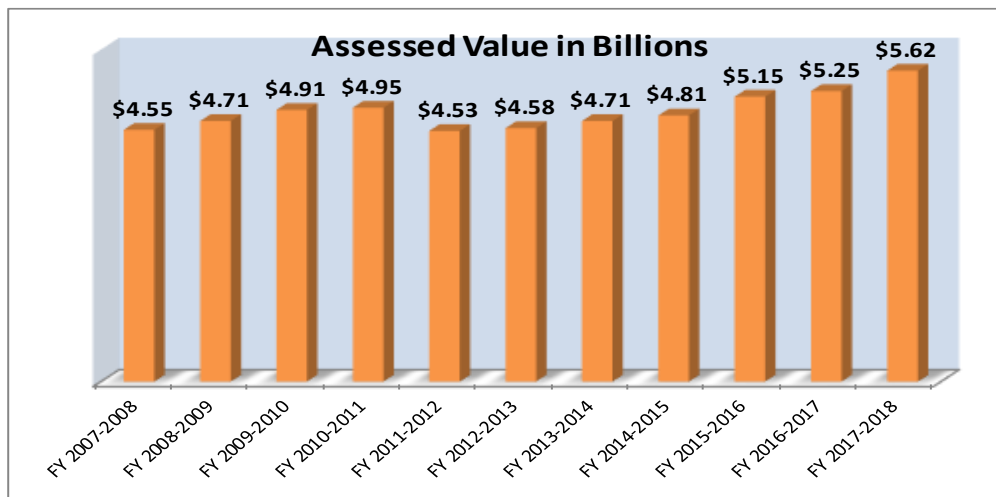
ASSESSED VALUATION AND MILL RATES

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 a change has occurred to the property. 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 any transactions that occurred after the appraisal date in their analysis.

Source: School District Financials

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



Assessed values reported through 2013-2014 are as certified in December of that year. From FY 2014-2015 through FY 2016-2017 it is estimated at a 2% increase for each non-assessment year and 7% each assessment year.

Residential Property Value \$300,000	X	Assessment Rate 7.96%	X	Estimated Mill Rate 48.277 for 2014	/1000	=	School Property Tax \$1,153
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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 assessment value is calculated by taking actual value of property multiplied by the assessment rate, which is 7.96% for residential property value and 29% for non-residential 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				
	2010	2011	2012	2013	2014*
State Required	25.440	25.440	25.440	25.440	25.440
Voter Approved Override	06.814	07.441	07.365	07.151	07.151
Abatements	00.390	00.460	00.794	00.344	00.344
Bond Rendemption	14.246	15.447	15.128	15.342	15.342
Total Mills	46.890	48.788	48.727	48.277	48.277

*2014 Mills are estimated and will not be finalized until December 2014

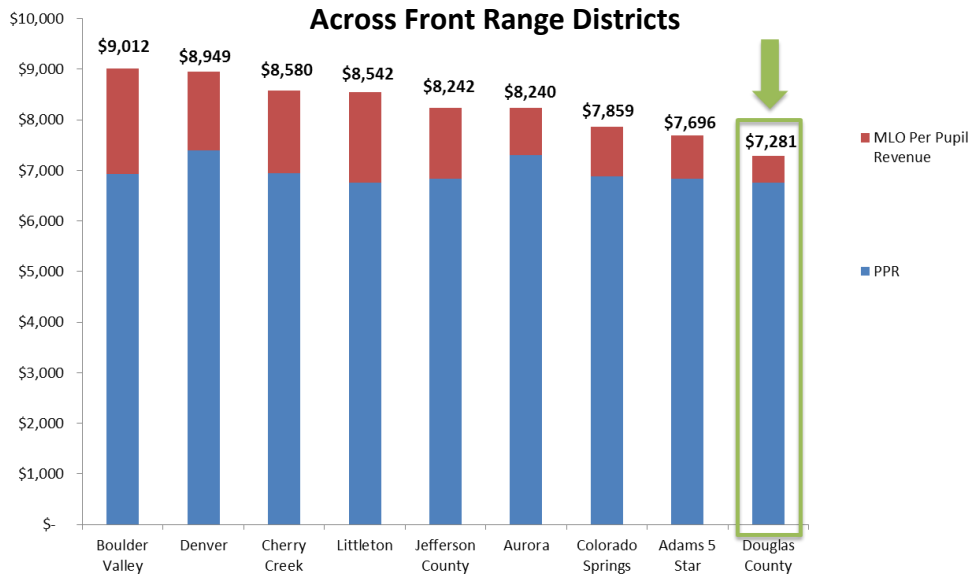
Source: CDE

<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 63,753 behind Denver Public Schools at 83,833 and Jefferson County at 80,954. However, challenges DCSD faces are that the District brings in the lowest amount of revenue when combining ***Per Pupil Revenue (PPR)** and **Mill Levy Overrides (MLO)**. MLO occurs when a school has the 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.

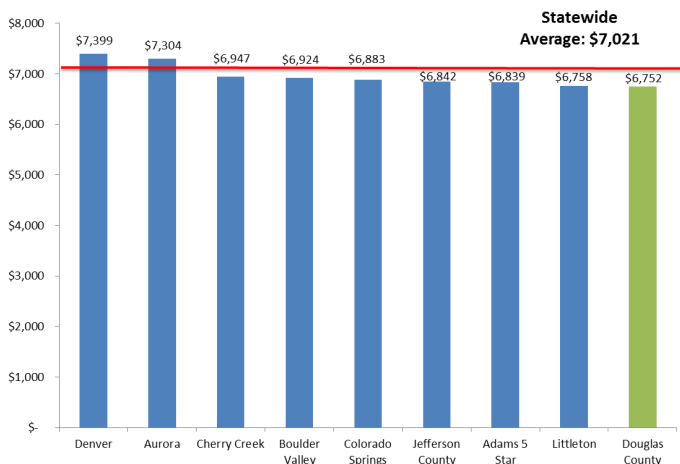
Comparative *FY 2014-2015 Combined PPR and MLO Data



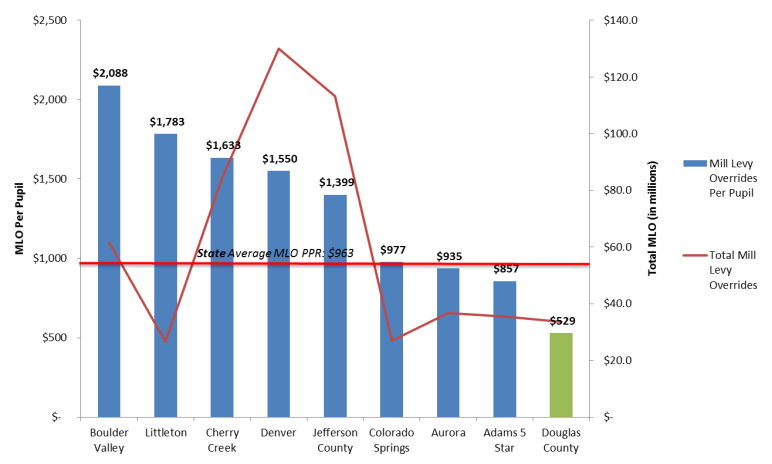
*FY2014-2015 Projected Per Pupil Revenue per CDE as of 7/1/2014. FY2013-2014 Mill Levy Override revenue received per CDE. Per pupil calculations based on FY2014-2015 Projected Funded Pupil per CDE as of 7/1/2014.

*Although Douglas County School District is the third largest district, DCSD receives the least amount of **PPR** on the Front Range at \$6,752 largely due to demographics and at-risk funding. The statewide average in PPR is \$7,021. If the District were to have the statewide average PPR, there would be an additional \$14 Million annually for neighborhood schools. The statewide average **MLO** on a per pupil basis is \$963. If Douglas County School District received the statewide average MLO, this would mean an additional \$22M annually for neighborhood schools. This would require a successful MLO election in the county.

Comparative FY 2014-2015 PPR Data Across Front Range Districts



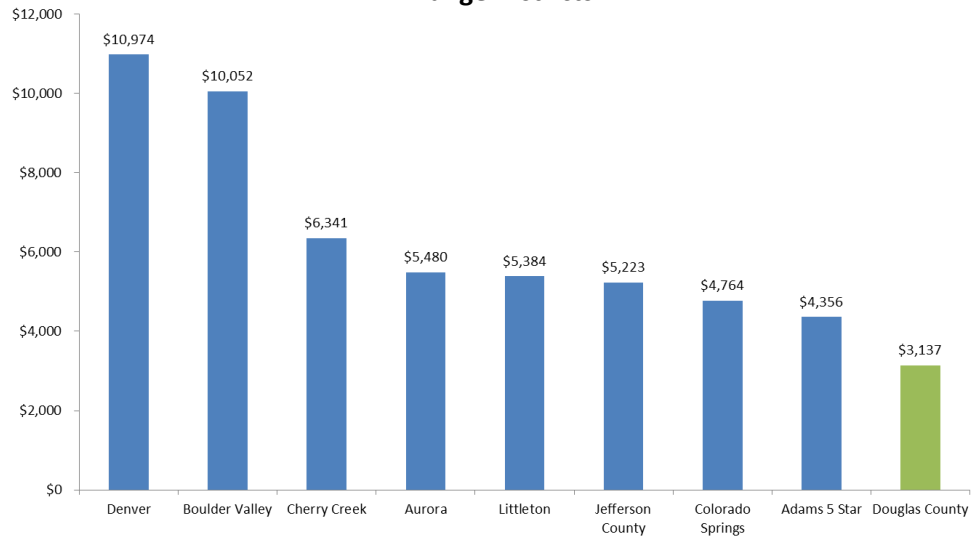
Comparative FY 2013-2014 Mill Levy Override (MLO) Data Across Front Range Districts



HOW DOES DCSD MEASURE UP? CONTINUED

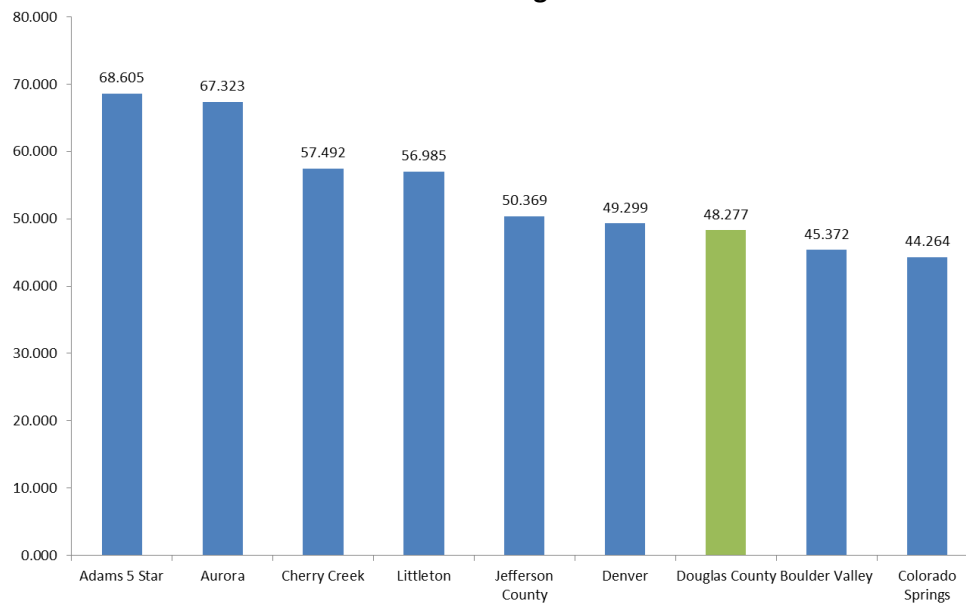
Per pupil bond authorization since 2004 shows that Douglas County School District has the lowest per pupil bond authorization at \$3,137 collectively over the past 10 years on the Front Range. Additionally the District has the third lowest Total School District Mills for FY 2013-2014 at a rate of 48.277. 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 2004 Across Front Range Districts



*Bond Revenue data per Colorado Association of School Executives. Per Pupil calculations based on FY2014-2015 Projected Funded Count per CDE as of 7/1/2014

Comparative FY 2013-2014 Total School District Mills (Property Tax Rate) Across Front Range Districts



*Total district mills includes School Finance Act, Bond Redemption, Abatement, Hold Harmless, and Transportation/ Other Mill Levy Override, if applicable

COMMUNITY OUTREACH—OVERCOMING CHALLENGES

The District has a Long Range Planning Committee (LRPC) that annually develops the District’s Master Capital Plan and presents current capital needs to the Board of Education. The LRPC is made up of parents, community members, and staff and is charged with ensuring that the District’s capital needs are vetted and transparent. Currently, according to the LRPC, the District’s unfunded capital needs stand at \$275M and grow by \$35M each year due to continued aging of facilities. Due to this large capital need, the Board of Education has instructed the LRPC, in coordination with the Fiscal Oversight Committee (FOC), a separate Board Committee, to engage the community and seek feedback on the District’s capital needs and a possible funding strategy.

The District last passed a bond election in 2006 and the last Bond/Building funds were exhausted in FY 2012-2013. As existing outstanding bonds are paid off, the District experiences a significant reduction in its annual debt service. Due to this “step down” in debt service, the District has a unique opportunity to issue new General Obligation Bonds, contingent on a successful election, without raising taxes. In other words, the cost of the debt service for the new bonds would simply fill in the drop in debt service related to previous bond authorizations maturing. Based on current assumptions, the District believes that it can issue up to \$200M of General Obligation bonds without increasing the tax bill for its citizens over the next four years. After four years, taxes will be set to drop again due to additional previous bond issuances maturing.

It is important to note that the District believes it can manage the tax bill, not the tax rate. The District believes that with conservative assumptions regarding assessed value growth, the total dollars paid by a homeowner can be held flat. This means that the tax rate will drop as assessed value increases in order to generate the same amount of tax revenue going forward. It is also important to note that the Board of Education has not indicated that it has plans to go out in 2015 for a bond election. At this time, the Board is simply receiving feedback regarding the unfunded capital needs of the District and one potential funding strategy. The Board has also tasked the Superintendent with examining other potential funding sources for the most urgent capital needs that could include, but are not limited to, Certificates of Participation, reallocation of existing resources, or seeking alternative outside funding.

Staff of DCSD along with members of the LRPC and the FOC plan to meet with 60-80 community groups during FY 2014-2015 to gather their feedback as it relates to the Board’s directive. The District plans to engage all types of organizations in the County including parents, staff, non-parent taxpayers, HOAs, Chambers of Commerce, political organizations, realtors, developers, economic development councils, other government organizations, and businesses. The Board of Education is expected to use this feedback to determine the best course of action to meet the District’s capital needs.



SHORT FUND SUMMARIES & DESCRIPTIONS

Combined General Funds:

General | Fund 10

The General Fund is the District's largest fund, and accounts for approximately 75% of the total District budget. 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 provides 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 was previously Fund 54 then moved to Fund 28 for a short period during the Adoption of the District's Executive Summary and is now Fund 13 to show that it is part of the combined General Fund.

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. 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.

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-insurance worker's compensation insurance. This fund is considered a part of the Combined General Fund as 100% of its sources come from a General Fund transfer.

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 our special education students. This fund's sources, like the Risk Insurance Fund, come largely from the District's General Fund; therefore, the year-end actual results are reported as part of the Combined General Fund in the District's Comprehensive Annual Financial Report.

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 fund now is accounted for in the District's Combined General Fund and accounts for activity associated with the acquisition of capital assets defined in BOE policy DID as those items or groups of items that have a value of \$5,000 or more with a useful life greater than one year.

Special Revenue Funds:

Nutrition Services | Fund 21

The Nutrition Services Fund is self supporting and accounts for activities related to preparation of school meals. FY 2014-2015 has an estimated beginning balance of \$118,605 and estimates \$15.3 million in sales and other revenue. Budgeted spending totals \$14.9. This was previously an enterprise fund, Fund 51.

Governmental Designated Purpose Grants | Fund 22

This fund accounts for most state and local grants, as well as federal funding, received by the District. Essentially this fund is a balanced fund where FY 2014-2015 expenditures equal the available dedicated revenues.

Athletics and Activities | Fund 26

This fund accounts for all revenues and expenses directly related to CHSAA-sponsored athletics and activities. For FY 2014-2015, budgeted revenues and transfers total \$14.8 million toward expenses of \$14.1 million.

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

This fund is self supporting and includes 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. For FY 2014-2015, resources include anticipated revenue of \$10.4 million plus a beginning fund balance of \$4.5 million. The planned expenditures are \$10.4 million. This fund was previously an enterprise fund, Fund 52.

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 (GO) proceeds. The beginning fund balance for FY 2014-2015 is \$0. No activity will be recorded in this fund.

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 will account for the activity associated with capital projects identified in the FY 2014-2015 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. Available revenues for this fund are projected to be \$68.5 million; plus a \$63 million beginning fund balance. Expenditures for this fund are budgeted at \$68.4 million, \$39.3 million for scheduled principal payments and \$29.1 million in regular interest payments.

Certificates of Participation (COP) Lease Payment | Fund 39

Pursuant to the CDE Chart of Accounts, this fund is identified for non-voter approved lease payments. The accounting associated with this fund was formerly included in the General Fund as well as the Capital Reserve Fund.

Internal Service Funds:**Medical | Fund 65**

This fund contains District and employee medical and dental premium payments. The District operates a self-funded employee benefit program and matches set premiums to cover projected medical payouts. If expenditures are more than revenues the District will use fund balance in order to cover the expenditures.

Short Term Disability Insurance | Fund 66

This fund acts as an internal service fund for the District's Short Term Disability Insurance. This fund is new for FY 2014-2015 to reflect the District's move to a self-funded plan.

Trust & Agency Funds:**Pupil Activity | Fund 74**

This fund accounts for a combination of vending profits, magazine sales and includes a group of individual school funds earmarked for extra-curricular student activities at the elementary, middle and high schools. Revenues are generated by fund raising events and user/club fees. The beginning fund balance is \$4.1 million and budgeted revenues total \$2.4 million with expenses of \$3.2 million budgeted.

Private Purpose Trust | Fund 75

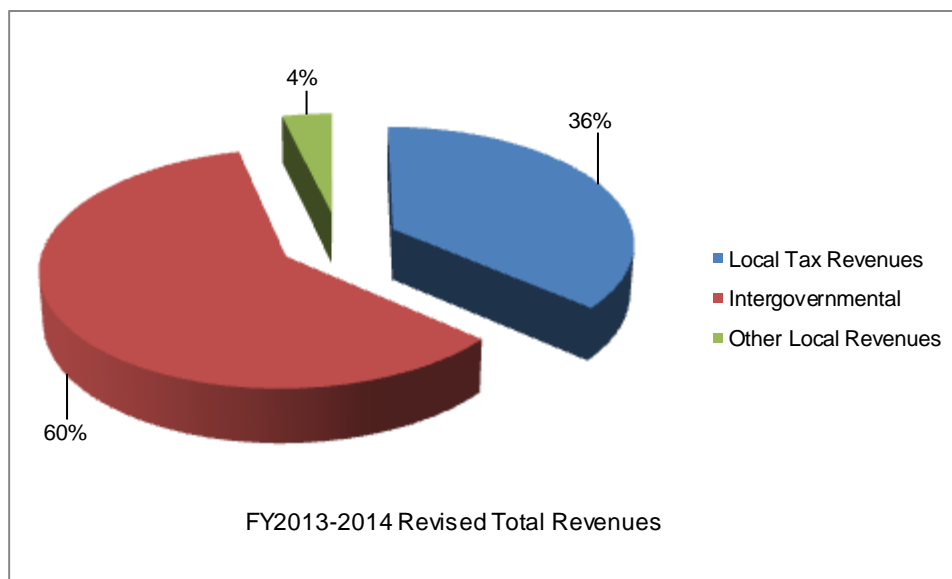
This fund is also known as the P.S. Miller Scholarship Fund. Accounting for monies whereby the District acts as a fiduciary agent, this fund is comprised of accounts funded by private gifts, donations, and/or fund raising efforts. The beginning fund balance is \$45,666 and an additional \$61,600 in contributions is anticipated. Expenses are budgeted to total \$69,000.

SUMMARY OF FY 2013-2014 REVISED #2 BUDGETED REVENUES

The funded pupil count (FPC) in FY 2013-2014 is 62,615, which includes 3,148 multi-district online students enrolled in eDCSD and Hope Online.

TOTAL SOURCES BY FUND	FY 2013-2014 Revised Budgeted Revenues				
	Fund Description	Audited Beginning Fund Balance	Revenues	Transfers In	Total Sources
General	\$ 79,368,368	\$ 473,288,787	\$ -	\$ 552,657,155	7,559
Full Day Kindergarten	5,993,997	4,658,314	-	10,652,311	
Risk Insurance	2,194,872	-	3,654,644	5,849,516	
Transportation	497,298	7,582,943	13,475,650	21,555,891	
Capital Projects	16,373,732	5,863,519	10,090,751	32,328,002	
Subtotal	\$ 104,428,267	\$ 491,393,563	\$ 27,221,045	\$ 623,042,875	
Certificates of Participation (COP) Lease Payments	250,896	480,658	4,786,797	5,518,351	
Athletics and Activities	735,492	10,102,896	3,887,406	14,725,794	
TOTAL GENERAL FUND RELATED	\$ 105,414,655	\$ 501,977,117	\$ 35,895,248	\$ 643,287,020	
Bond Building	\$ -	\$ -	\$ -	\$ -	
Certificates of Participation (COP) Building	14,372,407	15,009,532	-	29,381,939	
Government Purpose Grants	185,120	13,082,726	-	13,267,846	
Bond Redemption/Debt Service	59,535,070	72,390,378	-	131,925,448	
Nutrition Services	20,023	15,184,470	2,500,000	17,704,493	
Child Care (B.A.S.E.)	3,994,090	9,460,907	-	13,454,997	
Outdoor Education Enterprise	115,366	603,119	-	718,485	
Medical Self Insurance	9,644,913	37,127,874	-	46,772,787	
Pupil Activity & School Discretionary	5,673,048	2,980,149	-	8,653,197	
Private Purpose Trusts	63,866	56,000	-	119,866	

FY 2013-2014 General Fund Revenues by Type



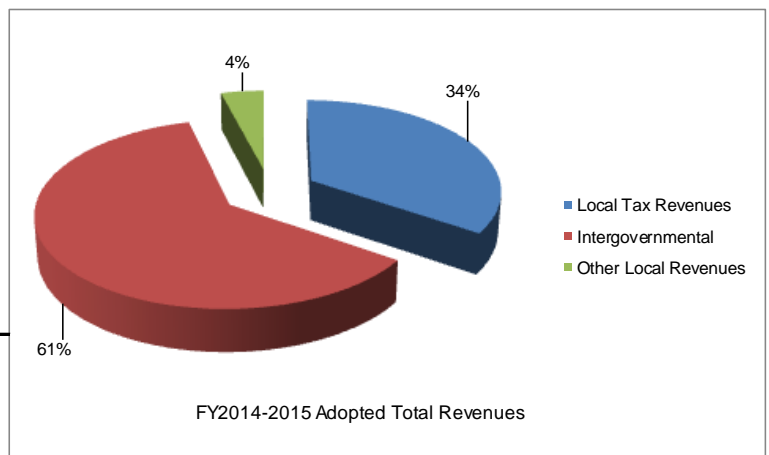
SUMMARY OF FY 2014-2015 ADOPTED BUDGETED REVENUES

The funded pupil count (FPC) in FY 2014-2015 is projected at 63,753, which includes 3,148 multi-district online students enrolled in eDCSD and Hope Online. This does not include students enrolled at a new Charter School Institute ("CSI") charter school.

TOTAL SOURCES BY FUND	FY 2014-2015 Adopted Budgeted Revenues				
	Fund Description	Projected Beginning Fund Balance	Revenues	Transfers In	Total Sources
General	\$ 43,095,956	\$ 506,987,806	\$ -	\$ 550,083,762	7,952
Full Day Kindergarten	3,868,316	4,740,793	-	8,609,109	
Risk Insurance	1,598,902	-	3,654,644	5,253,546	
Transportation	482,865	7,392,214	12,975,650	20,850,729	
Capital Projects	13,268,234	-	3,246,103	16,514,337	
Subtotal	\$ 62,314,273	\$ 519,120,813	\$ 19,876,397	\$ 601,311,483	
Certificates of Participation (COP) Lease Payments	422,836	581,181	3,423,075	4,427,092	
Athletics and Activities	854,081	10,042,462	3,887,406	14,783,949	
TOTAL GENERAL FUND RELATED	\$ 63,591,190	\$ 529,744,456	\$ 27,186,878	\$ 620,522,524	
Bond Building	\$ -	\$ -	\$ -	\$ -	
Certificates of Participation (COP) Building	16,389,830	10,038	-	16,399,868	
Government Purpose Grants	185,120	11,169,076	-	11,354,196	
Bond Redemption/Debt Service	62,999,278	68,535,638	-	131,534,916	
Nutrition Services	118,605	15,342,792	-	15,461,397	
Child Care (B.A.S.E.)	4,500,909	10,441,674	-	14,942,583	
Outdoor Education Enterprise	225,565	598,721	-	824,286	
Medical Self Insurance	9,566,390	39,745,525	-	49,311,915	
Short Term Disability Insurance	-	627,295	-	627,295	
Pupil Activity & School Discretionary	4,116,059	2,438,467	-	6,554,526	
Private Purpose Trusts	45,666	61,600	-	107,266	

FY 2014-2015 General Fund Revenues by Type

* Per Pupil Revenue from State	\$ 6,752
Mill Levy Override	529
Categoricals	209
School-Based Revenue	185
SOT out of Formula	139
Charter Purchased Service Revenue	68
Other Local Revenue	70
Total Per Pupil Revenue	\$ 7,952



Per Pupil Revenue from State: previously defined on page 11.

Mill Levy Override: previously defined on page 13.

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 school 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.

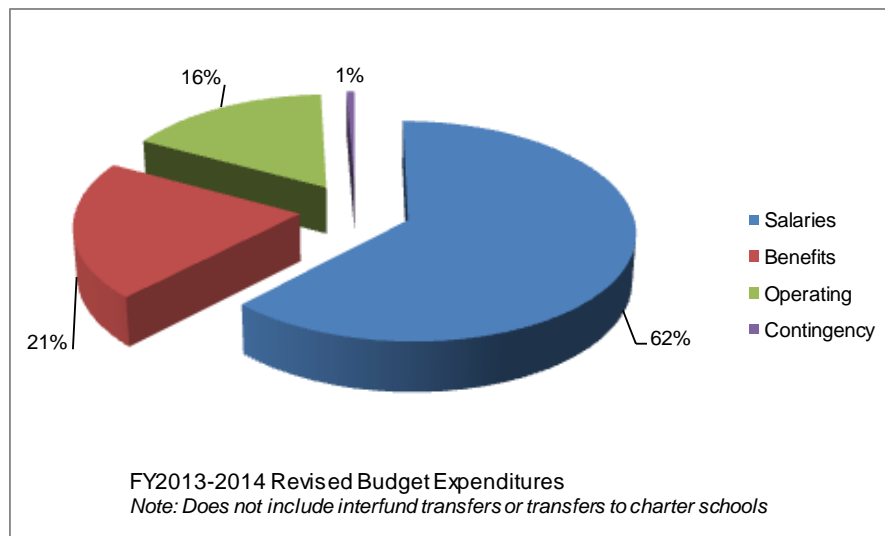
Other Local Revenue: includes other local revenue such as out of district tuition and building rental revenue.

SUMMARY OF FY 2013-2014 REVISED #2 BUDGETED EXPENDITURES

Salaries and Benefits account for the largest component of General Fund expenditures at 83% of the total. The revised budget includes contingency in the total amount of \$2.6 million.

TRANSFERS AND EXPENDITURES BY FUND	FY 2013-2014 Revised Budgeted Expenditures & Transfers				
	Budgeted Expenditures	Budgeted Transfers Out	Total Budgeted Activity	Expense Per Pupil	Percent of Budget
General	\$ 480,314,755	\$ 38,395,248	\$ 518,710,003	\$ 8,284	86.1%
Full Day Kindergarten	9,797,445	-	9,797,445		
Risk Insurance	4,501,721	-	4,501,721		
Transportation	21,253,024	-	21,253,024		
Capital Projects	28,773,466	-	28,773,466		
Subtotal	\$ 544,640,411	\$ 38,395,248	\$ 583,035,659		
Certificates of Participation (COP) Lease Payments	5,134,685	-	5,134,685		
Athletics and Activities	13,935,688	-	13,935,688		
TOTAL GENERAL FUND RELATED	\$ 563,710,784	\$ 38,395,248	\$ 602,106,032		
Bond Building	\$ -	\$ -	\$ -		
Certificates of Participation (COP) Building	13,553,991	-	13,553,991		
Government Purpose Grants	13,082,726	-	13,082,726		
Bond Redemption/Debt Service	68,938,487	-	68,938,487		
Nutrition Services	15,225,864	-	15,225,864		
Child Care (B.A.S.E.)	9,460,907	-	9,460,907		
Outdoor Education Enterprise	606,835	-	606,835		
Medical Self Insurance	38,914,063	-	38,914,063		
Pupil Activity & School Discretionary	5,673,197	-	5,673,197		
Private Purpose Trusts	80,000	-	80,000		

FY 2013-2014 General Fund Expenditures by Object



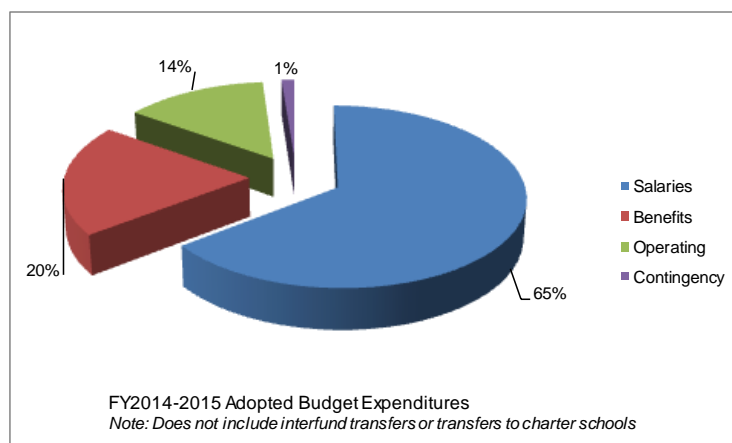
SUMMARY OF FY 2014-2015 ADOPTED BUDGETED EXPENDITURES

Salaries and Benefits account for the largest component of General Fund expenditures at 85% of total. Charter school expenses increased from \$73 million to \$86 million, due to student and PPR growth.

TRANSFERS AND EXPENDITURES BY FUND	FY 2014-2015 Adopted Budgeted Expenditures & Transfers				
	Budgeted Expenditures	Budgeted Transfers Out	Total Budgeted Activity	Expense Per Pupil	Percent of Budget
General	\$ 489,623,296	\$ 27,186,878	\$ 516,810,174	\$ 8,106	88.4%
Full Day Kindergarten	8,042,578	-	8,042,578		
Risk Insurance	4,516,710	-	4,516,710		
Transportation	20,337,740	-	20,337,740		
Capital Projects	16,514,337	-	16,514,337		
Subtotal	\$ 539,034,661	\$ 27,186,878	\$ 566,221,539		
Certificates of Participation (COP) Lease Payments	4,006,256	-	4,006,256		
Athletics and Activities	14,117,217	-	14,117,217		
TOTAL GENERAL FUND RELATED	\$ 557,158,134	\$ 27,186,878	\$ 584,345,012		
Bond Building	\$ -	\$ -	\$ -		
Certificates of Participation (COP) Building	9,183,317	-	9,183,317		
Government Purpose Grants	11,169,076	-	11,169,076		
Bond Redemption/Debt Service	68,476,638	-	68,476,638		
Nutrition Services	14,945,586	-	14,945,586		
Child Care (B.A.S.E.)	10,441,674	-	10,441,674		
Outdoor Education Enterprise	568,190	-	568,190		
Medical Self Insurance	40,767,261	-	40,767,261		
Short Term Disability Insurance	615,000	-	615,000		
Pupil Activity & School Discretionary	3,201,752	-	3,201,752		
Private Purpose Trusts	69,000	-	69,000		

Please note that the table above includes budgeted transfers of \$27.2 million. The general fund allocation to charters is \$85.6 million. Both of these figures are excluded from the analysis below. A Board mandated \$5.0 million contingency is included in the operating expenditures in the graph below.

FY 2014-2015 General Fund Expenditures by Object



STUDENT BASED BUDGETING (SBB) INFORMATION

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 complete discretion with. 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, staffing ratios, and non-salary (ex. books, supplies, equipment, etc.) purchases to meet their individual goals. Each schools 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 declines. 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 initiative.

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, 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.

Historical School District Staffing FTE					
Job Class	FY 2010- 2011 Actual	FY 2011- 2012 Actual	FY 2012- 2013 Actual	FY 2013-2014 Estimated Actual	*FY 2014-2015 Adopted Budget
School Administrative	137	133	138	145	145
Non-School Administrative	43	41	42	46	46
Certified	3,143	3,089	3,144	3,249	3,249
Professional/Technical	85	95	121	137	135
Classified	1,774	1,724	1,762	1,836	1,836
Total FTE	5,182	5,082	5,207	5,413	5,411

*At the time of the adopted budget for FY 2014-2015, school level staff has not been finalized. Therefore it is assumed that school level staff will remain flat.

EMPLOYEE BENEFITS

Health Care

The approach to District health care changed dramatically in FY 2009-2010 and has continued for the past several years. 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 2014-2015 includes an annual District contribution of \$1,500 for each eligible employee with single coverage. The District has also added a hybrid self-funded PPO Plan which includes co-payments, deductible 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 the full range of dental coverage.

The District contributes \$554.76 per month per eligible employee for the CIGNA High Deductible Health Plan and \$542.59 for the CIGNA/Allegiance PPO Plan. Employees enrolling in the High Deductible and PPO Plan must pay \$10 and \$30 respectively per month for employee only premium costs. The District also contributes \$518.34 per month per eligible employee for the Kaiser HMO Plan and \$450.69 per month per eligible employee for the Kaiser High Deductible Health Plan. Additionally, the District contributes the full monthly cost for single basic dental coverage of \$13.39. Coverage for employee dependents is available at an affordable cost.

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 21st largest pension plan in the United States, PERA manages over \$40 billion in assets for the benefits of its members and retirees. In 2013, \$3.7 billion was paid to benefit recipients. Currently 25,923 jobs are sustained under PERA's benefit payments.

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

Lifetime retirement benefits, Good portability provisions, Voluntary 401 (K) 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/pdf/5/5-99.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 2014-2015 Douglas County School District's contribution is expected to be \$47,875,784.



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/pdf/5/5-123.pdf>

Employee Contribution

Colorado PERA members contribute 8 percent of their monthly salary 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 2014, and written from their voice and not DCSD’s.

The Economy: Issues, Trends, and Forecast

Our analysis of economic conditions allows us to determine both the extent of opportunities for employment and business expansion and how economic activity will drive State tax collections and influence the use of certain State services. The following section discusses overall economic conditions in Colorado and around the world, as well as specific issues affecting economic performance. The analysis focuses on conditions specific to Colorado and provides broader context on national and global conditions because of how they can affect the state’s economy.

Summary – Colorado’s economy continues to expand faster than many other states. The state has the ingredients that are producing growth in today’s high-tech and complex economy, including a skilled workforce, entrepreneurial energy and innovation, diverse industries, and a rich ecosystem enabling the connectivity of ideas and resources. As a result, the labor, construction, retail, and housing markets are all continuing to grow, mostly at a pace higher than the nation. The state’s overall job growth is at its highest rate since 2000. We continue to note, however, that growth is not uniform in all regions of the state. There are areas affected by out-migration, drought, or the loss of key employers.

Although the national economy has certain regions experiencing stronger growth like Colorado’s Front Range, overall it continues a steady, yet modest expansion. The level of nonfarm employment at the national level finally reached its pre-Great Recession level in May, almost five years after the recovery began. Unemployment levels in both Colorado and the nation continue to steadily fall, but remain elevated compared with before the Great Recession, especially for those unemployed for longer periods of time.

Economic risks – The broader economy appears to have a foundation for further steady growth. Nevertheless, adverse circumstances that could cause a downturn are often hard to identify and can sometimes materialize quickly. For example, a fall in asset values (like homes or stock prices) and decline in the flow of credit stemming from disruptions in complex financial markets could weaken confidence and lower investment and hiring. Also, monetary policy can influence the broader economy. Negative unintended consequences from the current policies of central banks, as well as any policy changes, especially if sudden or larger than expected, could contribute to a slowdown. In addition, much of Europe continues to experience only weak growth, and there are concerns over China’s economy and components of its financial system. Due to the highly connected global economy, a major slowdown in these large economies could negatively affect portions of the state and national economies. Further, geopolitical tensions, such as those in Russia and the Middle East, can negatively affect the economy, especially if they cause a material increase in energy prices.

Colorado Economy Overview

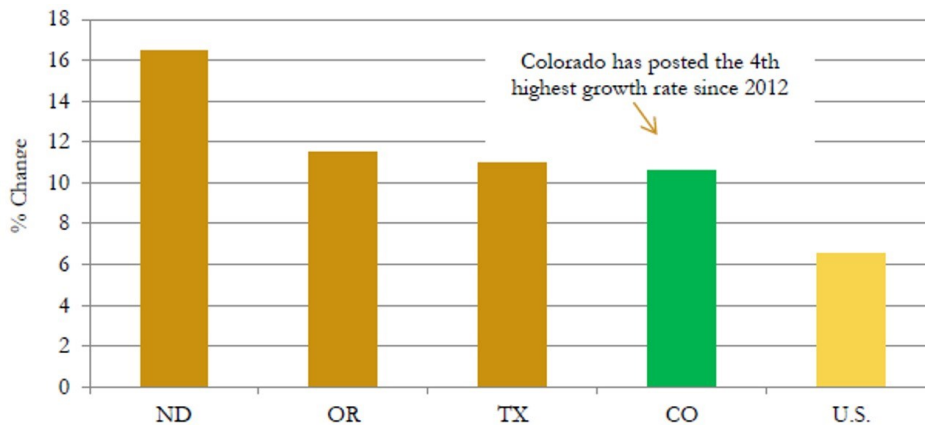
Colorado’s economy continues to expand faster than most other states – The state has many of the ingredients conducive for producing growth in today’s complex, information and technology intensive economy. These ingredients include a skilled workforce, entrepreneurial energy and innovation, diverse industries, and a rich ecosystem enabling the connectivity of ideas and resources. As a result, the labor, construction, retail, and housing markets are all continuing to grow, mostly at a pace higher than the nation. The state’s overall job growth is at its highest rate since 2000. The ingredients for stronger growth are less prevalent in some of the state’s regional economies, however. In general, less populated and economically diverse regions are experiencing more modest growth compared with the more populated Front Range.

The state’s overall job growth is at its highest rate since 2000.

Since 2012, Colorado’s economy has had the fourth highest growth among states as measured by the Federal Reserve Bank of Philadelphia’s monthly State Coincident Economic Activity Index. This 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. Recently released state GDP data from the U.S. Bureau of Economic Analysis corroborate Colorado’s strong performance as the state posted the sixth highest GDP growth among states in 2013. The following figure shows the top performing state economies since 2012 as measured by the State Coincident Economic Activity Index, compared to the U.S.

ECONOMIC OUTLOOK CONTINUED

State Economic Activity Index Percent Change over 2012 to April 2014



Continued positive broader economic conditions are reflected in business confidence, which will also support continued growth

Many Colorado businesses continue to have positive expectations for the state economy. Expectations not only provide information on current economic conditions, but can also help to predict future performance. Businesses are more likely to hire and invest to help fuel growth if they expect positive conditions in the future.

New Business Creation and Economic Dynamism in Colorado

Growth in new businesses will continue to fuel growth The Kauffman Foundation recently reported that Colorado had the 5th highest entrepreneurial activity rate in the nation in 2013. Other measures also rank Colorado among the top 5 or 10 states in entrepreneurship. Colorado's level of entrepreneurship continues to be a main factor behind the state's economic performance.

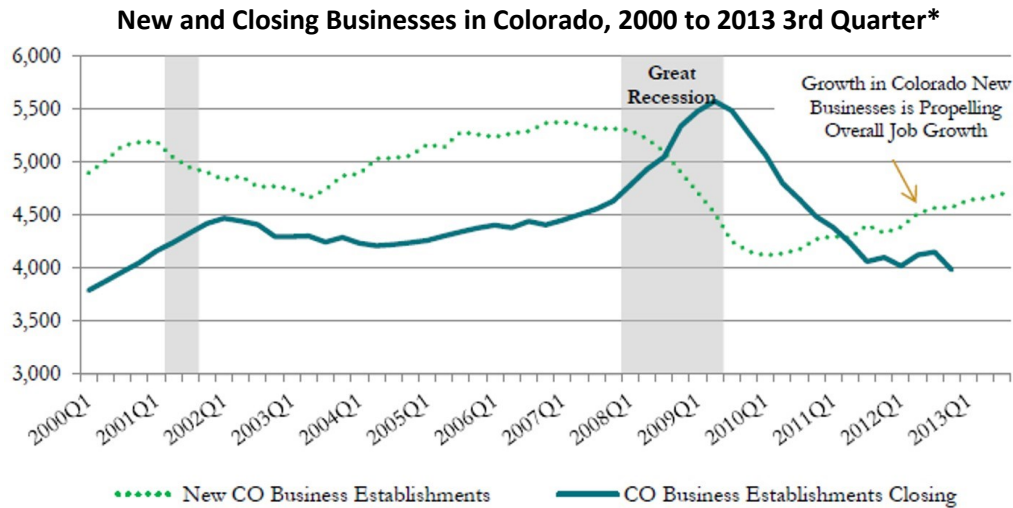
The Kauffman Foundation recently reported that Colorado had the 5th highest entrepreneurial activity rate in the nation in 2013.

New and young businesses are the main source of net new jobs in the economy. After falling during the Great Recession, growth in new businesses has helped boost overall job creation for the state.

The following figure shows the level of new businesses as well as closing businesses since the beginning of 2000. Job creation is a continual process, involving not just the opening of new businesses but the closing of other businesses. In the most recent four quarters of data, on average, around 4,700 new businesses establishments were created each quarter, while 3,980 were closed.

The sharp decline in new businesses combined with the increase in business closings during the Great Recession contributed to the downturn's substantial job loss. It also contributed to the modest jobs recovery in the few years following the end of the recession as there were less young businesses adding jobs. Since its low point in the third quarter of 2009, through the third quarter of 2013, however, new business creation has increased 27 percent, helping push Colorado's overall job creation rate to its highest level since 2000.

New business creation in Colorado has increased 27 percent since the end of the recession, helping boost overall job creation for the state.



*Data on business closings is only available through the 4th quarter of 2012 as it takes longer to determine whether a business has closed.

Source: Business Employment Dynamics, U.S. Bureau of Labor Statistics

Economic dynamism is also helping growth – In addition to having a relatively higher rate of new business creation compared with other states, data also indicates that Colorado is more “dynamic” in the process of allocating capital and labor to different uses. An economy is able to expand faster over time when resources move more quickly in response to growth opportunities.

National Economy Overview

Economic growth continues to be modest for the nation overall – The national economic recovery still has not established a robust footing and the expansion has been uneven, though some parts of the country are experiencing stronger growth. Unexpected weakness in statistics for the first few months of 2014 reflected the continued sluggishness of the recovery, though it was likely also influenced by the unusually cold winter across most of the country as well as other factors. Economic reports for the spring months indicate general improvement in economic conditions but continue to show modest growth in many areas and sectors.

At the national level, certain “positive feedback mechanisms” have still not sufficiently developed to produce more robust economic growth. For example, in a stronger period of expansion, households with higher expectations for the future make more purchases, which in turn raise confidence among businesses, encouraging them to hire more workers and increase orders for goods and equipment. As of now this cycle is running more slowly than in past expansions.

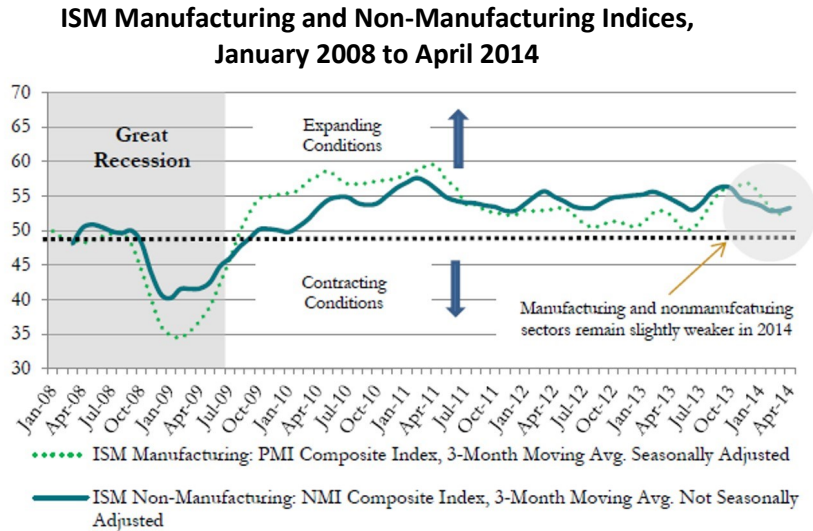
There are likely several reasons for the slower positive feedback mechanisms. It may be related to a longer period of adjustment needed in the increased complexity of today’s more specialized and technological economy compared with previous economic recoveries. This may especially be the case after the massive disruptions of the Great Recession and the high debt levels, stock and housing market downturns, and financial crisis that accompanied it.

The types of positive feedback mechanisms that tend to drive economic expansion have not been sufficiently established across much of the nation, making the recovery less robust.

Two measures of economic momentum often included in OSPB forecasts are the manufacturing composite index and the non-manufacturing composite index published by the Institute for Supply Management (ISM). These two indices show data collected from surveys of businesses which gauge business activity by tracking key behaviors, such as placing new orders, increasing production volume, hiring new employees, and making deliveries. Because these activities tend to precede growing business output in the future, they also can serve as a leading indicator of overall activity.

Both ISM indices showed declines every month in 2014 until April, when each index ticked upward slightly. Until April, the manufacturing index had been falling since September 2013, indicating softening confidence among businesses in the manufacturing sector. Still, the readings for both indices have remained above 50, the level that distinguishes between expectations for growth versus expectations for decreasing activity.

ECONOMIC OUTLOOK CONTINUED



Source: Institute for Supply Management

Many indicators of economic activity improved during the spring – Recent data shows at least modest growth in most parts of the economy. Consumer spending, especially on vehicles, has been reported as stable or growing in nearly all regions of the United States. This has supported strength in non-financial services and manufacturing, which was reported as expanding in all twelve Federal Reserve districts in the most recent “Beige Book” summary of economic conditions published by the Federal Reserve System. The financial sector also remained healthy over the first several months of 2014, as loan demand and credit quality remained strong during this time. Demand for auto loans has been especially strong, indicating that consumers have continued to replace automobiles, which, along with other durable goods purchases, indicates a generally positive outlook among households.

While nearly all parts of the country showed signs of growth in the first part of 2014, the pace of growth has been slow, remaining modest and uneven. Among major sectors, agricultural activity has been the least strong in 2014, having been impacted by the cold winter as well as drought conditions in 2013. The pace of employment growth has also been slow despite increased unfilled job postings by employers.

The highest levels of confidence among business leaders are among those businesses that were most recently opened. The Startup Confidence Index published by The Ewing Marion Kauffman Foundation and LegalZoom gauges the outlook of business owners who have formed their entities within the past six months. The index for the first quarter of 2014 showed that 91 percent of respondents were confident that their business would be more profitable over the next 12 months, remaining at the highest reading since the survey began in the first quarter of 2012. While entrepreneurial confidence levels are typically higher than overall business confidence levels, the reading indicates that those individuals who are taking entrepreneurial risks remain positive about prospects in the near-term.

Labor Market Conditions and Demographics

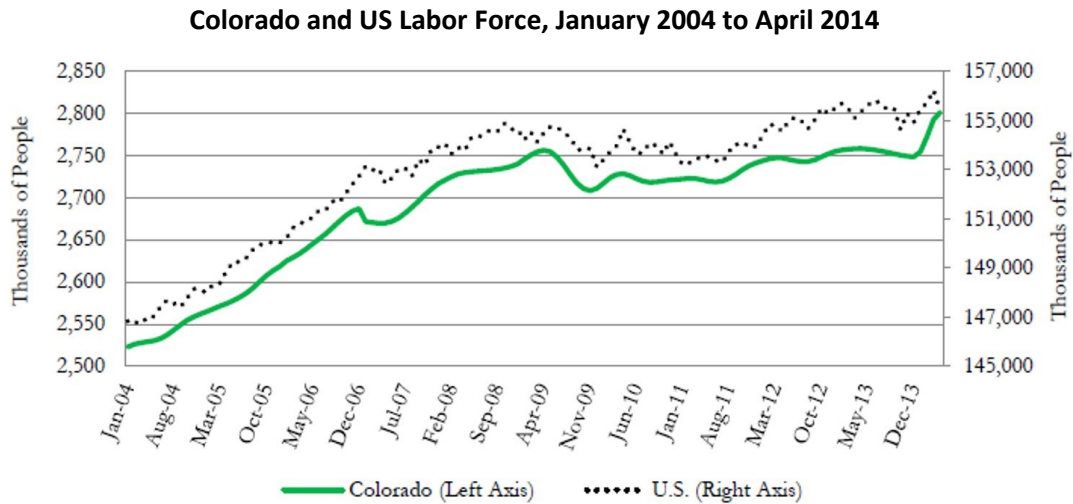
Migration to Colorado continues to bolster Colorado’s economy and labor force – In 2012, Colorado had the fifth highest level of net migration among states. The top states of origin for this migration to Colorado were Texas, Florida, California, and North Carolina. Factors that attract or “pull” migrants to Colorado include job growth, local atmosphere, varied lifestyle options, business networking and support, and a favorable climate.

Job growth in Colorado’s industries – Overall, Colorado’s job growth has been relatively strong. Based on an analysis by Economic Modeling Specialists Intl, a labor market and economic analysis firm, Colorado had the 5th highest job gains per capita among states, including Washington D.C., from 2010 to 2013.

Colorado had the 5th highest job gains per capita among states, including Washington D.C., from 2010 to 2013.

In today’s information- and technology- based economy, high-skilled workers play a major role in economic growth. Growth in industries that employ skilled workers, such as engineering, consulting and technological product development and services, help generate growth in peripheral sectors such as housing-related industries and services-based sectors including accommodation and food services.

Recent growth in Colorado's labor force is a sign of recent economic momentum – Colorado's labor force grew by 53,000 people, or 1.9 percent, through April since December of 2013 while it remained flat over the same period at the national level. The lack of growth in the labor force starting in the Great Recession both nationally and in Colorado can be attributed to several factors, including an aging population, more people attending school and taking care of family, as well as more people having difficulty finding employment opportunities. The recent increase in Colorado's labor force, shown in the following figure, signals continued improvement in the state economy, and individuals perceive that there are more opportunities to earn income.

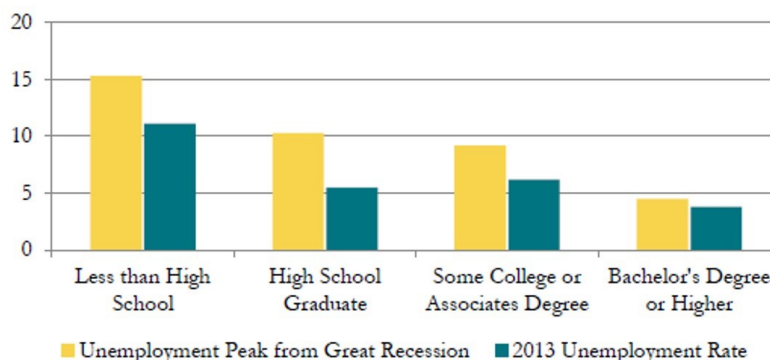


Source: U.S. Bureau of Labor Statistics

The state's unemployment rate continues to fall but challenges persist in the labor market – The rate of job creation in Colorado has absorbed migrant and in-state job seekers, thus reducing the state's overall unemployment rate, also known as the "U-3" rate. Though progress has occurred across Colorado and the nation, certain segments of the labor market still face difficult adjustments from the Great Recession. Differences in both the levels and the decline of unemployment rates across the state illustrate the unevenness of the recovery. In general, the regions with the highest concentration of skilled workers and more diverse growing industries have bounced back from the disruptions of the Great Recession with stronger job growth and have lower unemployment levels. Still, though unemployment remains elevated in some parts of Colorado, it has declined in every region since the recession.

Below shows unemployment in Colorado by level of educational attainment both during the Great Recession and in 2013. The unemployment rate dropped faster for less skilled workers, though these individuals had more elevated unemployment rates during the peak of the recession. Some of the drop in the unemployment rate for high school graduates is from a decline in these individuals being counted in the labor force due to several reasons, such as attending college rather than work and less employment opportunities in the aftermath of the Great Recession.

Colorado Unemployment Rates Level of Educational Attainment, Great Recession Peak and 2013 Unemployment Rate, Percent



Source: U.S. Bureau of Labor Statistics and U.S. Census Bureau, Current Population Survey

ECONOMIC OUTLOOK CONTINUED

Underemployment and the duration of unemployment continues to be a lingering problem in the labor market – Short-term unemployment, those unemployed for less than 27 weeks, has returned to prerecession levels. In contrast, long-term unemployment, those unemployed over 27 weeks, has remained above prerecession levels, which raises the overall unemployment rate.

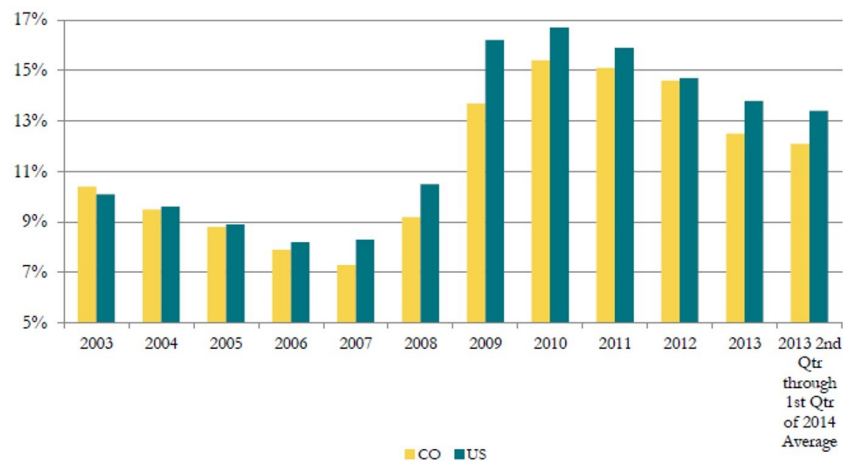
In addition, the U-3 rate does not fully capture the broader labor market as some individuals leave the labor force for various reasons, as noted above. These individuals are not actively searching for a job so they are not counted as unemployed nor included in the labor force.

In Colorado, the U-6 rate of unemployment was 12.1 percent in the second quarter of 2013 through the first quarter of 2014.

The U-6 rate, a broader measure of unemployment, captures the number of unemployed as counted in the traditional U3 rate, plus individuals who want to be employed but who have not recently looked for work, sometimes because they are discouraged by their job prospects, and individuals who want to work full-time but who are only employed part-time for economic reasons. As

shown in the following figure, in Colorado, the U-6 rate of unemployment was 12.1 percent in the second quarter of 2013 through the first quarter of 2014, decreasing from the recession high of 15.4 percent in 2010. The national U-6 rate was slightly higher at 13.4 percent over that same period.

**Colorado U-6 Unemployment Rate, 2003 to 2013
Second Quarter through First Quarter of 2014**



Source: U.S. Bureau of Labor Statistics

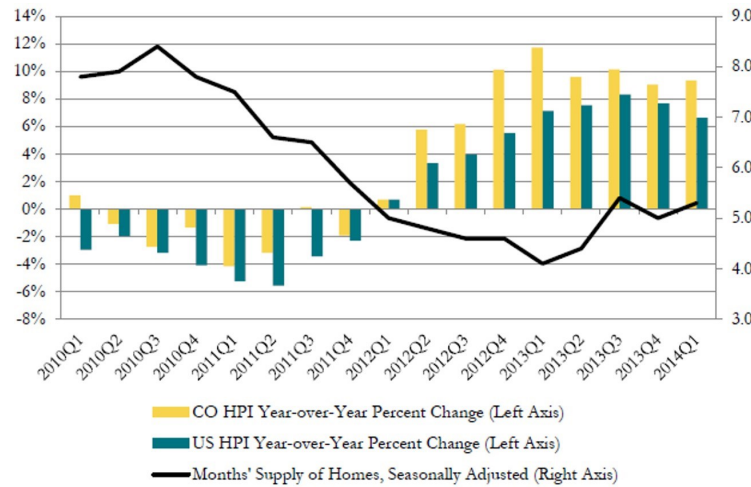
Housing and Construction

Home prices generally continued to rise in the first quarter of 2014 as demand for homes remained relatively strong in many regions. Price growth is being supported, in part, by lower inventories of homes for sale and fewer distressed properties. Rents are also increasing in the largest metro areas as the rate of household formation grows along with job gains and increased income. High rents in many parts of the country are encouraging homebuilders to focus on apartments and condominium construction projects more than usual.

Positive feedback mechanisms appear to have taken hold in the housing market, where rising prices are contributing to more activity and also reducing negative equity. In some areas, supply shortages are constraining growth and causing high prices.

The table shows the seasonally-adjusted Home Price Index (HPI) published by the Federal Housing Finance Agency (FHFA), as well as the inventory of homes for sale as reported by the US Census Bureau. The rate of price growth moderated for the nation as a whole while price gains accelerated in Colorado, reflecting the state's better economic performance.

FHFA House Price Index Year-over-Year Change with National Months' Supply of Existing Homes, 2010 through First Quarter of 2014

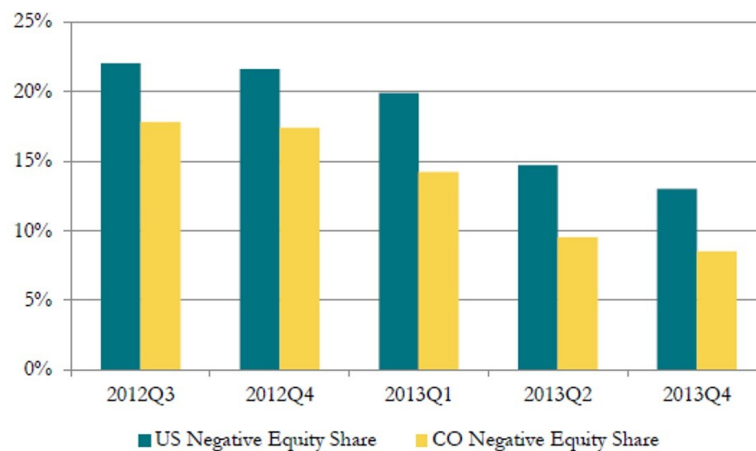


Source: Federal Housing Finance Agency and U.S. Census Bureau

Higher values, combined with economic growth, are resulting in fewer troubled properties – High levels of distressed sales typically put downward pressure on housing prices, so declining numbers of distressed sales tend to predict stronger growth in home values. “Distressed sales” refers to sales of properties that are in foreclosure or sales of properties for less than the amount owed on the mortgage.

One strong predictor of distressed property sales is the number of mortgaged properties that are “underwater,” meaning that the amount owed on the mortgage loan is more than the amount for which the property could be sold. Below illustrates the most recent changes in the share of properties with negative equity as reported by Core Logic, a major provider of data on consumer credit and the housing market. In addition to supporting housing prices, the declining share of negative equity means that more homeowners have access to growing home equity, a factor which supports economic growth by improving consumer confidence and offering more opportunities to finance entrepreneurial endeavors.

Share of Mortgage Loans with Negative Equity, U.S. and Colorado, Third Quarter of 2012 through Fourth Quarter of 2014



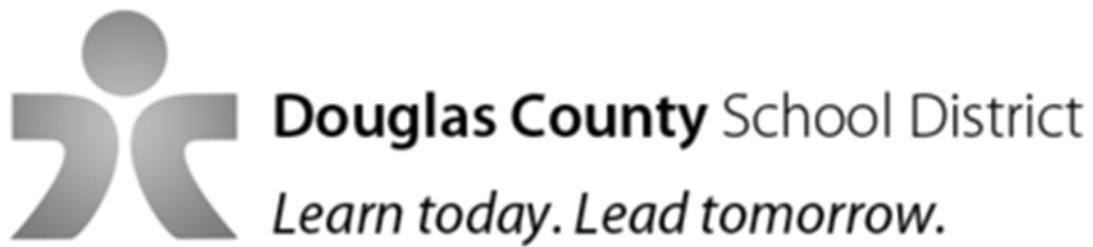
Source: Core Logic

Home prices are now rising in all Colorado markets, though growth remains uneven – For the first time since the Great Recession, average home prices have grown over the last twelve months in all major housing markets in Colorado. The pace of growth and the actual average value of homes varies widely among regions in the state.

Source: Colorado State Government
<https://www.dcsdk12.org/sites/default/files/BusinessServices/Resources/March%202014%20FORECAST%20final%20OSPB.pdf>

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ORGANIZATIONAL SECTION



Adopted Budget Book

FY 2014-2015

BOARD OF EDUCATION



Douglas County School District

Learn today. Lead tomorrow.

Adopted Budget Book

FY 2014-2015

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

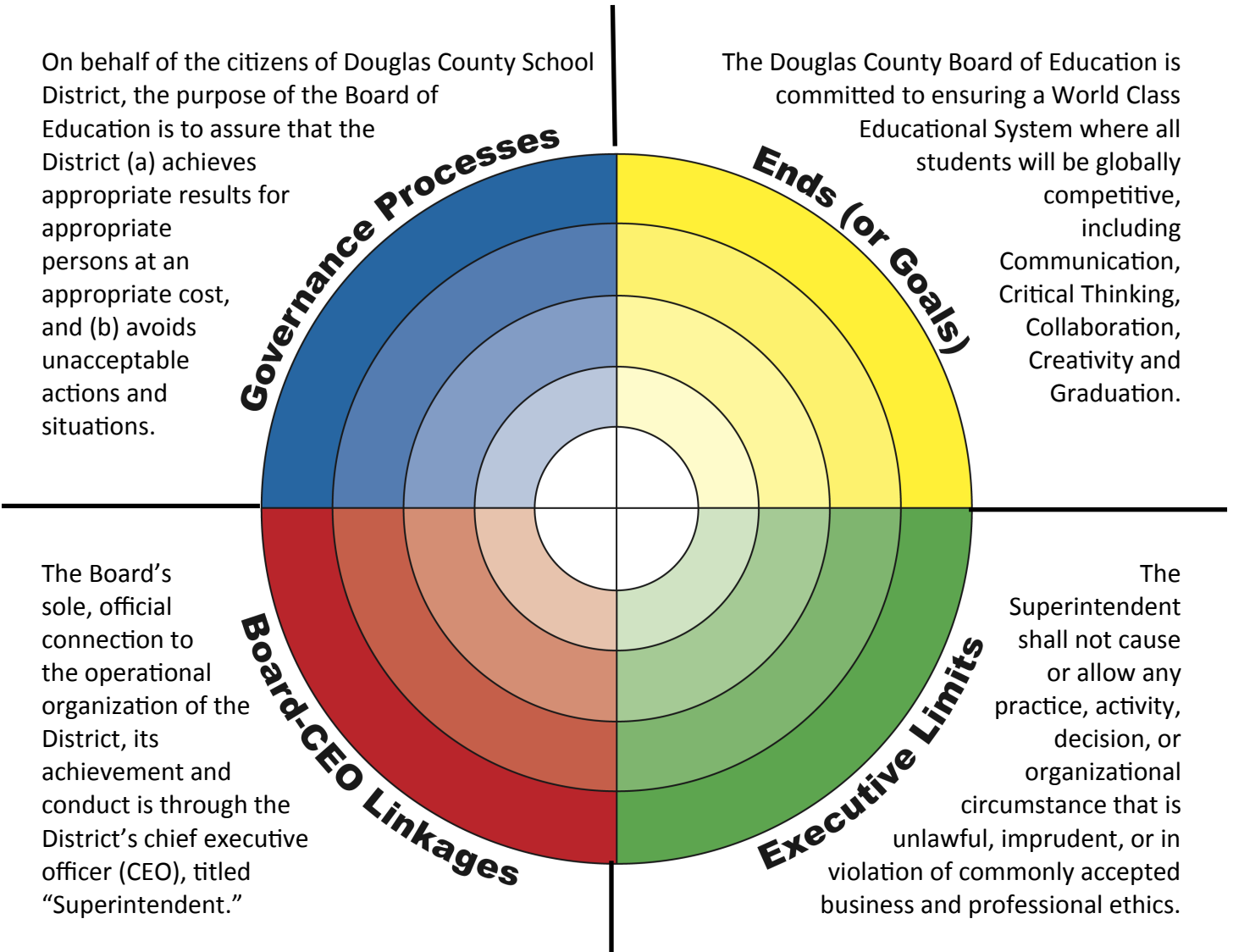
The District is fully accredited by the Colorado Department of Education. The District is subject to periodic monitoring by the state to ensure continued compliance with accreditation standards. The District, in turn, accredits all its schools each year.

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



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 CEO.

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

BOARD OF EDUCATION BIOGRAPHIES

Kevin P. Larsen | President
District C



Kevin and his wife, Cindy, have lived in Highlands Ranch since 1989. Daughters Erin (class of 2007), Annie (2010), and Claire (2014) attended Fox Creek Elementary, Cresthill Middle, and Highlands Ranch High Schools. Kevin is Assistant Vice President and Actuary with Hannover Life Reassurance Company of America, and graduated from the University of Wisconsin-Madison with a Bachelor of Science degree in mathematics. He currently enjoys coaching math teams at two schools, and has coached numerous soccer and softball teams since his girls were very young. Prior to serving on the board, Kevin was chair of the District Accountability Committee, a member of the Fiscal Oversight Committee, and a member of two School Accountability committees. When time permits, he enjoys singing and performing on stage with his church and some local community theatre organizations. He and Cindy also enjoy traveling to visit family or new places abroad.

BOARD OF EDUCATION FY 2014-2015 BIOGRAPHIES CONTINUED



Doug Benevento | Vice President
District E

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.

Dr. James Geddes | Director
District B

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.





Judith Reynolds | Director
District D

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.

Meghann Silverthorn | Director
District G

Meghann and her husband, Jeff, live in Parker. She works as an analyst for the Department of Defense. Meghann is a Colorado native and holds a B.S. in Aerospace Engineering Sciences and a B.A. 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.



BOARD OF EDUCATION FY 2014-2015 BIOGRAPHIES CONTINUED



Richard Robbins | Director
District F

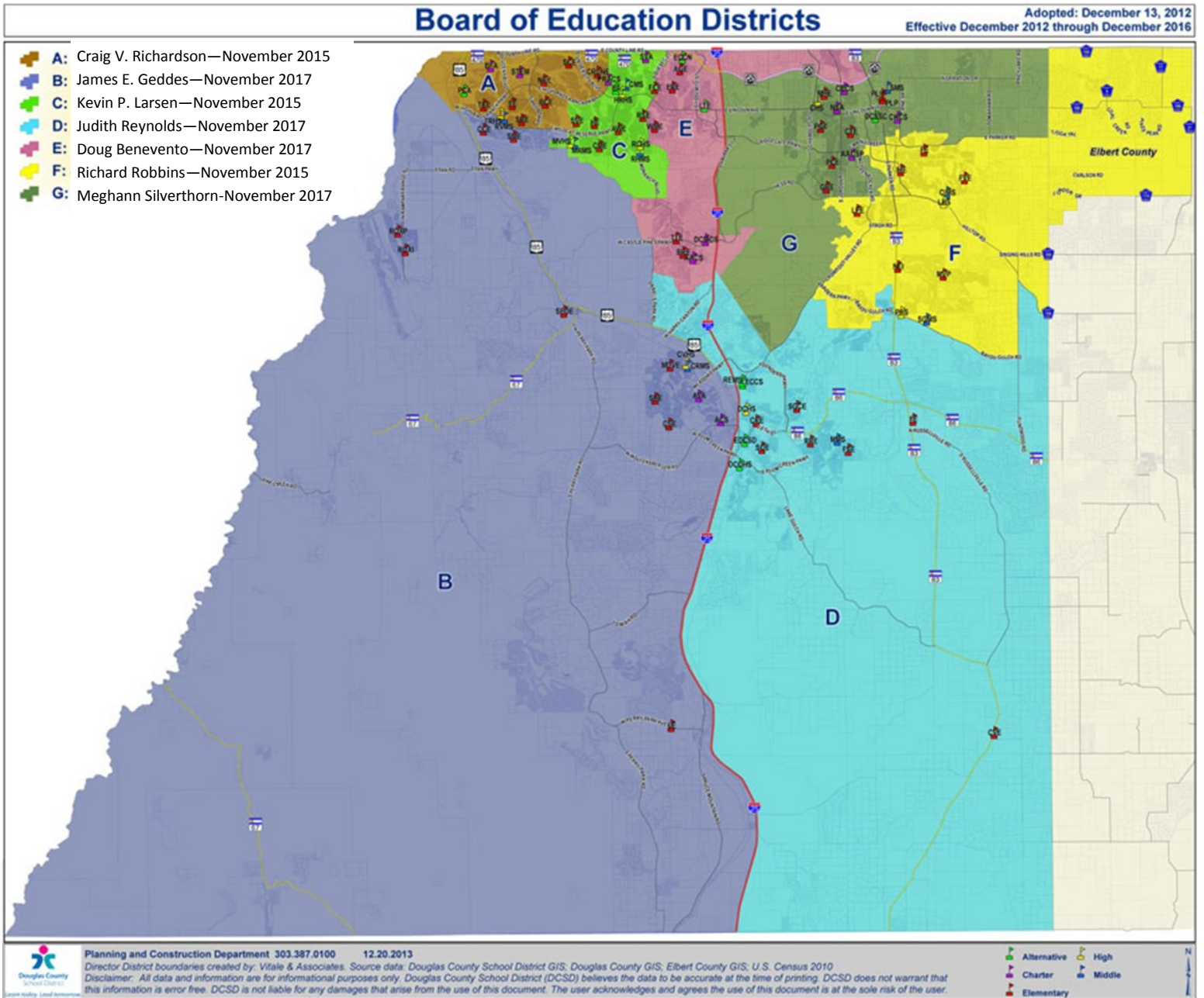
Rich and his wife Virginia live in Elbert County. Rich has four children, Brittany, a Weber State University student, Jarod, a United States Marine, and twin step-daughters, Morgan and McKenna, who both attend Chaparral High School. Rich is an operations supervisor with UPS Freight. Prior to his UPS Freight employment, Rich worked for Northrop Grumman as a contractor to the Department of Energy and in the United States Air Force where he retired after 20 years of service. Rich graduated with a B.A. in Criminal Justice from American Military University. He is currently working to achieve his Masters degree in Organizational Leadership from Regis University and is scheduled to receive his degree in the spring of 2015. Prior to serving on the Board, Rich served on the District Accountability Committee and three school accountability committees. In his spare time, Rich likes to travel with his wife and spend time with their dogs and horses.

Craig V. Richardson
District A

Craig and his wife Valerie have lived in Highlands Ranch since 1993. They have three grown children. Craig is an attorney in private practice with a large international law firm. Prior to his legal career, Craig worked in the White House, the U.S. Department of State, the U.S. Embassy in Tokyo and the Pentagon, and he began his federal service as a Presidential Management Fellow. A career naval reserve intelligence officer and decorated veteran of Operation Enduring Freedom, Craig retired as a Navy Commander in 2009. Craig graduated with a B.A. in Government from Pomona College, where he was named the Harry S. Truman Scholar from California. He holds a master's degree from Princeton University's Woodrow Wilson School and a law degree from Stanford University.



BOARD OF EDUCATION DISTRICTS MAP



SCHOOLS WITHIN EACH DISTRICT

District A

Craig Richardson

Bear Canyon Elementary School
Ben Franklin Academy Charter School
Cougar Run Elementary School
Eldorado Elementary School
Northridge Elementary School
Platte River Academy Charter School
Plum Creek Academy
Ranch View Middle School
Sand Creek Elementary School
Saddle Ranch Elementary School
STEM Charter School
ThunderRidge High School
Trailblazer Elementary School

District B

James Geddes

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

District C

Kevin Larsen

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

District D

Judith Reynolds

Castle Rock Elementary School
Cherry Valley Elementary
DC Oakes Alternative High School
Douglas County High School
eDCSD Colorado Cyber School
Flagstone Elementary School
Franktown Elementary School
Mesa Middle School
Renaissance Magnet School
Rock Ridge Elementary School
Sage Canyon Elementary School
South Ridge Elementary School

District E

Doug Benevento

Acres Green Elementary School
American Academy Charter School
Buffalo Ridge Elementary School
DC Montessori Charter School
Eagle Ridge Elementary School
Lone Tree Elementary Magnet School
Timber Trail Elementary School
Wildcat Mountain Elementary School

District F

Richard Robbins

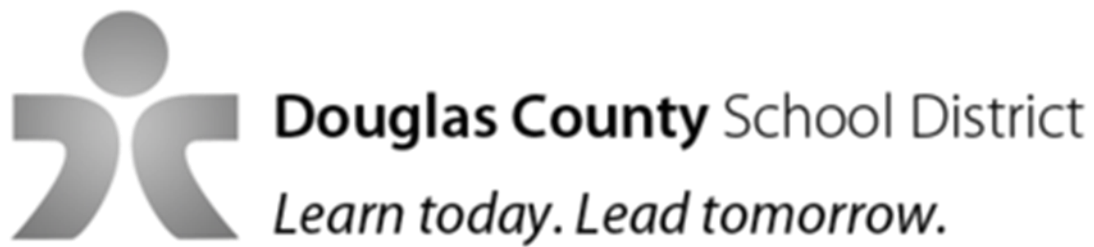
Cimarron Middle School
Iron Horse Elementary School
Frontier Valley Elementary School
Legacy Point Elementary School
Legend High School
Mountain View Primary School
Northeast Intermediate School
Pioneer Elementary School
Ponderosa High School
Sagewood Middle School

District G

Meghann Silverthorn

Challenge to Excellence Charter School
Chaparral High School
Cherokee Trail Elementary School
Douglas County Student Support Center
Gold Rush Elementary School
Mammoth Heights Elementary School
North Star Academy Charter School
Parker Core Knowledge Charter School
Pine Grove Elementary School
Pine Lane Intermediate School
Pine Lane Primary School
Prairie Crossing Elementary School
Sierra Middle School

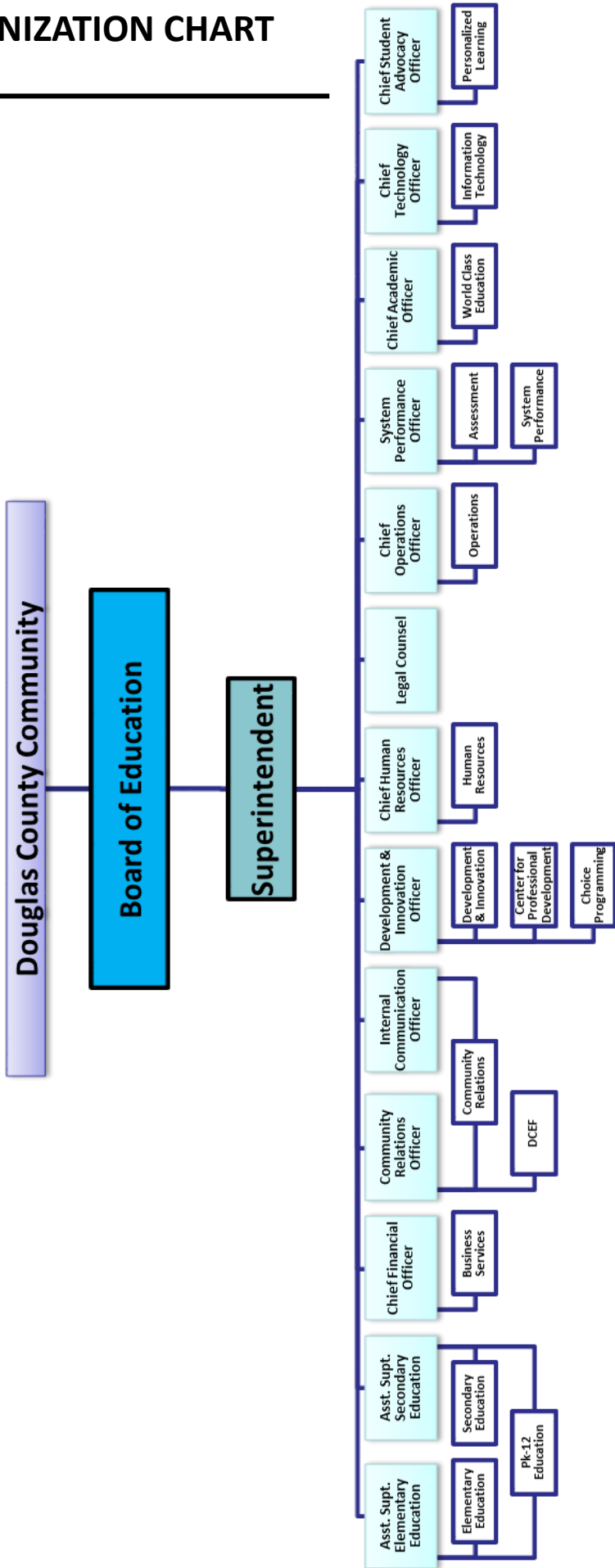
LEADERSHIP TEAM



Adopted Budget Book

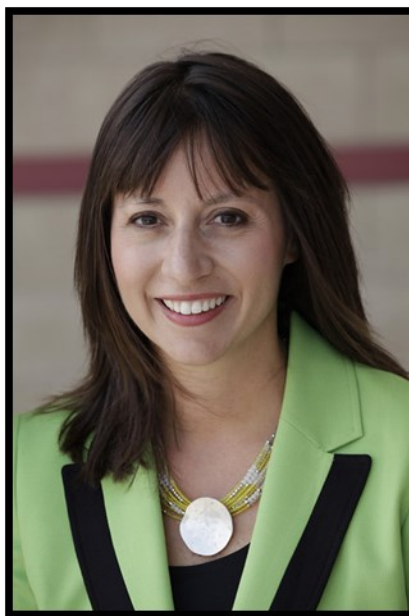
FY 2014-2015

DISTRICT ORGANIZATION CHART



LEADERSHIP TEAM BIOGRAPHIES

Dr. Elizabeth Celandia-Fagen | Superintendent



Dr. Elizabeth Celandia-Fagen is the Superintendent of Douglas County School District, Colorado's third largest school district, serving approximately 68,000 students. The Superintendent's responsibility is to ensure accomplishment of the Board of Education's goals and vision for the District.

Dr. Celandia-Fagen has broad experience in various educational roles. Beginning as a high school biology and chemistry teacher in Centerville, Iowa, Dr. Celandia-Fagen progressed into positions from associate principal and principal to executive director of high schools before becoming Associate Superintendent of Des Moines Independent School District. Dr. Celandia-Fagen holds a MS, Ed. S. and Ed. D. in Educational Leadership from Drake University in Des Moines, Iowa.

In 2008, Dr. Celandia-Fagen became Superintendent of the Tucson Unified School District in Tucson, Arizona, a district of 56,000 students with 105 schools. After conducting a national search in FY 2010, the DCSD Board of Education unanimously named Celandia-Fagen Superintendent for Douglas County School District effective July 1, 2010.

DCSD Board of Education President John Carson affirmed the Board's selection in his own words, "Dr. Celandia-Fagen's proven track record of success as a superintendent, her experience as a teacher and professional in the education field, her advocacy for parental choice and her demonstrated leadership in innovative reforms in public education make her an excellent choice to lead Douglas County School District."

LEADERSHIP TEAM BIOGRAPHIES CONTINUED

Ted Knight | Assistant Superintendent, Elementary Education



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.

Dr. Steven Cook | Assistant Superintendent, Secondary Education



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.

Dr. Dana Strother | Chief Academic Officer



Dr. Dana Strother is currently the Chief Academic Officer for the Douglas County School District. Last year she served as the Chief Academic Officer for Elementary Education for DCSD. Prior to coming to Douglas County, she was a School Improvement Consultant working with schools and districts around the country in the areas of curriculum, instruction, assessment and professional development. Her teaching background involved teaching English at the middle and high school level. Dana received her Bachelor of Arts Degree from the University of Iowa and her Master's Degree from DePaul University in Illinois. She earned her Specialist and Doctoral Degree from Drake University in Des Moines, Iowa. Dana was excited to come to Douglas County because of the innovative and creative work that is taking place in the district.

Gautam Sethi | Chief Technology Officer



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.

LEADERSHIP TEAM BIOGRAPHIES CONTINUED

Bonnie Betz | Chief Financial Officer



Bonnie J. Betz was appointed Chief Financial Officer in September 2010. Ms. Betz is a ten 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 previously 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.

Brian Cesare | Chief Human Resources Officer



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.

Thomas Tsai | Chief Operations Officer



Thomas joins DCSD from executive leadership positions in healthcare and law. Most recently, he was the Executive Director of Operations for Banner Health - Colorado. Previously, he was the Chief Operating Officer for Intermountain Central Lab with Intermountain Healthcare in Salt Lake City. Prior to entering healthcare, Thomas had a successful career as a corporate litigator for Perkins Coie, a major international law firm headquartered in Seattle, Washington.

Thomas has had extensive experience in implementing Toyota Production System (Lean), operational efficiency, and continuous process improvement cultures at various organizations.

Thomas holds a BA in History from the University of Washington, a Juris Doctorate (JD) from the University of California at Berkeley - UC Berkeley School of Law, and a Master of Healthcare Administration (MHA) from the University of Washington - School of Public Health, where he graduated first in his class.

Pat McGraw | Development and Innovation Officer



Pat McGraw is the Development and Innovation Officer for the Douglas County School District. His three focus areas include: The Office of Choice Programming, Home Education Partnerships and the Center for Professional Development.

Pat was instrumental in developing an online school, eDCSD: Colorado Cyber School that has been operating for several years within the school district. This online option, as well as the support of 12 charter schools and home education opportunities, expands choice in PK12 education. The newly developed Office of Choice Programming will further enhance the priority of student and parent choice within DCSD.

The Center for Professional Development includes coursework offered online, in a blended online learning environment, as well as face-to-face learning.

Pat also taught Physics and Chemistry for 22 years at Douglas County High School.

LEADERSHIP TEAM BIOGRAPHIES CONTINUED

Matt Reynolds | System Performance Officer



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.

Robert Ross | Legal Counsel



Robert Ross is DCSD's Legal Counsel and has over 23 years of legal experience. Rob spent 12 years representing the State of New Hampshire in child protection cases before moving to Tucson, Arizona. As Lead Legal Counsel for Tucson Unified School District, he represented Arizona's second largest school district and its District Governing Board. He has been legal counsel for the Douglas County School District since October 2010. He earned his B.S. in Business Administration from the University of New Hampshire and his J.D. from the Thomas M. Cooley Law School.

Cinamon Watson | Community Relations Officer and Executive Director DCEF



Cinamon Watson joined Douglas County School District as the Community Relations Officer. Watson brings a rich background and nearly two decades of communication, development, and public affairs experience to the job. She has developed and executed successful communications programs for corporate, association, and political clients. Watson has served on a number of community boards and is currently a member of the Colorado Ballet Board of Trustees. A graduate of the University of Colorado, Watson and her husband make their home in Colorado.

Randy Barber | Public Information Officer



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.

LEADERSHIP TEAM BIOGRAPHIES CONTINUED

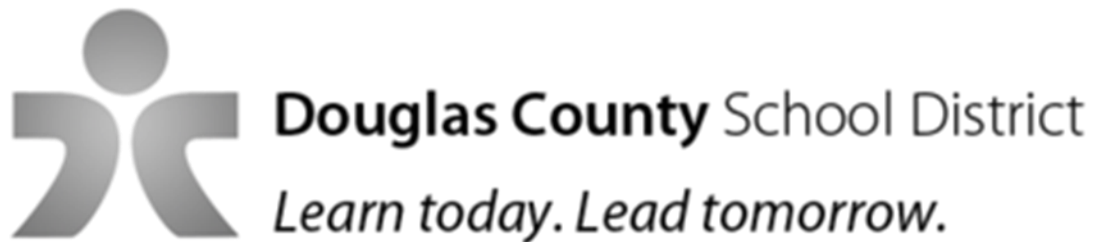
Dr. Jason Germain | Chief Student Advocacy Officer



Dr. Jason Germain brings ten years of student advocacy across all levels to his position. He began his career by serving the students of Mountain Vista High School and DCS Montessori Charter School as a school psychologist and later worked in the district Special Education office coordinating out of district placements. With the exception of a year serving as the program director for the Griffith Centers for Children he has been with the Douglas County School District since then holding positions as principal at Plum Creek Academy and special projects director for the Special Education Department.

Dr. Germain holds a Bachelor's in psychology from the State University of New York, College at Cortland in addition to a Specialist in Education in educational leadership and a Doctorate in school psychology from the University of Northern Colorado. Dr. Germain is also a licensed psychologist in the state of Colorado and has 9 years of experience providing outpatient psychological services to adolescents, young adults and families.

POLICIES & FINANCIAL PLAN DEVELOPMENT



Adopted Budget Book

FY 2014-2015

DISTRICT POLICIES

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 (GASB 54 is not applicable to Enterprise Funds such as Nutrition Services and B.A.S.E.):

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.

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%).
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

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

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

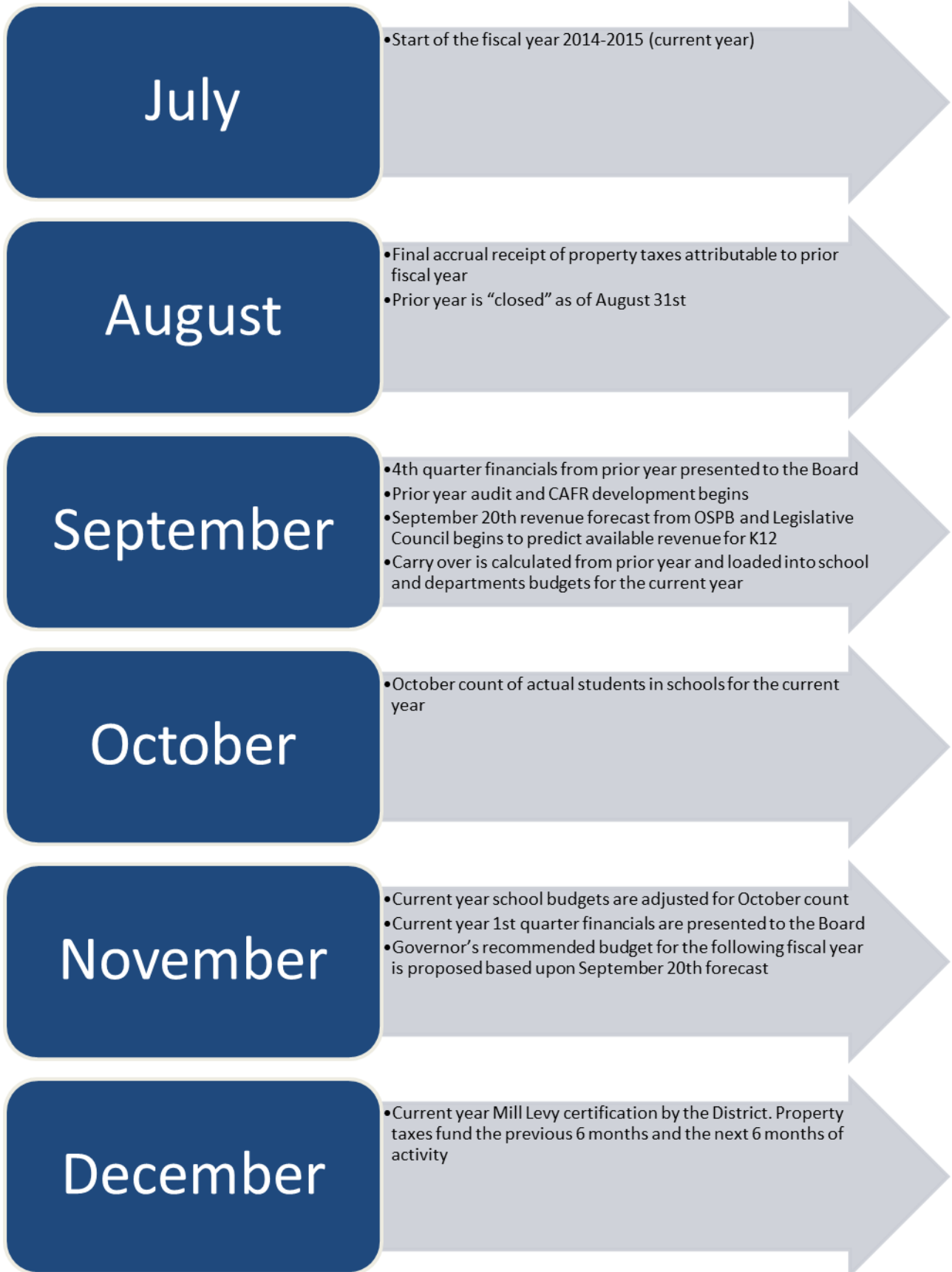
LEGAL REF:

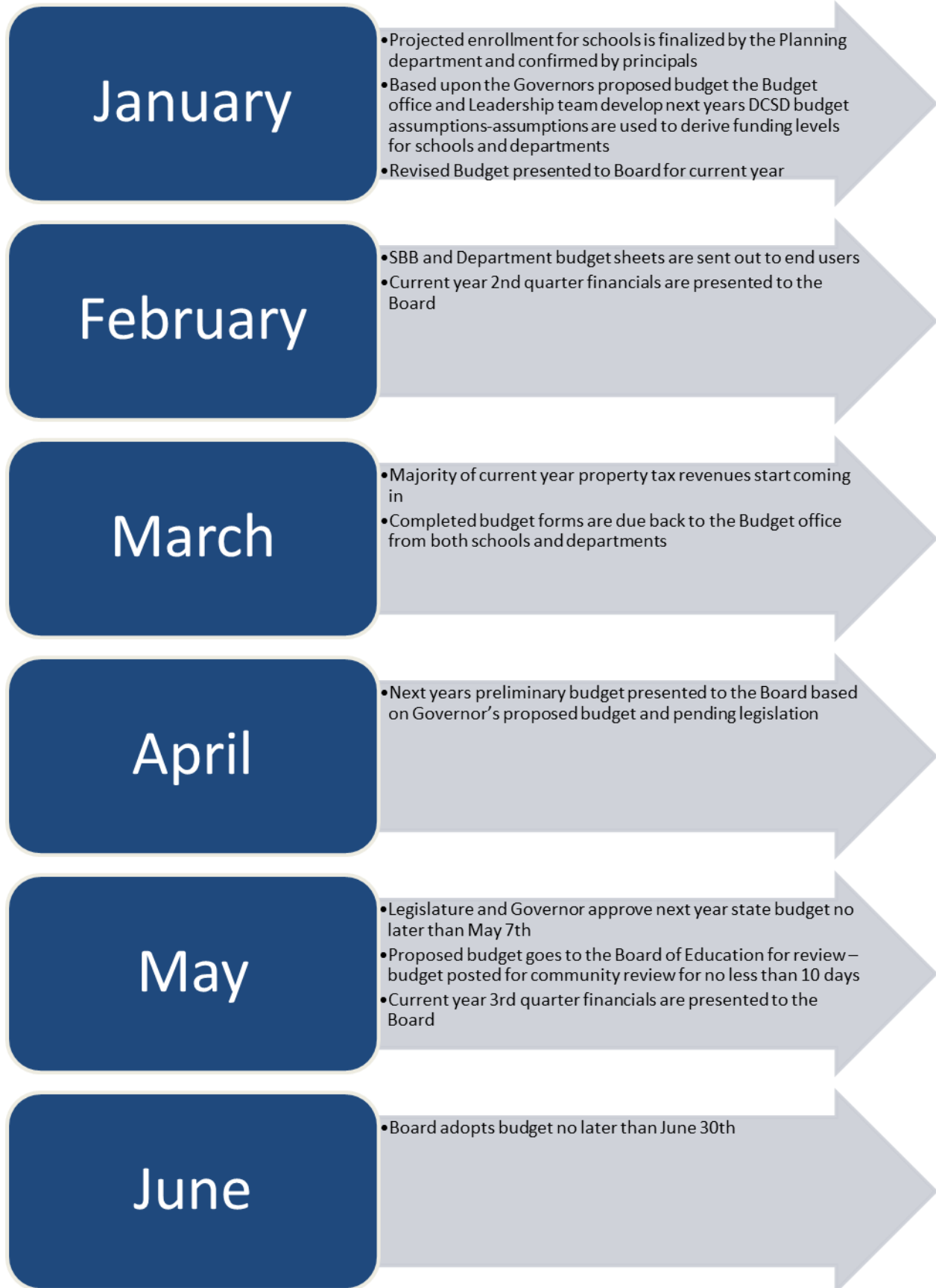
C.R.S. 22-45-101(2)

C.R.S. 22-45-112

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

BUDGET DEVELOPMENT TIMELINE





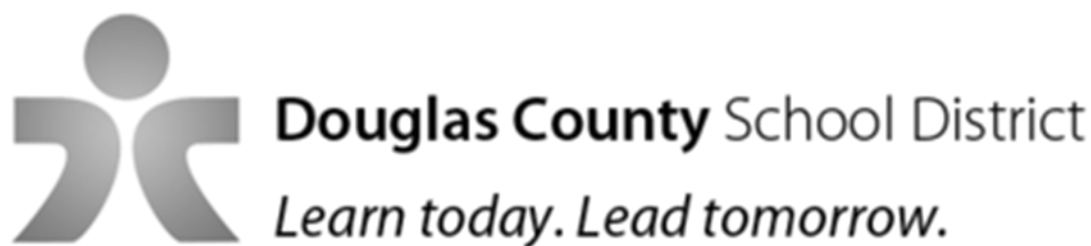
BUDGET AMENDMENT PROCESS

Amendment or Revisions of Adopted Financial Plan

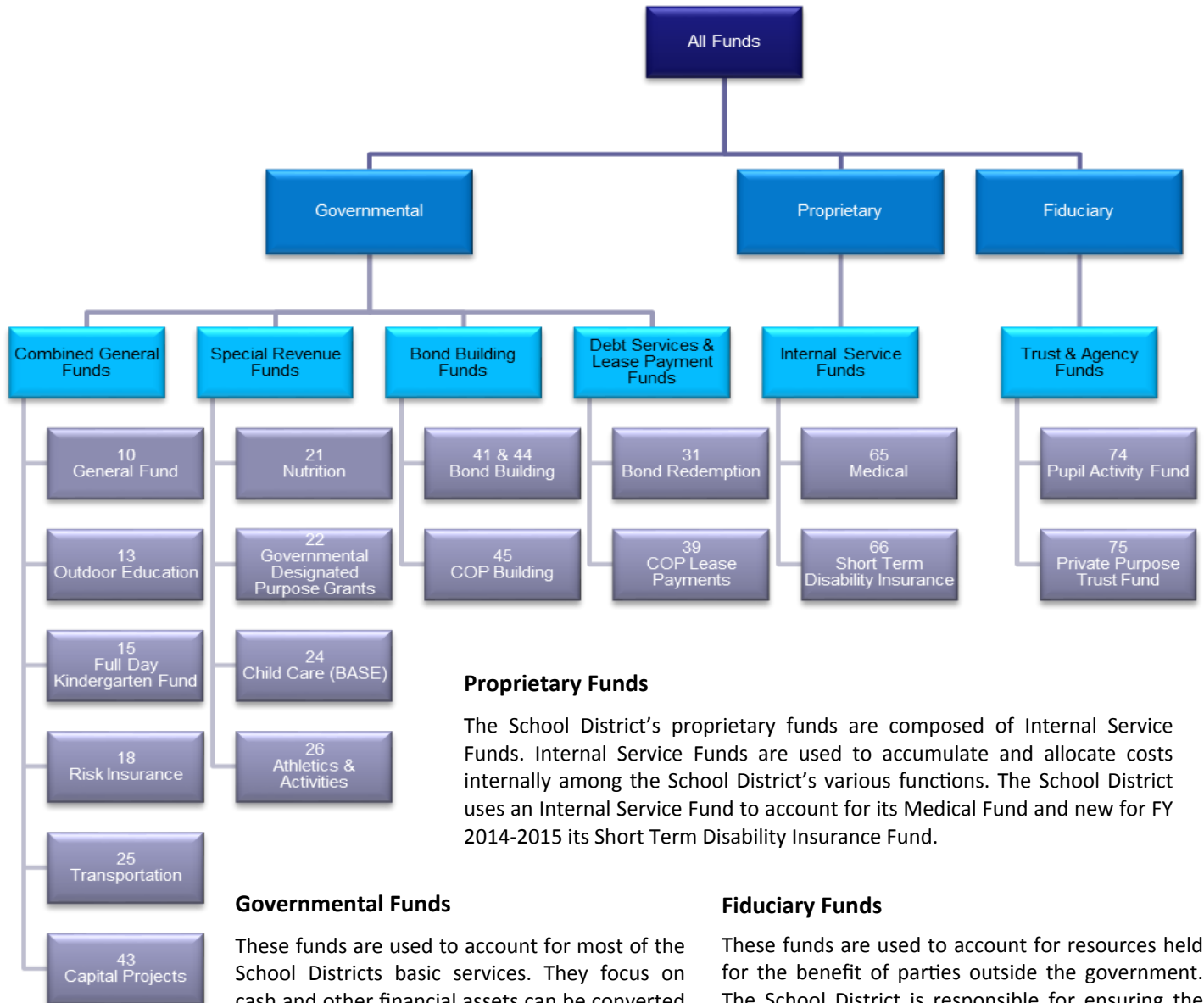
The District's financial plan, adopted in June of the year prior to the budget year, may be amended by the Board of Education prior to December 31st of the current year; by state statute C.R.S. 22-44-110 (5). Management may only amend individual school, departmental and program line items within the 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. After January 31, the budget may not be changed except that where funds for a specific purpose from other than ad valorem taxes subsequently become available to meet a contingency, the Board of Education may adopt and appropriate a supplemental budget for expenditures not to exceed the amount of the additional funds.



TYPES OF FUNDS



Proprietary Funds

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

Governmental Funds

These funds are used to account for most of the School District's basic services. They focus on cash and other financial assets that 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 School 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 School 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 School District's own programs. The School 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.

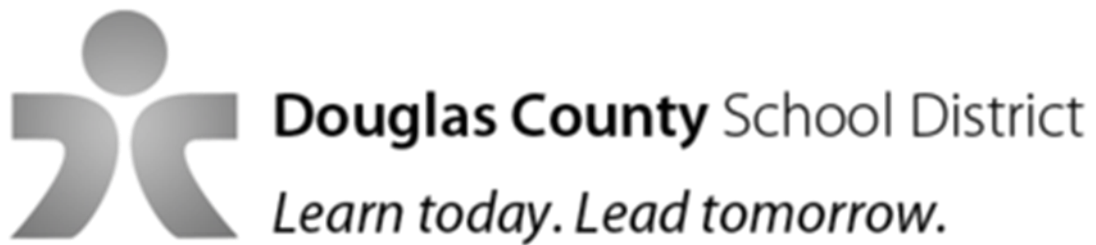
Accrual Basis for Proprietary Enterprise Funds, Internal Service Funds and Fiduciary Funds

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. Depreciation of capital assets is budgeted as an expense of the budgeting period. Purchases of capital assets are not recorded as expenditures. In the Nutrition Services Fund, these amounts are capitalized and depreciation is recorded over the expected useful life of the asset. The measurement focus in these funds is on income or loss determination, and on expenses rather than expenditures. Equity is referred to as net asset under this basis of accounting and budgeting.

The following list summarizes the basis used for budgeting purposes for each fund of the District:

Type of Fund	Budgeting Basis
Governmental Funds	
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
Fiduciary Funds	
Pupil Activity	Accrual
Private Purpose Trust	Accrual
Proprietary Funds	
Medical Fund	Accrual
Short Term Disability Insurance	Accrual

DISTRICT OVERVIEW



Adopted Budget Book

FY 2014-2015

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 68,000 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 twelve (12) charter schools, one (1) alternative programming school, one (1) alternative high school, one (1) night high school, one (1) online school, and sixty-six (66) preschool locations with one-hundred and thirty-one (131) preschool sessions. District facilities equate to over six million square feet of space.



Source: U.S. Department of Commerce
http://quickfacts.census.gov/qfd/maps/colorado_map.html

MISSION AND CORE VALUES

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

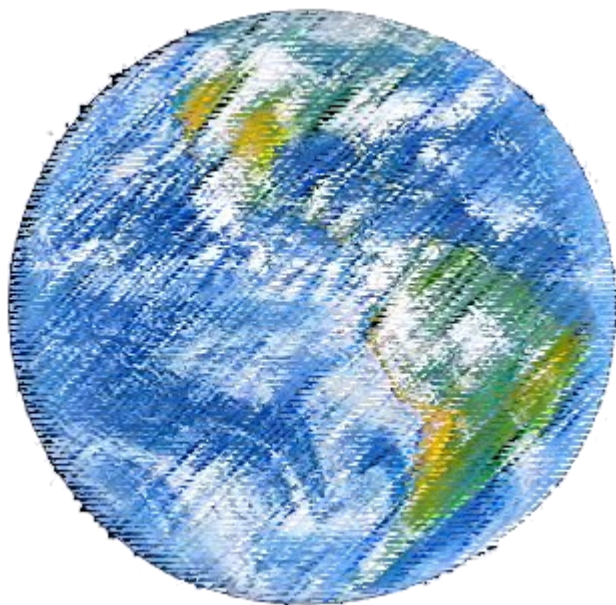
The partnerships among parents, students, staff and community members are characterized by mutual commitment and collaborative effort.

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

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

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 66 classrooms located in all areas of the county. The majority of the 48 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.

Elementary School Education

Douglas County's 59 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 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 level schools is to ensure academic achievement, wellness, and safety for all students, as well as provide programming to meet the academic, social, emotional, and physical needs of young adolescents.

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.

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 15,000 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:

1. 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.

2. 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

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 63,000 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.

The District is governed by a seven-member Board of Education (the Board), whose members are elected by the qualified electors within the District's boundaries.

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

ALTERNATIVE SCHOOLS AND PROGRAMS

Cloverleaf Home Education

Cloverleaf Home Education is a District-sponsored home school enrichment program for students in grades K-9. 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 130 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. 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. 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, FuelEducation 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 thirteen authorized charter schools. 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 K-8, Aspen View Pre K-8, Ben Franklin Academy PreK-8, Challenge to Excellence K-8, DCS Montessori, 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; Charter options exist in all three regions of Douglas County – Castle Rock, Highlands Ranch and Parker.

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 are categorized as cognitively disabled, learning disabled, emotionally disturbed, visually impaired, hearing impaired, physically disabled, speech/language impaired, chronically ill, or multiplied disabled. The vast majority of special education students are in the mainstream, attending neighborhood schools, and spend at least part of the day in a general education classroom.

PROGRAMS AND SERVICES CONTINUED

The schools undertake the responsibility of:

- 1) identifying all disabled children and offering them educational services;
- 2) assessing each disabled child individually and, when appropriate, formulating a written Individualized Education Program (IEP);
- 3) ensuring that disabled students are placed in the “least restrictive environment” commensurate with their needs;
- 4) notifying parents in writing about identification, evaluation and school placement of their child; and
- 5) providing those “related services” required for children to benefit from special education.

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 is expanding IB Programming to the middle and elementary school levels. The Middle Years Program is being implemented at Mesa and Ranch View Middle Schools. The Primary Years Program is being implemented at Rock Ridge and South Ridge Elementary Schools.

Gifted Education

• Neighborhood Schools Gifted Programming

Gifted and Talented 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

The Discovery Program is a self-contained magnet program for highly gifted learners in grade 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 Support Center

The Douglas County Support Center (DCSSC) is 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.

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

PROGRAMS AND SERVICES CONTINUED

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)

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 and Concurrent Enrollment Opportunities

This is a Career and Technical school, offering 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.

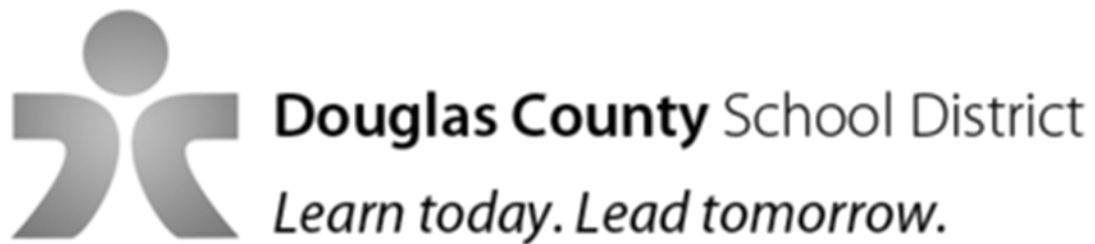
School to Work Alliance Program

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.

Outdoor Education Center

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 focus of the DCSD Outdoor Education Center is to provide students with opportunities for personal growth by enabling them to "step out of their comfort zones." The foundational approach of the Center's "Challenge by Choice" program encourages middle school students and adult staff to do something they may initially fear, while understanding they are in a safe and trusting environment.

STRATEGIC PLAN FY 2014-2017



Adopted Budget Book

FY 2014-2015

STRATEGIC PLAN FY 2014-2017



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 reinvent our profession and to reimagine our craft. 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 is 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.

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 believe 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, employees, parents, and community gives all students the highest possibility 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

- Students must be prepared to compete on a world stage for jobs that require a high level of creativity and innovation.
- Sustainable learning is essential and 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.
- Education is more personalized, and students develop a deep understanding of self, world, career, and their own pathway to success.

System Performance

Defining and measuring what matters most

- We will define what matters most to our stakeholders.
- Our development of a cutting-edge System Performance Framework will measure student, educator, school, leader, and District performance.
- Authentic measurements will lead to continuous improvement for our students and allow our stakeholders to remain informed.



STRATEGIC PLAN FY 2014-2017 CONTINUED

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.





Safety

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

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

STRATEGIC PLAN FY 2014-2017 CONTINUED



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*

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

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



World Class Education

Achieving sustainable learning for the 21st century

- ▶ *Students must be prepared to compete on a world stage for jobs that require a high level of creativity and innovation*
- ▶ *Sustainable learning is essential and 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*
- ▶ *Education is more personalized, and students develop a deep understanding of self, world, career, and their own pathway to success*

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

Goal

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

Strategy

- ▶ 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

STRATEGIC PLAN FY 2014-2017 CONTINUED



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*

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

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

STRATEGIC PLAN SPOTLIGHTS

American Academy enhances art programming

CASTLE PINES – While students have been enjoying summertime and activities, the music department at American Academy Charter School has been undergoing a transformation in preparation for the rollout of a new Performing Arts department.



The new Performing Arts department will build on and augment the success of past performing arts offerings by adding a variety of dance, theater tech, and film classes, to be held before and after school. In addition to its new department name and supplemental classes, the AA Performing Arts department is also proud to announce the new Performing Arts Academy (PAA), an optional and supplemental certification program for students interested in taking their love for performing arts to the next level.

Through the PAA program, interested students may enroll in a Performing Arts track as early as fifth grade, choosing from a broad list of options, including Voice, Theater, Instrumental, Film, Dance, Triple Threat (Vocal, Theater and Dance), General Performance, and Technical tracks. Once registered for a track, the student then enrolls in PAA courses to achieve a certain number of credits for that track, and upon graduation, will receive an American Academy Certificate of Performing Arts. Though Performing Arts classes will be available to all students, only those participating in the Performing Arts Academy program will receive this special certification.

According to Mark Middlebrooks, director at American Academy, an outstanding Performing Arts curriculum fits right in with the mission and philosophy of the STEM school. “At AA, we are all about providing opportunities for real-world learning, whatever the student’s interest, and we believe that all students rise to the level of their environment. So it’s in the best interest of the students for us to provide a realistic and professional environment on the stage, in the classroom, and in life. By doing so, our students begin to experience their passion in a real world setting, whether that passion is performing or piloting rocket ships!”

Source: <https://www.dcsdk12.org/american-academy-enhances-art-programming>

DCSD dominates at tech competition

DENVER – The Douglas County School District dominated the competition at the recent Technology Student Association (TSA) State Conference, leaving with dozens of awards and numerous students headed to the national competition.

DCSD schools took home the top prize at both the middle and high school levels. Congratulations to Mountain Vista High School – Outstanding High School Chapter of the Year, and STEM School and Academy – Outstanding Middle School Chapter of the Year.

“MVHS students were named State Champions (1st Place) in 10 out of 45 events,” said Kent Allison, MVHS TSA Advisor. “MVHS beat Littleton High School, which has won the State Championship 11 out of the past 12 years!”

DCSD is sending several students to the TSA National Conference in Maryland, which will be held in June.

TSA is a national non-profit organization devoted exclusively to elementary, middle and high school students with a dedicated interest in technology. The Colorado competition included nearly 1,100 participants and approximately 90 leadership and technology-related events. Shown below are the medalists from Mountain Vista High School.



Source: <https://www.dcsdk12.org/dcsd-dominates-at-tech-competition>

Yes, But ... 'How will we know how we are REALLY doing?'

When discussing the overuse of standardized testing, parents, employees, and community members agree that something must change—but often the same question arises: “Yes, but... How will we know how we are really doing?”



The Answer Part I: We've built the balanced assessment system to address little "a" and big "A" accountability

Douglas County School District has not shied away from the accountability that the state and our parents expect. It is quite the opposite.

DCSD has actually built its Balanced Assessment System around the concept of a full range of accountability. First and foremost, we are accountable to our students, accountable for providing them a rigorous, authentic and engaging education that prepares them for the world outside the classroom walls. With big "A" accountability, we ensure that at every level we are meeting, if not exceeding, state standards.

“Knowing that accountability rules the day, we had to have valid and reliable ways to ensure students were, at a minimum, meeting the state's expectations,” explained DCSD Assessment and System Performance Officer Syna Morgan.

The District ensures that every student meets the expectations outlined in the Colorado Academic Standards. In fact, every element in DCSD's Guaranteed and Viable Curriculum involves rigorous, high-level learning outcomes, with the state standards as the foundation. The schools' balanced assessments provide regular feedback for our teachers and students, so they know if they are meeting the learning goals.

“In the day-to-day world of teaching and learning, our students know how they're doing based on the embedded formative assessment practices that teachers use every day. Then teachers and students use periodic checks compared to the learning goals to determine their overall progress. At the end of the learning cycle, assessments allow students to use their learning in authentic ways that connect to real-world applications,” Morgan explained.

DCSD goes even further, providing students an opportunity to use the 21st century skills they are learning in ways that are relevant to students today.

“Career and college ready is 'someday' for a second grader,” explained Morgan.

Learning is relevant today. Students are advantaged by their education, able to use their learning in successful ways outside the academic setting.

The Answer Part II: Comparability is Key

If our goal is ensuring our students are able to compete on a world stage today or in the future, it is crucial that we are able to ensure that their levels of performance are comparable to other school districts in Colorado, across the USA and beyond.

Athletes do this all of the time. If someone has been training for a marathon on their own, they may compare themselves to times of other runners or perhaps participate in a shorter race to see how their pace and preparation compare to those of other competitors. If they don't, they might think they're doing a great job, but end up finishing last.

“If we eliminate comparability, then students are going to be disadvantaged,” Morgan explained. “We need a balance. We want to have comparability. There is a difference between a free-for-all and flexibility. Students are held to a set of learning expectations that are guaranteed. It is important that schools have assessments that measure these guaranteed expectations”

Furthermore, DCSD believes that its students shouldn't solely be measured against others in the state (like TCAP) or the country (like NAEP). The District wants schools to have the opportunity to participate in international assessments, which can provide insight into how our schools are doing in comparison to the rest of the world.

“It is one of the options for them. They can choose to bring the PISA test in and then when they get their results back they get to see how they did against other countries, not just the United States,” explained Superintendent Dr. Elizabeth Fagen. “If you look at Douglas County Schools' scores against the rest of the world, we appear to be performing better than Finland in some of our high schools—a country that is often held up as one of the international leaders.”

In the future, DCSD hopes schools and students will have the freedom to choose from a variety of tests, matched to their studies or interests. For instance, high school students might choose to take the national College and Work Readiness Assessment (CWRA) or Armed Services Vocational Aptitude Battery (ASVAB), rather than the ACT test currently mandated for all Colorado juniors.

A New Model with Performance Rigor as Central to Accountability

DCSD believes it is not only possible, but also beneficial for our students to prove they've exceeded state standards through more than a single test.

In 2012, the District began to create a growth scale, correlated to how DCSD students performed on local assessments related to the state tests.

“That's where we started. We started by building a stable scale within our own system, a scale that would be able to be used by teachers to build validity and reliability into their locally developed assessments,” Morgan said. “Rather than a norm-referenced model that requires a standardized method, we focused on a criterion-referenced model that ensures comparability of guaranteed learning targets. Different assessments can be used as long as they are quality assessments that are valid and reliable,” Morgan said.

Moving forward, Morgan says this could give teachers the flexibility to create assessments that truly match the work happening in the classroom, while also proving students attainment of state standards.

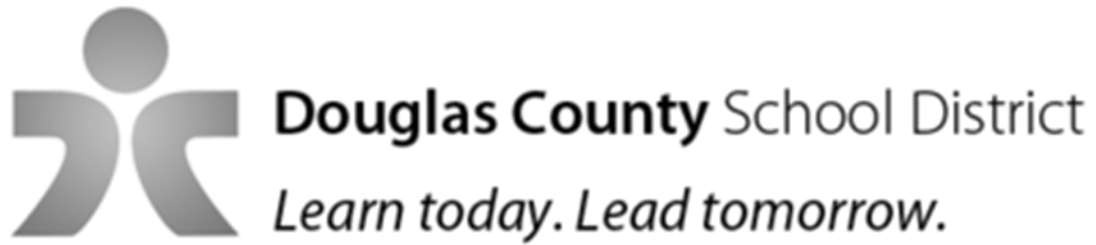
The End Goal: Abundant Choices

Of course, the desired result from all of this work is better preparing our students for their futures.

“As a district of choice,” Morgan said, “choice is not only choosing what school you want to go to, but is also about having a successful educational experience so that when you leave you have endless choices. Until we truly have a balanced approach and students can demonstrate their learning in multiple ways and be challenged to use their learning beyond a standard format, we are limiting their choices.”

Source: <https://www.dcsdk12.org/assessment-and-system-performance/yes-but-%E2%80%A6-how-will-we-know-how-we-are-really-doing%E2%80%9999>

FINANCIAL SECTION



Adopted Budget Book

FY 2014-2015

FY 2014-2015 BUDGET MESSAGE

Due to a positive economic outlook and sound fiscal practice, DCSD is committing to allocate all new per pupil revenues ("PPR") directly to schools and to compensation increases for employees. Due to passage of the School Finance Act and the Student Success Act, DCSD will experience an increase in PPR of \$356 to \$6,752.

The increase of \$356 per pupil will be allocated to schools by making the one-time \$105 allocation from the FY 2013-2014 Student Based Budget ("SBB") an ongoing allocation as well as providing an additional ongoing \$100 per student that is at the full discretion of the Principal. Initially, an additional \$50 per student was allocated to schools but with the successful passage of the Student Success Act, DCSD has increased that amount to \$100.

Additionally, all evaluated employees will receive an average 3% pay increase based on their evaluation. Highly Effective teachers will receive increases between 4% - 6%. From a District-wide perspective, the entire cost of these compensation increases is \$10M. Further, DCSD has committed to absorbing the increasing costs associated with PERA and Medical Insurance on behalf of its employees. These two cost increases are estimated at \$3.7M combined for FY 2014-2015.

Neighborhood Schools FY2014-2015

	<u>Total Amount</u>	<u>Per Pupil Amount</u>
New Revenue	\$ 18,689,288	\$ 356
\$105 SBB becomes ongoing	\$ 5,512,290	\$ 105
\$50 additional allocated at beginning of process	\$ 2,624,900	\$ 50
\$50 additional allocated per Student Success Act	\$ 2,624,900	\$ 50
\$10M Compensation Increase ⁽¹⁾	\$ 8,000,000	\$ 152
Total Increase to Schools	\$ 18,762,090	\$ 357

⁽¹⁾ 80% of District-wide salaries are in school buildings

MAJOR REVENUE SOURCES

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 2014-2015, residential property is expected to have an assessed valuation equal to 7.96% 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 2007-08, 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 \$1,844.57M, or about 31% 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 \$135M, or about 2% 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 \$3,953.33M, or about 67% 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 \$900 million. Over the past 5 years, DCSD's cumulative share of the Negative Factor has been just over \$300 million. In other words, if DCSD were fully funded as contemplated by the School Finance Act, DCSD would have had \$300 million of additional revenue to spend over the last 5 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 affected by the Negative Factor. State Share is the state equalization entitlement that decreases due to the Negative Factor.

DCSD Total Program



DCSD Total Program (After Negative Factor)



- Negative Factor = \$65.5M
- Total Negative Factor since 2009-2010: \$315M

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 1994-95 actual Total Program exceeded its budget year 1994-95 formula calculation (a "hold harmless" district).

Beginning in FY 2009-2010, a district’s override revenues cannot exceed 25% 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/sites/default/files/FY2013-14%20Brochure.pdf>

MAJOR EXPENDITURE CATEGORIES

Salaries make up the largest expenditure category in most funds. Some funds, such as the Capital Projects Fund 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%.

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% of total state property taxes must come from residential property, and the remaining 55% 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 13% in FY 2014-2015. Over the past 5 years, DCSD's cumulative share of the Negative Factor has been just over \$300 million. In other words, if DCSD were fully funded as contemplated by the School Finance Act, DCSD would have had \$300 million of additional revenue to spend over the last 5 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 2013 was \$ 1,137,851,270, which is 25% of the assessed value of \$4,689,459,530 (Assessed value for prior year was \$4,551,405,080). This debt limit, less the net debt (total debt applicable to limit) equals a legal debt margin of \$667,107,954 for FY 2013.

Douglas County School District Re. 1
Legal Debt Margin
as of June 30, 2013

	2013	2012	2011	2010	2009
Debt limit	\$ 1,137,851,270	\$ 1,126,183,940	\$ 1,229,211,143	\$ 1,219,884,738	\$ 1,169,546,910
Total debt applicable to limit	470,743,316	509,211,093	543,221,541	580,366,240	608,924,744
Legal debt margin	667,107,954	616,972,847	685,989,602	639,518,498	560,622,166
Total debt applicable to the limit as a percentage of debt limit	41.37%	45.2%	44.2%	47.6%	52.1%

	2008	2007	2006	2005	2004
	\$ 1,128,380,140	\$ 1,005,711,488	\$ 962,840,013	\$ 860,712,323	\$ 816,479,228
	637,134,744	609,424,795	477,537,985	492,736,706	481,559,030
	491,245,396	396,286,693	485,302,028	367,975,617	334,920,198
	56.5%	60.6%	49.6%	57.2%	59.0%

Source: School District Financial Records

https://www.dcsdk12.org/sites/default/files/BusinessServices/cafr/FY_2012-13_CAFR.pdf

OUTSTANDING DEBT

Aggregate Principal Payments

Douglas County School District Outstanding General Obligation Bonds as of August 12, 2014-Actual Payment Dates

Date	2004A	2004B	2005A	2005B	2006A	2006B	2007A	2007B
6/30/2015	3,615,000.00	18,360,000.00	-	123,243.75	14,500,000.00	1,036,546.00	448,898.10	-
6/30/2016	-	19,395,000.00	-	95,308.50	15,130,000.00	5,375,000.00	348,225.90	-
6/30/2017	-	22,565,000.00	2,425,000.00	-	575,000.00	5,625,000.00	270,142.50	-
6/30/2018	-	16,755,000.00	-	-	-	-	209,570.85	6,820,000.00
6/30/2019	-	12,490,000.00	-	-	-	-	-	7,125,000.00
6/30/2020	-	13,130,000.00	-	-	-	-	-	-
6/30/2021	-	-	-	-	-	-	-	-
6/30/2022	-	-	-	-	-	-	-	-
6/30/2023	-	-	-	-	-	-	-	-
6/30/2024	-	-	-	-	-	-	-	-
6/30/2025	-	-	-	-	-	-	-	-
6/30/2026	-	-	-	-	-	-	-	-
6/30/2027	-	-	-	-	-	-	-	-
6/30/2028	-	-	-	-	-	-	-	-
6/30/2029	-	-	-	-	-	-	-	-
6/30/2030	-	-	-	-	-	-	-	-
6/30/2031	-	-	-	-	-	-	-	-
	\$ 3,615,000.00	\$ 102,695,000.00	\$ 2,425,000.00	\$ 218,552.25	\$ 30,205,000.00	\$ 12,036,546.00	\$ 1,276,837.35	\$ 13,945,000.00

2009	2010	2012	2013	Aggregate Principal	Aggregate Principal Balance
180,000.00	580,000.00	395,000.00	125,000.00	39,363,687.85	393,063,247.75
2,535,000.00	590,000.00	400,000.00	130,000.00	43,998,534.40	349,064,713.35
4,070,000.00	1,120,000.00	410,000.00	130,000.00	37,190,142.50	311,874,570.85
4,230,000.00	6,610,000.00	420,000.00	135,000.00	35,179,570.85	276,695,000.00
4,445,000.00	13,200,000.00	425,000.00	135,000.00	37,820,000.00	238,875,000.00
4,665,000.00	13,705,000.00	435,000.00	140,000.00	32,075,000.00	206,800,000.00
20,375,000.00	14,270,000.00	445,000.00	145,000.00	35,235,000.00	171,565,000.00
20,255,000.00	14,910,000.00	460,000.00	150,000.00	35,775,000.00	135,790,000.00
7,860,000.00	12,310,000.00	1,170,000.00	155,000.00	21,495,000.00	114,295,000.00
8,275,000.00	2,060,000.00	12,555,000.00	160,000.00	23,050,000.00	91,245,000.00
2,415,000.00	2,135,000.00	15,055,000.00	165,000.00	19,770,000.00	71,475,000.00
2,545,000.00	2,220,000.00	11,940,000.00	3,990,000.00	20,695,000.00	50,780,000.00
-	-	14,965,000.00	4,145,000.00	19,110,000.00	31,670,000.00
-	-	2,475,000.00	17,450,000.00	19,925,000.00	11,745,000.00
-	-	2,600,000.00	3,550,000.00	6,150,000.00	5,595,000.00
-	-	2,730,000.00	-	2,730,000.00	2,865,000.00
-	-	2,865,000.00	-	2,865,000.00	-
\$ 81,850,000.00	\$ 83,710,000.00	\$ 69,745,000.00	\$ 30,705,000.00	\$ 432,426,935.60	

Source: School District Financials
<https://www.dcsdk12.org/district/transparency>

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

Estimated Overlapping General Obligation Debt

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. Additional taxing entities may overlap with the District in the future.

Estimated Overlapping General Obligation Debt

Name of Overlapping Entity	2012		Outstanding G.O. Debt	
	Assessed Valuation ⁽¹⁾	Outstanding G.O. Debt	Percent	Attributable to the District ⁽²⁾ Amount
Antelope Heights Metropolitan District	\$ 12,388,100	\$ 9,665,000	100.00%	\$ 9,665,000
Arapahoe County Water and Wastewater P.I.D.	325,585,590	152,960,623	0.22	336,514
City of Aurora	2,955,790,168	10,955,000	0.17	18,624
Canterberry Crossing Metropolitan District	24,042,930	10,910,000	100.00	10,910,000
Canterberry Crossing Metropolitan District II	19,010,470	12,725,000	100.00	12,725,000
Castle Oaks Metropolitan District	9,310,140	17,140,000	100.00	17,140,000
Castle Pines Metropolitan District	135,450,610	4,445,000	100.00	4,445,000
Castle Pines North Metropolitan District	130,612,920	13,930,000	100.00	13,930,000
Castlewood Ranch Metropolitan District	25,272,020	20,740,000	100.00	20,740,000
Chatfield South Water District	4,826,790	274,894	100.00	274,894
Cherokee Ridge Estates Metropolitan District	4,015,400	1,150,000	100.00	1,150,000
Cherry Creek South Metropolitan District No. 1	35,798,560	4,975,000	100.00	4,975,000
Compark Business Campus Metropolitan District ⁽³⁾	34,725,680	51,110,000	100.00	51,110,000
Concord Metropolitan District	17,582,430	5,540,000	100.00	5,540,000
Consolidated Bell Mountain Ranch Metropolitan District	13,868,770	13,835,000	100.00	13,835,000
Cottonwood Water and Sanitation District ⁽⁴⁾	76,541,460	21,518,305	100.00	21,518,305
Crystal Crossing Metropolitan District	1,898,340	5,870,000	100.00	5,870,000
Crystal Valley Metropolitan District No. 1	33,690	19,963,409	100.00	19,963,409
Elkhorn Ranch Metropolitan District No 1	5,173,880	8,245,000	100.00	8,245,000
Heritage Hills Metropolitan District	35,421,330	1,495,000	100.00	1,495,000
Highlands Ranch Metropolitan District	1,147,734,760	64,890,000	100.00	64,890,000
Horse Creek Metropolitan District	10,940,990	4,555,000	100.00	4,555,000
Horseshoe Ridge Metropolitan District No.1-3 ⁽⁵⁾	5,685,920	3,850,000	100.00	3,850,000
Hunting Hill Metropolitan District	1,627,120	3,955,000	100.00	3,955,000
Inverness Metropolitan Improvement District	280,588,430	5,695,000	34.27	1,951,677
Inverness Water and Sanitation District	271,905,880	20,105,000	35.37	7,111,139
Jordan Crossing Metropolitan District	1,868,430	1,370,000	100.00	1,370,000
Larkspur Fire Protection District	122,039,300	2,870,000	100.00	2,870,000
Lincoln Creek Metropolitan District ⁽⁶⁾	1,407,000	4,130,000	100.00	4,130,000
Lincoln Meadows Metropolitan District	8,656,990	7,585,000	100.00	7,585,000
Lincoln Park Metropolitan District	30,049,060	41,967,620	100.00	41,967,620
Lincoln Station Metropolitan District	14,801,860	13,532,000	100.00	13,532,000
Maher Ranch Metropolitan District No. 4	21,868,000	20,335,000	100.00	20,335,000
Meadows Metropolitan Districts Nos. 1-7 ⁽⁷⁾	121,489,500	70,000,000	100.00	70,000,000
Meridian Metropolitan District	143,496,930	70,000,000	100.00	70,000,000
Meridian Village Metropolitan District No. 1&2 ⁽⁸⁾	11,405,060	35,185,000	100.00	35,185,000
Neu Towne Metropolitan District	3,188,800	5,275,000	100.00	5,275,000
North Meridian Metropolitan District	216,639	7,143,000	100.00	7,143,000
North Pines Metropolitan District	4,332,270	2,305,000	100.00	2,305,000
Old Towne Metropolitan District	2,763,491	910,000	100.00	910,000
OmniPark Metropolitan District	41,271,350	5,525,000	100.00	5,525,000
Park Meadows Metropolitan District	273,418,450	680,000	100.00	680,000
Parker Automotive Metropolitan District	6,599,787	14,480,000	100.00	14,480,000
Parker Water and Sanitation District	458,892,906	96,380,000	100.00	96,380,000
Pine Bluffs Metropolitan District	5,165,323	4,510,000	100.00	4,510,000

Estimated Overlapping General Obligation Debt (Continued)

Name of Overlapping Entity	2012	Outstanding G.O. Debt	Outstanding G.O. Debt	
	Assessed Valuation ⁽¹⁾		Attributable to the District ⁽²⁾	Amount
			Percent	
Pinery West Metropolitan District No. 2	31,077,520	18,285,000	100.00	18,285,000
Pinery West Metropolitan District No. 3	9,780,340	2,315,000	100.00	2,315,000
Plum Creek Metropolitan District	17,910,830	1,745,000	100.00	1,745,000
Rampart Range Metropolitan Districts Nos.1,2 & 7	93,200,990	70,000,000	100.00	70,000,000
Ravenna Metropolitan District	10,528,930	13,280,000	100.00	13,280,000
Reata North Metropolitan District	13,077,780	9,675,000	100.00	9,675,000
Reata South Metropolitan District	16,021,120	19,350,000	100.00	19,350,000
Regency Metropolitan District	3,192,700	2,990,000	100.00	2,990,000
Robinson Ranch Metropolitan District	1,334,590	700,000	100.00	700,000
Rocking Horse Metropolitan District No.2	4,988,780	30,648,000	100.00	30,648,000
Roxborough Village Metropolitan District	52,585,810	15,269,391	100.00	15,269,391
Roxborough Water and Sanitation District	126,621,550	7,055,000	72.63	5,124,047
Sedalia Water and Sanitation District	6,042,240	152,072	100.00	152,072
Solitude Metropolitan District	2,840	5,000,000	100.00	5,000,000
South Meridian Metropolitan District	25,709,550	10,539,000	100.00	10,539,000
South Suburban Park and Recreation District	2,597,254,240	21,025,000	18.14	3,813,935
Southeast Public Improvement Metropolitan District	1,739,666,580	3,695,000	33.45	1,235,978
Southpark Metropolitan District	56,026,180	500,000	4.06	20,300
Stone Canyon Ranch Metropolitan District	1,780,390	520,704	100.00	520,704
Stonegate Village Metropolitan District	72,016,190	28,340,000	100.00	28,340,000
Tallman Gulch Metropolitan District	815,522	4,214,000	100.00	4,214,000
Villages at Castle Rock Metropolitan District No. 4 and Founders Village Metropolitan District ⁽⁹⁾	37,208,590	25,911,000	100.00	25,911,000
Villages at Castle Rock Metropolitan District No 6	7,536,820	21,266,165	100.00	21,266,165
Villages at Castle Rock Metropolitan District No. 7	18,805,760	2,750,000	100.00	2,750,000
West Metro Fire Protection District	2,891,689,140	35,385,000	3.62	1,280,937
	\$ 14,693,638,506	\$ 1,245,290,183		\$ 1,008,807,711

(1) The 2012 assessed valuation figures certified by the County Assessors are for collection of ad valorem property taxes in 2013.

(2) 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 assess valuation of overlapping entities, the percentage of debt for which property owners within the District are responsible will also change.

(3) 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.

(4) Includes capital appreciation bonds in the original principal amount of \$3,810,741.50 with an appreciated value at maturity in 2027 of \$19,106,585.42.

(5) Pursuant to capital pledge agreement, Horseshoe Ridge Metropolitan Districts Nos. 2 and 3 (rhe "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.

(6) Lincoln Creek Metropolitan District has defaulted on its general obligation debt and, as of December 31, 2012, the outstanding principal balance is the original amount of \$4,130,000 with accrued interest of \$444,401.

(7) 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.

(8) 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.

(9) Pursuant to an agreement with Villages at Castle Rock Metropolitan District No. 4 ("Village No. 4"), Founders Village Metropolitan District is obligated to levy a limited mill levy to pay debt service on the bonds. Pursuant to a Plan for Adjustment of Debts approved by the U.S. Bankruptcy Court, Villages No. 4 issued its Revenue Refunding Bonds Series 1991 in the amount of \$29,970,000. The 1991 Bonds mature in 2031, and any outstanding current interest, accrued by unpaid interest, and principal amounts due as of such date will be discharged. As of December 31, 2012, the amount of unpaid accrued inter4est is \$56,604,584.

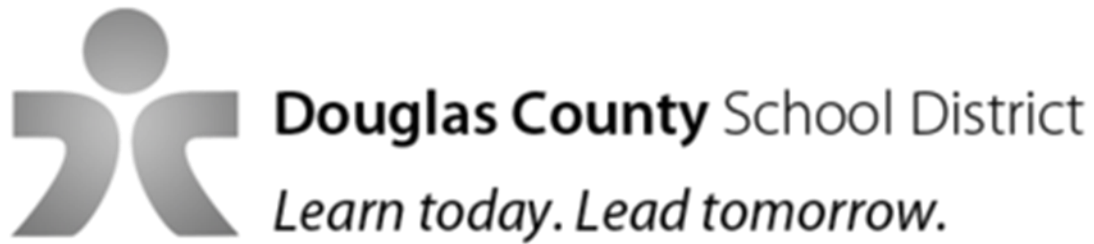
Sources: Assessors' Offices of Adams, Arapahoe, Douglas, and Elbert Counties; and individual taxing entities.

(A) Source: Sherman and Howard, bond counsel, Preliminary Official Statement, January 2013, page 57 and 58

Source: School District Financial Records

https://www.dcsdk12.org/sites/default/files/BusinessServices/cafr/FY_2012-13_CAFR.pdf

SUMMARY OF ALL FUNDS FY 2014-2015



FUND BALANCE—GENERAL FUND

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, 2013 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 4% 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% 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 4% of yearly spend in held reserves providing financial stability and available resources to fund any unexpected emergency. You can see on page 38 that the financial statements report the District meets the TABOR and additional Board of Education reserve policy reporting restricted and assigned fund balances of \$14,043,000 and \$18,724,000 respectively. The ending fund balance after reserved of \$506,588 is left as unassigned.

SUMMARY OF ALL FUNDS

FY 2014-2015 ADOPTED BUDGET

	10 General Fund	13 Outdoor Education	15 Full Day Kindergarten	18 Risk Insurance	25 Transportation Fund	43 Capital Projects
Beginning Fund Balances	\$ 43,095,956	\$ 225,565	\$ 3,868,316	\$ 1,598,902	\$ 482,865	\$ 13,268,234
Revenues:						
Property Taxes	\$ 155,944,068	\$ -	\$ -	\$ -	\$ -	\$ -
Specific Ownership Taxes	18,881,418	-	-	-	-	-
Other Local Income	19,717,091	598,721	4,740,793	-	2,868,234	-
Intergovernmental	312,445,229	-	-	-	4,523,980	-
Transfers In	-	-	-	3,654,644	12,975,650	3,246,103
Other	-	-	-	-	-	-
Total Revenues	\$ 506,987,806	\$ 598,721	\$ 4,740,793	\$ 3,654,644	\$ 20,367,864	\$ 3,246,103
Total Sources	\$ 550,083,762	\$ 824,286	\$ 8,609,109	\$ 5,253,546	\$ 20,850,729	\$ 16,514,337
Expenditures/Expenses:						
Salaries & Benefits	345,110,333	385,809	5,874,943	386,984	16,749,319	-
Purchased Services	18,590,219	68,320	-	3,891,626	812,935	2,867,381
Contracts w/Charter Schools	84,916,187	-	-	-	-	-
Supplies	35,687,802	73,383	2,167,635	232,500	3,889,954	6,303,242
Property and Equipment	-	27,000	-	-	671,853	6,237,236
Other	5,318,755	13,678	-	5,600	(1,786,321)	1,106,478
Transfers Out	27,186,878	-	-	-	-	-
Total Expenditures	\$ 516,810,174	\$ 568,190	\$ 8,042,578	\$ 4,516,710	\$ 20,337,740	\$ 16,514,337
Ending Fund Balances	\$ 33,273,588	\$ 256,096	\$ 566,531	\$ 736,836	\$ 512,989	\$ -
Tabor Reserve - 3%	14,043,000					
BOE Emergency Reserve - 4%	18,724,000					
Ending Fund Balances - after reserves	\$ 506,588					

SUMMARY OF ALL FUNDS CONTINUED

FY 2014-2015 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	\$ 118,605	\$ 185,120	\$ 4,500,909	\$ 854,081	\$ 62,999,278	\$ 422,836
Revenues:						
Property Taxes	-	-	-	-	68,471,638	-
Specific Ownership Taxes	-	-	-	-	-	-
Other Local Income	12,510,061	274,132	10,441,674	10,042,462	64,000	463,681
Intergovernmental	2,832,731	10,894,944	-	-	-	-
Transfers In	-	-	-	3,887,406	-	3,423,075
Other	-	-	-	-	-	117,500
Total Revenues	\$ 15,342,792	\$ 11,169,076	\$ 10,441,674	\$ 13,929,868	\$ 68,535,638	\$ 4,004,256
Total Sources	\$ 15,461,397	\$ 11,354,196	\$ 14,942,583	\$ 14,783,949	\$ 131,534,916	\$ 4,427,092
Expenditures/Expenses:						
Salaries & Benefits	6,254,056	9,452,389	7,536,597	5,352,588	-	-
Purchased Services	383,030	1,159,350	952,852	2,439,566	5,000	2,000
Contracts w/Charter Schools	-	-	-	-	-	-
Supplies	7,230,000	373,047	558,671	5,540,000	-	-
Property and Equipment	496,000	123,977	215	100,000	-	-
Other	582,500	60,313	1,393,339	685,063	68,471,638	4,004,256
Transfers Out	-	-	-	-	-	-
Total Expenditures	\$ 14,945,586	\$ 11,169,076	\$ 10,441,674	\$ 14,117,217	\$ 68,476,638	\$ 4,006,256
Ending Fund Balances	\$ 515,811	\$ 185,120	\$ 4,500,909	\$ 666,732	\$ 63,058,278	\$ 420,836
Tabor Reserve - 3%						
BOE Emergency Reserve - 4%						
Ending Fund Balances - after reserves						

45 COP Building	65 Medical Fund	66 STDI Fund	74 Pupil Activity Fund	75 Private Purpose Trust	TOTAL
\$ 16,389,830	\$ 9,566,390	\$ -	\$ 4,116,059	\$ 45,666	\$ 161,738,612
-	-	-	-	-	224,415,706
-	-	-	-	-	18,881,418
10,038	39,745,525	627,295	2,438,467	61,600	104,603,774
-	-	-	-	-	330,696,884
-	-	-	-	-	27,186,878
-	-	-	-	-	117,500
\$ 10,038	\$ 39,745,525	\$ 627,295	\$ 2,438,467	\$ 61,600	\$ 705,902,160
\$ 16,399,868	\$ 49,311,915	\$ 627,295	\$ 6,554,526	\$ 107,266	\$ 867,640,772
-	19,439	-	-	-	397,122,457
-	40,692,261	615,000	-	-	72,479,540
-	-	-	-	-	84,916,187
8,666,397	55,561	-	3,201,752	-	73,979,944
516,920	-	-	-	-	8,173,201
-	-	-	-	69,000	79,924,299
-	-	-	-	-	27,186,878
\$ 9,183,317	\$ 40,767,261	\$ 615,000	\$ 3,201,752	\$ 69,000	\$ 743,782,506
\$ 7,216,551	\$ 8,544,654	\$ 12,295	\$ 3,352,774	\$ 38,266	\$ 123,858,266

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SUMMARY OF COMBINED GENERAL FUND & SPECIAL REVENUE FUNDS FY 2014-2015



Douglas County School District

Learn today. Lead tomorrow.

SUMMARY OF OPERATING FUNDS—COMBINED GENERAL FUND

FY 2014-2014 ADOPTED BUDGET

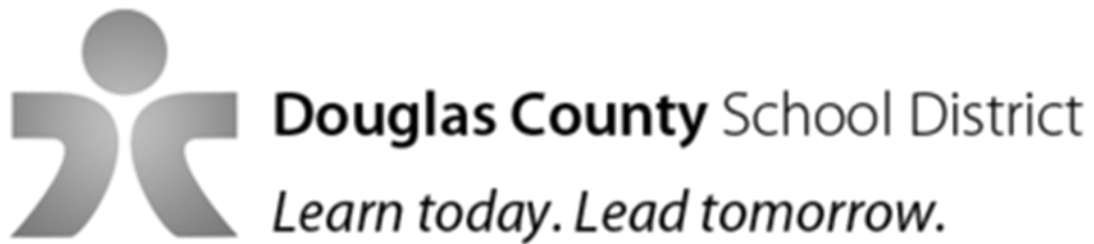
	10	13	15	18	25	43	TOTAL Combined
	General Fund	Outdoor Education	Full Day Kindergarten	Risk Insurance	Transportation	Capital Projects	General
Beginning Fund Balances	\$ 43,095,956	\$ 225,565	\$ 3,868,316	\$ 1,598,902	\$ 482,865	\$ 13,268,234	\$ 62,539,838
REVENUES by Source							
Property Taxes	155,944,068	-	-	-	-	-	155,944,068
Specific Ownership Taxes	18,881,418	-	-	-	-	-	18,881,418
Other Local Income	19,717,091	598,721	4,740,793	-	2,868,234	-	27,924,839
Intergovernmental	312,445,229	-	-	-	4,523,980	-	316,969,209
Transfers In	-	-	-	3,654,644	12,975,650	3,246,103	19,876,397
Other	-	-	-	-	-	-	-
Total Revenues	\$ 506,987,806	\$ 598,721	\$ 4,740,793	\$ 3,654,644	\$ 20,367,864	\$ 3,246,103	\$ 539,595,931
Total Sources	\$ 550,083,762	\$ 824,286	\$ 8,609,109	\$ 5,253,546	\$ 20,850,729	\$ 16,514,337	\$ 602,135,769
EXPENDITURES by Program							
Instructional	272,388,651	-	7,940,007	-	-	-	280,328,658
Support - Students	18,463,226	-	-	-	-	-	18,463,226
Support - Instructional Staff	19,699,927	-	-	-	-	-	19,699,927
Support - General Administration	21,049,547	-	-	-	-	-	21,049,547
Support - School Administration	28,769,532	-	102,571	-	-	-	28,872,103
Support - Business Services	5,569,117	-	-	-	-	-	5,569,117
Support - Operations & Maintenance	35,865,879	38,844	-	675,003	-	9,128,510	45,708,236
Support - Transportation	-	-	-	-	20,337,740	-	20,337,740
Support - Central	20,554,401	-	-	3,641,707	-	-	24,196,108
Support - Other	8,683,290	-	-	-	-	-	8,683,290
Non Instructional	850,417	529,346	-	200,000	-	7,385,827	8,965,590
Contracts with Charter Schools	84,916,187	-	-	-	-	-	84,916,187
Total Expenditures	\$ 516,810,174	\$ 568,190	\$ 8,042,578	\$ 4,516,710	\$ 20,337,740	\$ 16,514,337	\$ 566,789,729
EXPENDITURES by Object							
Salaries	262,994,121	291,895	4,388,544	297,712	11,177,200	-	279,149,472
Employee Benefits	82,116,212	93,914	1,486,399	89,272	5,572,119	-	89,357,916
Contracts with Charter Schools	84,916,187	-	-	-	-	-	84,916,187
Purchased Services	18,590,219	68,320	-	3,891,626	812,935	2,867,381	26,230,481
Supplies & Materials	35,687,802	73,383	2,167,635	232,500	3,889,954	6,303,242	48,354,516
Property	-	27,000	-	-	671,853	6,237,236	6,936,089
Other	5,318,755	13,678	-	5,600	(1,786,321)	1,106,478	4,658,190
Transfers Out	27,186,878	-	-	-	-	-	27,186,878
Total Expenditures	\$ 516,810,174	\$ 568,190	\$ 8,042,578	\$ 4,516,710	\$ 20,337,740	\$ 16,514,337	\$ 566,789,729
Tabor Reserve - 3%	14,043,000	-	-	-	-	-	14,043,000
BOE Emergency Reserve - 4%	18,724,000	-	-	-	-	-	18,724,000
Ending Fund Balance - after reserves	\$ 506,588	\$ 256,096	\$ 566,531	\$ 736,836	\$ 512,989	\$ -	\$ 2,579,040

SUMMARY OF OPERATING FUNDS—SPECIAL REVENUES

FY 2014-2014 ADOPTED BUDGET

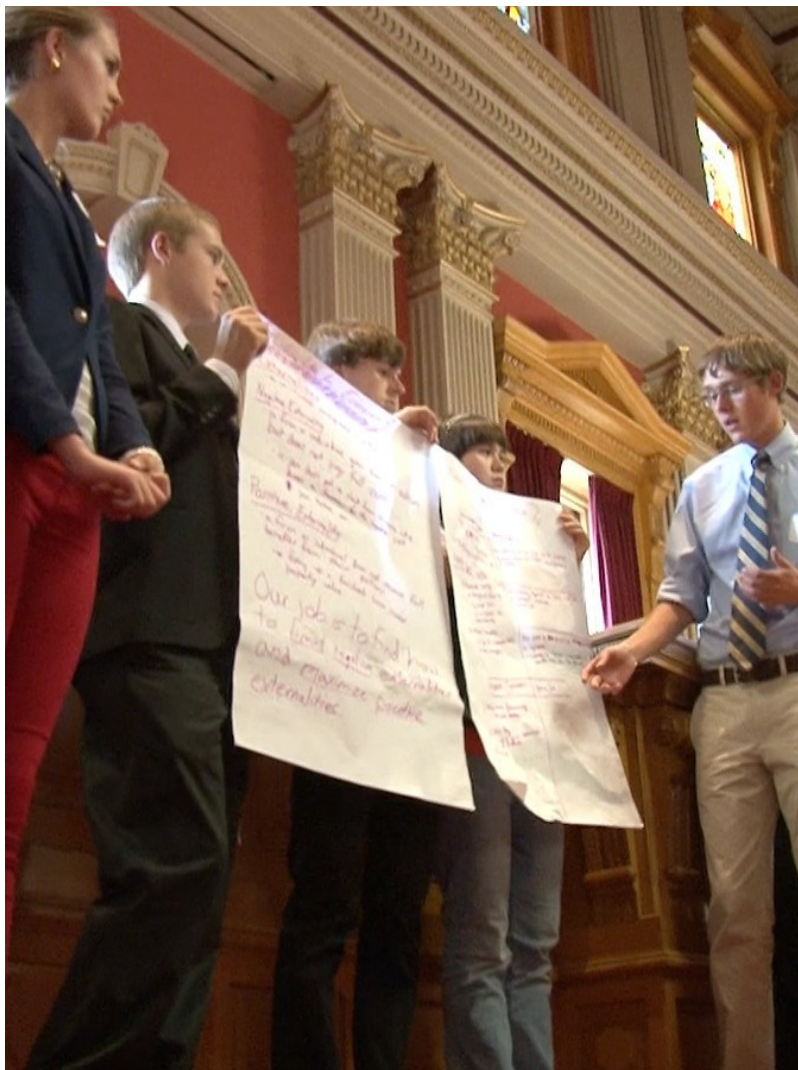
	21	22	24	26	TOTAL Special
	Nutrition	Governmental Designated Grants	Child Care	Athletics and Activities	Revenues
Beginning Fund Balances	\$ 118,605	\$ 185,120	\$ 4,500,909	\$ 854,081	\$ 5,658,715
REVENUES by Source					
Food Sales	12,490,061	-	-	-	12,490,061
Tuition	-	-	10,441,674	-	10,441,674
Fees	-	-	-	9,298,162	9,298,162
Intergovernmental	2,832,731	10,894,944	-	-	13,727,675
Transfers In	-	-	-	3,887,406	3,887,406
Other	20,000	274,132	-	744,300	1,038,432
Total Revenues	\$ 15,342,792	\$ 11,169,076	\$ 10,441,674	\$ 13,929,868	\$ 50,883,410
Total Sources	\$ 15,461,397	\$ 11,354,196	\$ 14,942,583	\$ 14,783,949	\$ 56,542,125
	21	22	24	26	TOTAL Special
	Nutrition	Governmental Designated Grants	Child Care	Athletics and Activities	Revenues
EXPENDITURES by Program					
Intructional	-	11,169,076	-	13,269,499	24,438,575
Support - Students	-	-	-	463,734	463,734
Support - Instructional Staff	-	-	-	383,984	383,984
Non Instructional	14,945,586	-	10,441,674	-	25,387,260
Total Expenditures	\$ 14,945,586	\$ 11,169,076	\$ 10,441,674	\$ 14,117,217	\$ 50,673,553
EXPENDITURES by Object					
Salaries	4,704,244	7,088,406	5,361,682	4,459,881	21,614,213
Employee Benefits	1,549,812	2,363,983	2,174,915	892,707	6,981,417
Purchased Services	383,030	1,159,350	952,852	2,439,566	4,934,798
Supplies & Materials	7,230,000	373,047	558,671	5,540,000	13,701,718
Property	496,000	123,977	215	100,000	720,192
Other	582,500	60,313	1,393,339	685,063	2,721,215
Total Expenditures	\$ 14,945,586	\$ 11,169,076	\$ 10,441,674	\$ 14,117,217	\$ 50,673,553
Ending Fund Balance	\$ 515,811	\$ 185,120	\$ 4,500,909	\$ 666,732	\$ 5,868,572

SUMMARY OF ALL INDIVIDUAL FUNDS FY 2014-2015



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 2009-2010 ACTUAL TO FY 2014-2015 ADOPTED BUDGET

	Actuals FY2009-2010	Actuals FY2010-2011
BEGINNING FUND BALANCE	\$ 17,752,213	\$ 43,664,316
REVENUE		
Local Taxes:		
Property Tax - In Formula	124,950,017	125,871,583
Budget Overrides	33,713,000	33,713,000
Specific Ownership Taxes - In Formula	9,915,050	8,743,383
Specific Ownership Taxes - Out	6,430,839	6,922,262
Subtotal - Local Tax Revenue	<u>\$ 175,008,906</u>	<u>\$ 175,250,228</u>
Intergovernmental Revenue		
Equalization Entitlements	249,626,516	229,030,698
Transportation	4,243,295	-
Special Education	7,289,201	7,424,114
Vocational Education	855,740	557,251
Gifted & Talented	626,198	626,586
Other	206,757	584,564
Subtotal - Intergovernmental Revenue	<u>\$ 262,847,707</u>	<u>\$ 238,223,213</u>
Other Local Revenue		
General Fund Interest	121,922	97,882
Charter School Purchased Service Revenue	4,291,246	5,055,678
Federal Revenue - Medicaid Reimbursement	-	15,295,857
Transfers In Fm Bond Redemption Fund	102,565	69,025
Preschool Revenue	4,716,388	5,017,357
School Based Revenue	4,956,971	4,395,562
Other	5,231,697	4,580,646
Subtotal - Other Local Revenue	<u>\$ 19,420,789</u>	<u>\$ 34,512,007</u>
TOTAL REVENUE	<u><u>\$ 457,277,402</u></u>	<u><u>\$ 447,985,448</u></u>
Total Program Funding	\$ 384,491,583	\$ 363,645,664
% Program Funding Increase Inclusive of Student Growth		-5.42%

Actuals	Actuals	Revised	Final Revised	Adopted
FY2011-2012	FY2012-2013	Budget #1	Budget	Budget
FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2013-2014	FY 2014-2015
\$ 60,595,521	\$ 73,851,830	\$ 79,368,368	\$ 79,368,368	\$ 43,095,956
115,261,143	117,547,347	119,932,502	119,932,502	122,231,068
33,713,000	33,713,000	33,713,000	33,713,000	33,713,000
8,543,931	9,949,745	9,669,990	9,669,990	10,008,440
7,642,684	8,011,283	8,549,807	8,549,807	8,872,978
\$ 165,160,758	\$ 169,221,375	\$ 171,865,299	\$ 171,865,299	\$ 174,825,486
246,550,954	255,806,950	270,249,094	270,568,569	298,197,460
-	-	-	-	-
7,936,558	8,786,430	10,041,788	10,170,197	10,343,041
521,750	437,016	567,000	594,170	594,171
693,586	665,986	680,489	680,489	700,904
222,524	785,484	1,552,720	1,675,443	1,714,317
\$ 255,925,372	\$ 266,481,866	\$ 283,091,091	\$ 283,688,868	\$ 311,549,893
101,260	156,368	101,726	101,726	101,726
4,231,389	3,407,457	4,431,403	4,187,933	4,328,784
-	1,108,536	810,268	895,336	895,336
44,588	64,046	64,000	-	-
5,017,357	1,881,279	1,951,393	1,951,393	2,182,395
2,085,193	11,748,057	8,712,018	8,989,653	9,622,804
7,622,250	2,019,129	1,608,579	1,608,579	3,481,382
\$ 19,102,037	\$ 20,384,872	\$ 17,679,387	\$ 17,734,620	\$ 20,612,427
\$ 440,188,167	\$ 456,088,113	\$ 472,635,777	\$ 473,288,787	\$ 506,987,806
\$ 370,356,028	\$ 383,304,042	\$ 399,851,586	\$ 400,171,061	\$ 430,436,968
1.85%	3.50%	4.32%	4.40%	7.56%

GENERAL FUND EXPENDITURES

FY 2009-2010 ACTUALS TO FY 2014-2015 ADOPTED BUDGET

EXPENDITURES	Actuals FY 2009-2010	Actuals FY 2010-2011
Salaries		
Administrator	17,033,107	15,611,844
Teachers, Counselors, Certified	173,901,968	166,336,042
Technical	4,278,319	3,973,068
Paraprofessional - Aides	16,957,934	16,722,859
Office Support	14,515,653	13,379,878
Crafts, Trade, Nutrition & Custodians	18,750,869	18,464,256
Non-Job Class Specific Salaries		
Substitutes	3,623,942	3,427,671
Pay for Performance	3,191,717	705,223
Longevity / Certified Knowledge Pay	1,865,779	2,002,782
Separation / Severance	2,624,789	1,241,896
Other Salaries	4,332,042	3,805,104
Subtotal - Salaries	\$ 261,076,119	\$ 245,670,623
Benefits		
Medicare	3,490,973	3,215,720
PERA	33,714,087	32,415,934
Medical Insurance	26,888,513	25,172,304
Extended Service Agreement	-	-
Early Separation Agreement	-	-
Admin/Pro Tech 401 A	-	-
Other Benefits	3,509,966	3,177,773
Subtotal - Benefits	\$ 67,603,539	\$ 63,981,731
Operating		
Operating	37,732,554	40,666,567
Additional Student Success Act Monies Ongoing (\$50 per pupil)	-	-
School based revenue associated expenditures at schools	-	-
Contingency ~ General	-	-
Salary and Benefit Pay Increase	-	-
Salary and Benefit One-Time Pay Increase	-	-
Charter School Expenses	44,737,586	47,795,290
Capital Projects Transfer	12,575,620	9,523,143
Risk Insurance Fund Transfer	2,810,409	3,699,141
Athletic & Activities Fund Transfer	4,829,472	3,887,406
Medical Fund Transfer	-	3,816,710
Full Day Kindergarten Transfer	-	-
Outdoor Education Fund Transfer	-	-
Transportation Fund Transfer	-	12,013,632
Food Service Fund Transfer	-	-
Certificate of Participation Lease Payment Transfer	-	-
Subtotal - Other Expenditures	\$ 102,685,641	\$ 121,401,889
TOTAL ALL EXPENDITURES	\$ 431,365,299	\$ 431,054,243
CHANGE IN FUND BALANCE	\$ 25,912,103	\$ 16,931,205
ENDING FUND BALANCE	\$ 43,664,316	\$ 60,595,521
Tabor Reserve - 3%	-	-
Letter of Credit	12,700,000	12,700,000
BOE Emergency Reserve - 4%	17,254,612	17,340,577
ENDING FUND BALANCE - after reserves	\$ 26,409,704	\$ 43,254,944

Actuals FY 2011-2012	Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Final Revised Budget FY 2013-2014	Adopted Budget FY 2014-2015
15,125,688	16,229,983	18,295,089	18,165,918	17,670,902
165,809,208	162,531,757	172,264,100	165,113,642	174,532,238
4,143,735	5,730,116	7,205,037	7,294,276	8,457,585
15,966,469	18,169,270	17,115,406	17,041,313	17,008,407
12,035,852	12,020,689	12,988,751	12,780,366	13,049,377
9,989,412	10,067,059	9,494,620	9,494,620	10,144,844
2,427,671	3,891,629	2,868,516	2,821,144	4,482,991
373,058	1,262,164	6,308,822	5,175,617	3,516,704
2,249,171	-	-	-	-
2,800,000	-	-	-	-
2,127,475	8,523,175	14,282,761	15,051,280	4,131,073
\$ 233,047,739	\$ 238,425,842	\$ 260,823,102	\$ 252,938,176	\$ 252,994,121
2,434,994	3,288,764	3,916,986	3,828,559	3,619,013
33,008,211	36,899,709	40,321,862	40,398,219	43,226,259
23,827,214	24,176,274	30,960,843	30,172,943	31,526,606
-	2,641,295	3,672,407	3,672,407	586,544
-	1,663,179	1,551,191	1,551,191	-
-	-	525,000	525,000	525,000
5,636,618	2,541,564	3,730,510	3,669,555	2,632,790
\$ 64,907,037	\$ 71,210,785	\$ 84,678,799	\$ 83,817,874	\$ 82,116,212
43,024,503	49,531,636	65,189,745	66,947,310	41,606,934
-	-	-	-	2,624,900
-	-	-	-	9,622,804
-	-	3,198,624	2,592,318	5,000,000
-	-	-	-	10,000,000
-	-	-	-	-
54,244,208	59,994,588	72,908,392	74,019,077	85,658,325
8,132,184	9,546,637	7,742,824	10,090,751	3,246,103
4,454,644	3,654,644	3,654,644	3,654,644	3,654,644
3,887,406	3,887,406	3,887,406	3,887,406	3,887,406
-	-	-	-	-
750,000	-	-	-	-
550,000	-	250,000	-	-
11,888,632	12,324,204	13,475,650	13,475,650	12,975,650
600,000	-	-	2,500,000	-
1,445,505	1,995,833	2,926,523	4,786,797	3,423,075
\$ 128,977,082	\$ 140,934,948	\$ 173,233,808	\$ 181,953,953	\$ 181,699,841
\$ 426,931,858	\$ 450,571,575	\$ 518,735,709	\$ 518,710,003	\$ 516,810,174
\$ 13,256,309	\$ 5,516,538	\$ (46,099,932)	\$ (45,421,216)	\$ (9,822,368)
\$ 73,851,830	\$ 79,368,368	\$ 33,268,436	\$ 33,947,152	\$ 33,273,588
12,790,000	14,043,000	14,043,000	14,043,000	14,043,000
-	-	-	-	-
17,053,333	18,724,000	18,724,000	18,724,000	18,724,000
\$ 44,008,497	\$ 46,601,368	\$ 501,436	\$ 1,180,152	\$ 506,588

GENERAL FUND THREE YEAR PROJECTION ASSUMPTIONS

The following long range operating financial planning assumptions were used in estimating the FY 2015-2016 to FY 2017-2018 budgets:

REVENUES

Enrollment Growth

FY 2015-2016: 500 students inclusive of charter schools and online schools

FY 2015-2016: 500 students inclusive of charter schools and online schools

School Finance Act and Other Revenue Increases - 2% Inflation Rate Increase Yearly

FY 2015-2016 = \$12.9M New Revenue

Per Pupil Revenue Growth (\$135/student) = \$8.6M

New Student Growth (500 students at \$6,887/student) = \$3.4M

State Categorical Increase = \$0.3M

Other Local Increase = \$0.6M

FY 2016-2017 = \$13.2M New Revenue

Per Pupil Revenue Growth (\$138/student) = \$8.9M

New Student Growth (500 students at \$7,025/student) = \$3.5M

State Categorical Increase = \$0.3M

Other Local Increase = \$0.6M

FY 2017-2018 = \$13.6M New Revenue

Per Pupil Revenue Growth (\$140/student) = \$9.1M

New Student Growth (500 students at \$7,165/student) = \$3.6M

State Categorical Increase = \$0.3M

Other Local Increase = \$0.6M

EXPENDITURES

Average Salary Increase across all Employee Groups

FY 2015-2016: 1.5%

FY 2016-2017: 2%

FY 2017-2018: 2%

PERA Rate Increases

FY 2015-2016: 0.9%

FY 2016-2017: 0.9%

FY 2017-2018: 0.9%

Medical Benefits Increases

FY 2015-2016: 10%

FY 2016-2017: 10%

FY 2017-2018: 10%

Increased transfer to Capital Projects in FY 2016-2017 and FY 2017-2018 to address immediate capital needs

GENERAL FUND THREE YEAR PROJECTION REVENUES

	Adopted Budget FY 2014-2015	Projected Budget FY 2015-2016	Projected Budget FY 2016-2017	Projected Budget FY 2017-2018
BEGINNING FUND BALANCE	\$ 43,095,956	\$ 33,273,588	\$ 37,111,928	\$ 38,139,396
REVENUE				
Local Taxes:				
Property Tax - In Formula	122,231,068	124,675,689	127,169,203	129,712,587
Budget Overrides	33,713,000	33,713,000	33,713,000	33,713,000
Specific Ownership Taxes - In Formula	10,008,440	10,208,609	10,412,781	10,621,036
Specific Ownership Taxes - Out	8,872,978	9,050,438	9,231,447	9,416,076
Subtotal - Local Tax Revenue	\$ 174,825,486	\$ 177,647,736	\$ 180,526,430	\$ 183,462,699
Intergovernmental Revenue				
Equalization Entitlements	298,197,460	307,628,683	317,293,647	327,222,158
Special Education	10,343,041	10,549,902	10,760,900	10,976,118
Vocational Education	594,171	606,054	618,176	630,539
Gifted & Talented	700,904	714,922	729,221	743,805
Other	1,714,317	1,748,603	1,783,575	1,819,247
Subtotal - Intergovernmental Revenue	\$ 311,549,893	\$ 321,248,165	\$ 331,185,519	\$ 341,391,867
Other Local Revenue				
General Fund Interest	101,726	103,761	105,836	107,952
Charter School Purchased Service Revenue	4,328,784	4,415,360	4,503,667	4,593,740
Federal Revenue - Medicaid Reimbursement	895,336	913,243	931,508	950,138
Transfers In Fm Bond Redemption Fund	-	-	-	-
Preschool Revenue	2,182,395	2,226,043	2,270,564	2,315,975
School Based Revenue	9,622,804	9,815,260	10,011,565	10,211,797
Other	3,481,382	3,551,010	3,622,030	3,694,470
Subtotal - Other Local Revenue	\$ 20,612,427	\$ 21,024,676	\$ 21,445,169	\$ 21,874,072
TOTAL REVENUE	\$ 506,987,806	\$ 519,920,576	\$ 533,157,118	\$ 546,728,639

GENERAL FUND THREE YEAR PROJECTION EXPENDITURES

	Adopted Budget FY 2014-2015	Projected Budget FY 2015-2016	Projected Budget FY 2016-2017	Projected Budget FY 2017-2018
EXPENDITURES				
Salaries				
Administrator	17,670,902	17,670,902	17,670,902	17,670,902
Teachers, Counselors, Certified	174,532,238	174,532,238	174,532,238	174,532,238
Technical	8,457,585	8,457,585	8,457,585	8,457,585
Paraprofessional - Aides	17,008,407	17,008,407	17,008,407	17,008,407
Office Support	13,049,377	13,049,377	13,049,377	13,049,377
Crafts, Trade, Nutrition & Custodians	10,144,844	10,144,844	10,144,844	10,144,844
Non-Job Class Specific Salaries				
Substitutes	4,482,991	4,482,991	4,482,991	4,482,991
Pay for Performance	3,516,704	3,516,704	3,516,704	3,516,704
Other Salaries	4,131,073	4,131,073	4,131,073	4,131,073
Subtotal - Salaries	\$ 252,994,121	\$ 252,994,121	\$ 252,994,121	\$ 252,994,121
Benefits				
Medicare	3,619,013	3,619,013	3,619,013	3,619,013
PERA	43,226,259	45,503,206	47,780,153	50,057,100
Medical Insurance	31,526,606	34,679,267	38,147,193	41,961,913
Extended Service Agreement	586,544	-	-	-
Early Separation Agreement	-	-	-	-
Admin/Pro Tech 401 A	525,000	525,000	525,000	525,000
Other Benefits	2,632,790	2,632,790	2,632,790	2,632,790
Subtotal - Benefits	\$ 82,116,212	\$ 86,959,276	\$ 92,704,149	\$ 98,795,816
Operating	41,606,934	42,439,073	44,985,417	47,684,542
Additional Student Success Act Monies Ongoing (\$50 per pupil)	2,624,900	-	-	-
School based revenue associated expenditures at schools	9,622,804	9,622,804	9,622,804	9,622,804
Contingency ~ General	5,000,000	5,000,000	5,000,000	5,000,000
Salary and Benefit Pay Increase	10,000,000	4,500,000	6,000,000	6,000,000
Salary and Benefit One-Time Pay Increase	-	-	-	-
Charter School Expenses	85,658,325	87,380,085	89,136,280	90,927,599
Capital Projects Transfer	3,246,103	3,246,103	7,746,103	10,746,103
Risk Insurance Fund Transfer	3,654,644	3,654,644	3,654,644	3,654,644
Athletic & Activities Fund Transfer	3,887,406	3,887,406	3,887,406	3,887,406
Outdoor Education Fund Transfer	-	-	-	-
Transportation Fund Transfer	12,975,650	12,975,650	12,975,650	12,975,650
Food Service Fund Transfer	-	-	-	-
Certificate of Participation Lease Payment Transfer	3,423,075	3,423,075	3,423,075	3,423,075
Subtotal - Other Expenditures	\$ 181,699,841	\$ 176,128,840	\$ 186,431,379	\$ 193,921,823
TOTAL ALL EXPENDITURES	\$ 516,810,174	\$ 516,082,236	\$ 532,129,650	\$ 545,711,760
CHANGE IN FUND BALANCE	\$ (9,822,368)	\$ 3,838,340	\$ 1,027,468	\$ 1,016,878
ENDING FUND BALANCE	\$ 33,273,588	\$ 37,111,928	\$ 38,139,396	\$ 39,156,275
Tabor Reserve - 3%	14,043,000	15,597,617	15,994,714	16,401,859
BOE Emergency Reserve - 4%	18,724,000	20,796,823	21,326,285	21,869,146
ENDING FUND BALANCE - after reserves	\$ 506,588	\$ 717,487	\$ 818,398	\$ 885,270

OUTDOOR EDUCATION | FUND 13

FY 2014-2015 ADOPTED BUDGET

This tuition-based fund provides 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. Similar to Nutrition Services, this fund is now accounted for as a Special Revenue Fund. This was previously Fund 54 and then Fund 28 for a brief period.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 287,546	\$ 115,366	\$ 115,366	\$ 225,565
Revenues				
Tuition from Individuals	278,551	368,119	639,839	598,721
Grants	-	30,000	-	-
Rental Building	-	25,000	-	-
Misc Revenue	17,843	-	-	-
Total Revenues	\$ 296,394	\$ 423,119	\$ 639,839	\$ 598,721
Transfer from General Fund	-	250,000	-	-
Total Sources	\$ 583,940	\$ 788,485	\$ 755,205	\$ 824,286
Expenditures				
Salaries & Benefits	233,011	211,936	223,071	385,809
Purchased Services	81,417	71,404	137,448	68,320
Supplies & Materials	133,275	318,149	80,394	73,383
Equipment	155	17,028	47,980	27,000
Depreciation	2,817	6,000	-	-
Other	17,899	12,318	40,747	13,678
Total Expenditures	\$ 468,574	\$ 636,835	\$ 529,640	\$ 568,190
Change in Fund Balance	\$ (172,180)	\$ 36,284	\$ 110,199	\$ 30,531
Balance on Hand June 30	\$ 115,366	\$ 151,650	\$ 225,565	\$ 256,096

FULL DAY KINDERGARTEN | FUND 15

FY 2014-2015 ADOPTED BUDGET

The activity associated with the full day kindergarten program has previously been accounted for in the District's General Fund. This fund's revenues, however, come from tuition paid by families who access a full day kindergarten program at many of the District's elementary schools. Included in this fund are reserves designated for tuition scholarships meeting the needs of the District's at-risk kindergarten students. This fund is also included in the Combined General Fund for purposes of financial reporting in the Comprehensive Annual Financial Report (CAFR).

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 5,528,443	\$ 5,993,997	\$ 5,993,997	\$ 3,868,316
Revenue				
Tuition	4,091,025	3,658,314	4,740,793	\$ 4,740,793
Interest	3,750	-	-	-
Total Revenue	\$ 4,094,775	\$ 3,658,314	\$ 4,740,793	\$ 4,740,793
Total Sources	\$ 9,623,218	\$ 9,652,311	\$ 10,734,790	\$ 8,609,109
Expenditures				
Salaries & Benefits	3,159,816	3,393,173	5,507,328	5,874,943
Purchased Services	96,588	6,000	90,706	-
Supplies & Materials ⁽¹⁾	139,369	5,163,272	30,856	2,167,635
Other	233,448	235,000	1,237,584	-
Total Expenditures	\$ 3,629,221	\$ 8,797,445	\$ 6,866,474	\$ 8,042,578
Change in Fund Balance	\$ 465,554	\$ (5,139,131)	\$ (2,125,681)	\$ (3,301,785)
Balance on Hand June 30	\$ 5,993,997	\$ 854,866	\$ 3,868,316	\$ 566,531

⁽¹⁾ Revised budget includes carry over at school locations

RISK INSURANCE | FUND 18

FY 2014-2015 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 considered a part of the Combined General Fund as 100% of its sources come from a General Fund transfer.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 2,783,609	\$ 2,194,872	\$ 2,194,872	\$ 1,598,902
Revenues				
General Fund Transfer	3,654,644	3,654,644	3,654,644	3,654,644
Total Revenues	\$ 3,654,644	\$ 3,654,644	\$ 3,654,644	\$ 3,654,644
Total Sources	\$ 6,438,253	\$ 5,849,516	\$ 5,849,516	\$ 5,253,546
Expenditures				
<u>Insurance Administration</u>				
Salary and Benefits	365,140	371,995	377,286	386,984
Legal Services	-	44,118	44,118	-
Purchased Services	124,975	102,589	81,355	102,589
Supplies & Materials	30,802	32,500	31,083	32,500
Dues, Mmbrshps, Fees and Training	2,872	5,600	5,600	5,600
	\$ 523,789	\$ 556,802	\$ 539,442	\$ 527,673
<u>Property & Casualty Insurance</u>				
Self Funded Claims Expense	-	575,000	575,000	575,000
Insurance Premiums	1,224,676	784,521	765,807	813,836
Purchased Services	194,263	214,803	219,613	229,606
<u>Workers' Compensation</u>				
Workers Compensation Claims Expense	2,058,067	2,100,000	1,910,996	2,100,000
Purchased Services	105,375	109,150	108,120	109,150
Workers Compensation Premiums	137,211	161,445	131,636	161,445
	\$ 2,300,653	\$ 2,370,595	\$ 2,150,752	\$ 2,370,595
Total Expenditures	\$ 4,243,381	\$ 4,501,721	\$ 4,250,614	\$ 4,516,710
Change in Fund Balance	\$ (588,737)	\$ (847,077)	\$ (595,970)	\$ (862,066)
Balance on Hand June 30	\$ 2,194,872	\$ 1,347,795	\$ 1,598,902	\$ 736,836

TRANSPORTATION | FUND 25

FY 2014-2015 ADOPTED BUDGET

This fund is used to account for expenditures and revenues associated with student transportation services inclusive of the specialized transportation associated with our special education students. This fund's sources, like the Risk Insurance Fund, come largely from the District's General Fund; therefore, the year end actual results are reported as part of the Combined General Fund in the District's Comprehensive Annual Financial Report (CAFR).

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 929,816	\$ 497,298	\$ 497,298	\$ 482,865
Revenue				
Fees - To/From School	1,469,406	1,475,000	1,475,000	1,550,000
State Categorical Revenue	4,444,567	4,523,980	4,523,980	4,523,980
Other	1,151,398	1,233,963	1,636,991	1,318,234
Total Revenue	\$ 7,065,371	\$ 7,232,943	\$ 7,635,971	\$ 7,392,214
Transfer from General Fund	12,324,204	13,475,650	13,475,650	12,975,650
Total Sources	\$ 20,319,391	\$ 21,205,891	\$ 21,608,919	\$ 20,850,729
Expenditures				
Salaries & Benefits	15,331,827	15,913,686	15,944,745	16,749,319
Purchased Services	1,315,091	1,499,640	1,747,245	812,935
Supplies & Materials	4,089,456	3,937,698	4,393,200	3,889,954
Bus Purchases & Equipment	692,287	757,000	749,192	671,853
Other ⁽¹⁾	(1,606,568)	(1,600,000)	(1,708,328)	(1,786,321)
Total Expenditures	\$ 19,822,093	\$ 20,508,024	\$ 21,126,054	\$ 20,337,740
Change in Fund Balance	\$ (432,518)	\$ 200,569	\$ (14,433)	\$ 30,124
Balance on Hand June 30	\$ 497,298	\$ 697,867	\$ 482,865	\$ 512,989

⁽¹⁾ Represents chargebacks to schools for field trips and other extracurricular activities

CAPITAL PROJECTS | FUND 43

FY 2014-2015 ADOPTED BUDGET

This fund was created in FY 2010 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 eliminating the mandate to move 3% of General Fund revenues into the Capital Reserve Fund. This new fund accounts for activity associated with the acquisition of capital assets defined in BOE policy DID as those items or groups of items that have a value of \$5,000 or more with a useful life greater than one year.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1 ⁽¹⁾	\$ 17,290,639	\$ 16,373,732	\$ 16,373,732	\$ 13,268,234
Revenues				
District Technology Fee	1,083,917	-	31,712	-
Revenue in Lieu of Land	1,904,404	-	2,048,792	-
Proceeds from MFD Lease	7,636,963	-	-	-
Other Revenue	33,397	-	156,104	-
Total Revenues	\$ 10,658,681	\$ -	\$ 2,236,608	\$ -
Transfer from General Fund	9,546,637	7,742,824	9,538,930	3,246,103
Total Sources	\$ 37,495,957	\$ 24,116,556	\$ 28,149,270	\$ 16,514,337
Expenditures				
Purchased/Property Services	2,151,705	5,097,781	4,593,884	2,867,381
Equipment/Building	17,434,877	16,472,299	11,710,451	12,540,478
Other	1,535,643	927,130	1,017,541	1,106,478
Total Expenditures	\$ 21,122,225	\$ 22,497,210	\$ 17,321,876	\$ 16,514,337
Change in Fund Balance	\$ (916,907)	\$ (14,754,386)	\$ (5,546,338)	\$ (13,268,234)
Balance on Hand June 30	\$ 16,373,732	\$ 1,619,346	\$ 10,827,394	\$ -

⁽¹⁾ FY 2014-2015 Beginning Fund Balance includes proceeds from Energy Performance Contract realized in Q4 of FY 2013-2014
Estimated actual is reflective of the 3rd Quarter financial report.

BUILDING FUND BUDGETS

- Bond Building | Funds 41 & 44
- COP Building | Fund 45



BOND BUILDING | FUNDS 41 & 44

FY 2014-2015 ADOPTED BUDGET

This fund is used to account for the management and actual construction of District facilities that are financed by General Obligation bond (GO) proceeds.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 6,538,598	\$ -	\$ -	\$ -
Revenue				
Other revenue	100,000	-	-	-
Interest	8,938	-	-	-
Total Revenue	\$ 108,938	\$ -	\$ -	\$ -
Total Sources	\$ 6,647,536	\$ -	\$ -	\$ -
Expenditures				
Salaries & Benefits	217,249	-	-	-
Buildings & Building Improvements	5,180,175	-	-	-
Purchased Services	27,342	-	-	-
Supplies & Materials	1,084,434	-	-	-
Equipment	119,063	-	-	-
Other Expenditures	19,273	-	-	-
Total Expenditures	\$ 6,647,536	\$ -	\$ -	\$ -
Change in Fund Balance	\$ (6,538,598)	\$ -	\$ -	\$ -
Balance on Hand June 30	\$ -	\$ -	\$ -	\$ -

COP BUILDING | FUND 45

FY 2014-2015 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 will account for the activity associated with the construction of Aspen View Charter School as well as activities associated with building projects identified in the DCSD Master Capital Plan.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 11,463,658	\$ 14,372,407	\$ 14,372,407	\$ 16,389,830
Revenues				
COP Issuance	15,025,895	-	14,827,948	-
Premium on Bond	343,432	-	-	-
Other Revenues	(252,438)	9,532	-	10,038
Total Revenues	\$ 15,116,889	\$ 9,532	\$ 14,827,948	\$ 10,038
Total Sources	\$ 26,580,547	\$ 14,381,939	\$ 29,200,355	\$ 16,399,868
Expenditures				
Purchased Services	740,459	190,000	242,839	-
Buildings & Building Improvements	11,467,681	13,191,939	12,567,685	9,183,317
Total Expenditures	\$ 12,208,140	\$ 13,381,939	\$ 12,810,524	\$ 9,183,317
Change in Fund Balance	\$ 2,908,749	\$ (13,372,407)	\$ 2,017,424	\$ (9,173,279)
Balance on Hand June 30	\$ 14,372,407	\$ 1,000,000	\$ 16,389,831	\$ 7,216,551

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 2014-2015 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 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 818	\$ 20,023	\$ 20,023	\$ 118,605
Revenues				
Food Sales	10,838,830	11,591,497	11,852,568	12,490,061
Federal Reimbursement	2,775,656	2,255,227	2,041,465	2,013,831
Commodity Contribution	837,372	900,000	900,000	713,000
Misc Revenue	(82,058)	69,000	319,741	20,000
State Match. Child Nutr. & CDE Rev	119,927	118,746	106,489	105,900
Total Revenues	\$ 14,489,727	\$ 14,934,470	\$ 15,220,263	\$ 15,342,792
Transfer from General Fund	\$ -	\$ -	\$ -	\$ -
Total Sources	\$ 14,490,545	\$ 14,954,493	\$ 15,240,286	\$ 15,461,397
Expenditures				
Salaries & Benefits	5,827,420	6,296,096	6,057,876	6,254,056
Food & Commodities	5,701,840	5,888,438	6,502,608	6,544,000
Purchased Services & Repairs	668,043	656,830	782,450	383,030
Supplies	1,384,611	794,000	770,095	686,000
Depreciation	374,629	300,000	495,841	-
Other	513,979	590,500	512,811	1,078,500
Total Expenditures	\$ 14,470,522	\$ 14,525,864	\$ 15,121,681	\$ 14,945,586
Change in Fund Balance	\$ 19,205	\$ 408,606	\$ 98,582	\$ 397,206
Balance on Hand June 30	\$ 20,023	\$ 428,629	\$ 118,605	\$ 515,811

GOVERNMENTAL DESIGNATED PURPOSE GRANTS | FUND 22**FY 2014-2015 ADOPTED BUDGET**

This fund accounts for most state, local and federal funding received by the District. Essentially this fund is a balanced fund whereby expenditures equal the available dedicated revenues.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 185,117	\$ 185,120	\$ 185,120	\$ 185,120
Revenues				
State Grant Revenue	179,536	30,201	30,201	9,764
Federal Revenue	13,478,146	11,899,380	11,226,765	10,885,180
Other Revenue	239,144	271,850	271,850	274,132
Total Revenues	\$ 13,896,826	\$ 12,201,431	\$ 11,528,816	\$ 11,169,076
Total Sources	\$ 14,081,943	\$ 12,386,551	\$ 11,713,936	\$ 11,354,196
Expenditures				
Salaries and Benefits	11,153,415	9,150,050	9,647,115	9,452,389
Purchased/Property Services	1,644,307	1,937,864	1,478,710	1,159,350
Supplies and Materials	328,752	300,855	181,050	373,047
Equipment	86,423	115,080	111,093	123,977
Other	683,926	697,582	110,848	60,313
Total Expenditures	\$ 13,896,823	\$ 12,201,431	\$ 11,528,816	\$ 11,169,076
Change in Fund Balance	\$ 3	\$ -	\$ -	\$ -
Balance on Hand June 30	\$ 185,120	\$ 185,120	\$ 185,120	\$ 185,120

CHILD CARE | FUND 24

FY 2014-2015 ADOPTED BUDGET

The Child Care Fund is self supporting, under this fund includes 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.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 3,614,843	\$ 3,994,090	\$ 3,994,090	\$ 4,500,909
Revenue				
Tuition	9,363,293	9,460,907	9,859,303	10,441,674
Other	4,866	-	-	-
Total Revenue	\$ 9,368,159	\$ 9,460,907	\$ 9,859,303	\$ 10,441,674
Total Sources	\$ 12,983,002	\$ 13,454,997	\$ 13,853,393	\$ 14,942,583
Expenditures				
Salaries & Benefits	6,971,879	7,208,431	7,444,078	7,536,597
Purchased Services	102,712	281,768	540,892	372,486
Supplies & Materials	775,328	508,984	669,808	558,671
Field Trips & Entrance Fees	692,442	867,061	695,822	966,357
Other	446,551	594,663	1,884	1,007,563
Total Expenditures	\$ 8,988,912	\$ 9,460,907	\$ 9,352,484	\$ 10,441,674
Change in Fund Balance	\$ 379,247	\$ -	\$ 506,819	\$ -
Balance on Hand June 30	\$ 3,994,090	\$ 3,994,090	\$ 4,500,909	\$ 4,500,909

ATHLETICS & ACTIVITIES | FUND 26

FY 2014-2015 ADOPTED BUDGET

The purpose of this fund is to capture all revenues and expenses directly related to CHSAA sponsored athletics and activities.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 926,040	\$ 735,492	\$ 735,492	\$ 854,081
Revenue				
Student Fees	7,708,412	7,708,412	8,083,593	8,252,439
Gate Fees	731,935	731,935	731,935	1,045,723
Other	1,251,475	1,251,475	1,251,475	744,300
Total Revenues	\$ 9,691,822	\$ 9,691,822	\$ 10,067,003	\$ 10,042,462
General Fund Transfer	3,887,406	3,887,406	3,887,406	3,887,406
Total Sources	\$ 14,505,268	\$ 14,314,720	\$ 14,689,901	\$ 14,783,949
Expenditures				
Salaries and Benefits	4,903,071	4,903,071	5,286,460	5,352,588
Purchased Services	2,228,931	2,228,931	2,446,469	2,439,566
Supplies and Materials	5,913,054	5,913,054	5,476,922	5,540,000
Other	589,675	589,675	541,611	685,063
Capital Outlay	135,045	135,049	84,358	100,000
Total Expenditures	\$ 13,769,776	\$ 13,769,780	\$ 13,835,820	\$ 14,117,217
Change in Fund Balance	\$ (190,548)	\$ (190,552)	\$ 118,589	\$ (187,349)
Balance on Hand June 30	\$ 735,492	\$ 544,940	\$ 854,081	\$ 666,732

DEBT SERVICE AND LEASE PAYMENT FUND BUDGETS

- Bond Redemption | Fund 31
- COP Lease Payments | Fund 39



BOND REDEMPTION | FUND 31**FY 2014-2015 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.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 60,333,963	\$ 59,535,070	\$ 59,535,070	\$ 62,999,278
Revenues				
Ad Valorem Taxes	68,143,974	72,326,378	72,326,378	68,471,638
Interest on Investment/Delinquent Tax	64,046	64,000	64,000	64,000
Total Revenues	\$ 68,208,020	\$ 72,390,378	\$ 72,390,378	\$ 68,535,638
Proceeds from Refunding of Bond	34,602,115	-	-	-
Total Sources	\$ 163,144,098	\$ 131,925,448	\$ 131,925,448	\$ 131,534,916
Expenditures				
Principal	75,041,648	38,316,380	38,316,380	39,363,688
Interest	28,257,496	30,606,107	30,606,107	29,107,950
Bond Issuance Costs	245,838	-	3,683	5,000
Total Expenditures	\$ 103,544,982	\$ 68,922,487	\$ 68,926,170	\$ 68,476,638
Transfer to General Fund	64,046	64,000	-	-
Total Uses	\$ 103,609,028	\$ 68,986,487	\$ 68,926,170	\$ 68,476,638
Change in Fund Balance	\$ (798,893)	\$ 3,403,891	\$ 3,464,208	\$ 59,000
Balance on Hand June 30	\$ 59,535,070	\$ 62,938,961	\$ 62,999,278	\$ 63,058,278

CERTIFICATES OF PARTICIPATION (COP) LEASE PAYMENTS | FUND 39

FY 2014-2015 ADOPTED BUDGET

Pursuant to CDE Chart of Accounts, this fund is identified for non-voter approved lease payments. The activity associated with this new fund was formerly included in the General Fund as well as the Capital Reserve Fund.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ -	\$ 250,896	\$ 250,896	\$ 422,836
Revenues				
Interest on Investment	2,818	500	503	463,681
SkyView Revenue for COP Lease Pmt	-	-	-	-
Cert of Participation-AspenView	293,919	232,080	232,080	117,500
Total Revenues	\$ 296,737	\$ 232,580	\$ 232,583	\$ 581,181
Capitalized Interest	474,105	248,078	248,078	-
Transfer from General Fund	1,995,833	2,926,523	4,786,797	3,423,075
Total Sources	\$ 2,766,675	\$ 3,658,077	\$ 5,518,354	\$ 4,427,092
Expenditures				
Principal-2003 COP	-	385,000	2,106,003	-
Interest-2003 COP	-	75,549	41,384	-
Principal-2006 COP	1,170,000	935,000	935,000	975,000
Interest-2006 COP	1,345,779	412,988	412,988	374,788
Principal-2009 COP	-	520,000	520,000	535,000
Interest-2009 COP	-	581,988	581,988	568,988
Principal-2012 COP (AspenView)	-	-	-	-
Interest-2012 COP (AspenView)	-	496,156	496,156	496,156
Principal-2014 COP	-	-	-	680,000
Interest-2014 COP	-	-	-	374,324
Bank Fees	-	2,000	2,000	2,000
Total Expenditures	\$ 2,515,779	\$ 3,408,681	\$ 5,095,519	\$ 4,006,256
Change in Fund Balance	\$ 250,896	\$ (1,500)	\$ 171,939	\$ (2,000)
Balance on Hand June 30	\$ 250,896	\$ 249,396	\$ 422,835	\$ 420,836

INTERNAL SERVICE FUND BUDGETS

- Medical | Fund 65
- Short Term Disability Insurance | Fund 66



MEDICAL | FUND 65**FY 2014-2015 ADOPTED BUDGET**

This fund contains District and employee medical and dental premium payments. The District operates a self-funded employee benefit program and must match set premiums to cover projected medical claims.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 9,814,847	\$ 9,644,913	\$ 9,644,913	\$ 9,566,390
Revenues				
Health Insurance Premiums	33,163,123	34,530,677	35,290,608	37,148,328
Dental Insurance Premiums	2,273,494	2,020,924	2,020,924	2,020,924
Investment Earnings	12,331	10,173	10,173	10,173
Other	450,233	566,100	566,100	566,100
Total Revenue	\$ 35,899,181	\$ 37,127,874	\$ 37,887,805	\$ 39,745,525
Total Sources	\$ 45,714,028	\$ 46,772,787	\$ 47,532,718	\$ 49,311,915
Expenditures				
Health Claims (Self Funded)	31,858,929	33,844,516	32,877,541	35,666,559
Dental Claims (Premiums)	2,672,605	2,939,248	2,939,248	2,939,248
Salaries & Benefits	405,009	-	19,241	-
Wellness Incentives	-	24,438	24,438	19,439
Stop Loss Premiums	558,283	1,031,471	1,031,471	1,031,471
Professional Services	831,073	1,037,983	1,037,983	1,037,983
Operating Expenses ⁽¹⁾	(256,784)	36,406	36,406	72,561
Total Expenditures	\$ 36,069,115	\$ 38,914,062	\$ 37,966,328	\$ 40,767,261
Change in Fund Balance	\$ (169,934)	\$ (1,786,188)	\$ (78,523)	\$ (1,021,736)
Balance on Hand June 30	\$ 9,644,913	\$ 7,858,725	\$ 9,566,390	\$ 8,544,654

⁽¹⁾ FY 2012-2013 actual due to rebates received by District

SHORT TERM DISABILITY INSURANCE | FUND 66

FY 2014-2015 ADOPTED BUDGET

This fund acts as an internal service fund for the District's Short Term Disability Insurance. This fund is new for FY 2014-2015 to reflect the District's move to a self-funded plan.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ -	\$ -	\$ -	\$ -
Revenues				
STD Insurance Premiums (All Funds)	-	-	-	627,295
Investment Earnings	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ 627,295
Total Sources	\$ -	\$ -	\$ -	\$ 627,295
Expenditures				
STD Claims (Self Funded)	-	-	-	615,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 615,000
Change in Fund Balance	\$ -	\$ -	\$ -	\$ 12,295
Balance on Hand June 30	\$ -	\$ -	\$ -	\$ 12,295

TRUST AND AGENCY FUND BUDGETS

- Pupil Activity | Fund 74
- Private Purpose Trust | Fund 75



PUPIL ACTIVITY | FUND 74

FY 2014-2015 ADOPTED BUDGET

This fund is a combination of vending profits, magazine sales and includes a group of individual school funds earmarked for extra-curricular student activities at the elementary, middle and high schools. Revenues are generated by fund raising events and user/club fees.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 7,366,575	\$ 5,673,048	\$ 5,673,048	\$ 4,116,059
Revenue				
Pupil Activity				
Elementary Schools	85,738	550,000	95,743	125,340
Middle Schools	239,132	430,000	178,758	234,017
Senior High Schools	2,399,918	2,000,000	1,588,163	2,079,110
Other	845	-	-	-
Total Pupil Activity	\$ 2,725,633	\$ 2,980,000	\$ 1,862,664	\$ 2,438,467
School Discretionary				
Elementary Schools	-	-	-	-
Middle Schools	-	-	-	-
Senior High Schools	-	-	-	-
Other	-	-	-	-
Total Discretionary	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 2,725,633	\$ 2,980,000	\$ 1,862,664	\$ 2,438,467
Total Sources	\$ 10,092,208	\$ 8,653,048	\$ 7,535,712	\$ 6,554,526
Expenditures				
Pupil Activity				
Elementary Schools	294,982	447,410	185,506	161,065
Middle Schools	316,313	167,878	241,106	209,340
Senior High Schools	2,352,582	1,235,098	1,628,520	1,413,960
Other	5,958	4,211	-	-
Total Pupil Activity	\$ 2,969,835	\$ 1,854,597	\$ 2,055,132	\$ 1,784,365
School Discretionary				
Elementary Schools	762,951	2,771,005	923,051	958,813
Middle Schools	254,414	449,896	280,075	290,926
Senior High Schools	308,740	408,877	161,395	167,648
Other	123,220	188,673	-	-
Total Discretionary	\$ 1,449,325	\$ 3,818,451	\$ 1,364,521	\$ 1,417,387
Total Expenditures	\$ 4,419,160	\$ 5,673,048	\$ 3,419,653	\$ 3,201,752
Change in Fund Balance	\$ (1,693,527)	\$ (2,693,048)	\$ (1,556,989)	\$ (763,285)
Balance on Hand June 30	\$ 5,673,048	\$ 2,980,000	\$ 4,116,059	\$ 3,352,774

PRIVATE PURPOSE TRUST | FUND 75

FY 2014-2015 ADOPTED BUDGET

Accounting for monies whereby the District acts as a fiduciary agent, this fund is comprised of accounts funded by private gifts, donations, and/or fund raising efforts.

	Audited Actuals FY 2012-2013	Revised Budget #1 FY 2013-2014	Estimated Actual FY 2013-2014	Adopted Budget FY 2014-2015
Balance on Hand July 1	\$ 63,866	\$ 63,866	\$ 63,866	\$ 45,666
Revenues				
PS Miller Memorial Contributions	59,000	56,000	58,800	61,600
Total Revenue	\$ 59,000	\$ 56,000	\$ 58,800	\$ 61,600
Total Sources	\$ 122,866	\$ 119,866	\$ 122,666	\$ 107,266
Expenditures				
PS Miller Memorial Trust Fund	59,000	80,000	77,000	69,000
Total Expenditures	\$ 59,000	\$ 80,000	\$ 77,000	\$ 69,000
Change in Fund Balance	\$ -	\$ (24,000)	\$ (18,200)	\$ (7,400)
Balance on Hand June 30	\$ 63,866	\$ 39,866	\$ 45,666	\$ 38,266

SIGNIFICANT CHANGES IN FUND BALANCE

	Estimated Actuals FY 2013-2014	Adopted Budget FY 2014-2015	Changes in Fund Balance	% Change
General Fund	10,328,956	506,588	(9,822,368)	-95%
Full Day Kindergarten	3,868,316	566,531	(3,301,785)	-85%
Risk	1,598,902	736,836	(862,066)	-54%
Transportation	482,865	512,989	30,124	6%
Capital Projects	13,268,234	-	(13,268,234)	-100%
COP Capital Projects	16,389,831	7,216,551	(9,173,280)	-56%
Nutrition	118,605	515,811	397,206	335%
Grants	185,120	185,120	-	0%
Childcare	4,500,909	4,500,909	-	0%
Athletics & Activities	854,081	666,732	(187,349)	-22%
Outdoor Education	225,565	256,096	30,531	14%
Bond Redemption	62,999,278	63,058,278	59,000	0%
COP Lease Payments	422,835	420,836	(1,999)	0%
Medical	9,566,390	8,544,654	(1,021,736)	-11%
STDI	-	12,295	N/A	N/A
Agency	4,116,059	3,352,774	(763,285)	-19%
Per Pupil Trust	45,666	38,266	(7,400)	-16%
	128,971,612	91,091,266	(37,892,641)	-29%

Explanation of changes in fund balances greater than 10%:

General Fund: For FY 2014-2015 the General Fund is projected to use \$9,822,368 of its fund balance based on the conservative assumption that schools and departments will expend all of the budgetary authority granted to them.

Full Day Kindergarten: Is projected to use \$3,301,785 of its fund balance based on the conservative assumption that schools will expend all of their carry over authority that has been building up over multiple years.

Risk: Is projected to use \$862,066 in fund balance to account for the increases in number of employees.

Capital Projects: For FY 2014-2015 is estimated to have a fully depleted fund balance due to the lack of a revenue source.

COP Capital Projects: Projections in FY 2014-2015 caused by lack of a continuous revenue stream, result in projected use of \$9,173,280 fund balance.

Nutrition: A projected increase of \$397,206 in fund balance for FY 2014-2015 is caused by increased food sales and decreases in services and repairs.

Athletics & Activities: For FY 2014-2015 is projected to use \$187,349 of fund balance for capital expenditures and increases in FTE and overall compensation increases.

Outdoor Education: Is projected to increase fund balance by about \$30,000 due to diminished capital expenditure needs combined with increased revenue due to increases in facility use by outside organizations.

Medical: Projected use in fund balance of about \$1,000,000 due to conservative assumptions related to claims expenses.

Agency: Projected decrease in fund balance of \$763,285 caused by all new revenue for Principal Discretionary Funds booked to Fund 10. Existing Principal Discretionary Funds in Fund 74 are being depleted.

Private Purpose Trust: A projected decrease in fund balance of \$7,400, use of fund balance due to increased allocation of the PS Miller Scholarships as compared to current year revenue.

MASTER CAPITAL PLAN



Master Capital Plan 2014-2015



DOUGLAS COUNTY SCHOOL DISTRICT

Source: <https://www.dcsdk12.org/master-capital-plan>



EXECUTIVE SUMMARY

Current Size

Douglas County School District encompasses over 850 square miles and is the third largest school district in Colorado serving over 68,000 students in grades preschool through twelve.

The District operates forty-seven (47) elementary schools, nine (9) middle schools, and nine (9) high schools. Additionally, the District includes thirteen (13) charter schools, two (2) magnet schools, one (1) alternative high school, one (1) night high school, one (1) online school, and sixty-four (64) preschool sessions.

District facilities equate to over six million square feet of space.

Concerns

The District has 31 schools which are less than 15 years old and in good condition. Twenty seven schools were built prior to 1996 and have had some capital reinvestment, including replacement of worn-out systems, but are again in need of improvements.

Twenty-two (22) schools were built between 1996 and 2001. These are schools that would have been repaired from 2008 and 2011 bond funding. Based on the last October count, over forty percent (40%) of students are attending schools which were built in this timeframe and have critical capital improvement needs.

The cost to replace these facilities in 2014 would be over \$1.5 billion. Replacement cost for district facilities increases by five percent (5%) each year as our buildings age.

Challenges

The Douglas County School District has a capital funding deficiency of \$275 million. The facility capital reinvestment need has increased by \$35 million last year and will continue to grow annually. Unfunded requirements also exist for security, transportation and technology capital reinvestment. Deferring capital reinvestment could impact student safety and result in an interruption to instructional programming.



At its current size, Douglas County School District is tasked with managing facilities equal in size to four Park Meadows malls.

“We want more for our students and our community, so we are transforming education. We don’t want to be the best in the state or even the nation. We want to be the best in the world.”

– Superintendent Dr. Elizabeth Fagen

Residential Building Permits, 4th Quarter 2013

	Castle Pines	Castle Rock	Highlands Ranch	Lone Tree	Parker	Aurora	Unincorporated Douglas County	Total Douglas County
Single Family Detached Homes								
Number of Permits	0	175	26	23	47	19	117	407
Avg. Valuation per Unit	0.00	252,814.59	369,886.93	326,329.74	368,017.05	271,961.05	335,618.53	302,448.72
Condominiums/Townhouses								
Number of Permits	0	0	9	0	0	0	22	31
Avg. Valuation per Unit	0.00	0.00	232,884.06	0.00	0.00	0.00	192,191.34	204,005.36
Multi-Family								
Number of Permits	0	1	0	0	0	0	1	2
Number of Units	0	90	0	0	0	0	102	192
Avg. Valuation per Unit	0.00	79,564.52	0.00	0.00	0.00	0.00	166,032.29	125,500.52
Total 4th Qtr 2013 Building Permits	0	176	35	23	47	19	140	440
Total 4th Qtr 2012 Building Permits	0	126	107	15	92	1	100	441



Source: Douglas County 4th Quarter 2013 Economic Development Report

Unemployment Rates

	4th Qtr 2012	4th Qtr 2013
Douglas County	5.9%	4.9%
Metro Denver	7.3%	5.9%
Colorado	7.4%	6.1%
U.S.	7.8%	7.0%



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

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 a change has occurred to the property. 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 any transactions that occurred after the appraisal date in their analysis.

Source: Douglas County Assessor's Office



Assessed values reported through 2013-2014 are as certified in December of that year. From fiscal years 2014-2015 through 2016-2017 is estimated at 2% each non-assessment year and 7% each assessment year.

Source: Douglas County School District

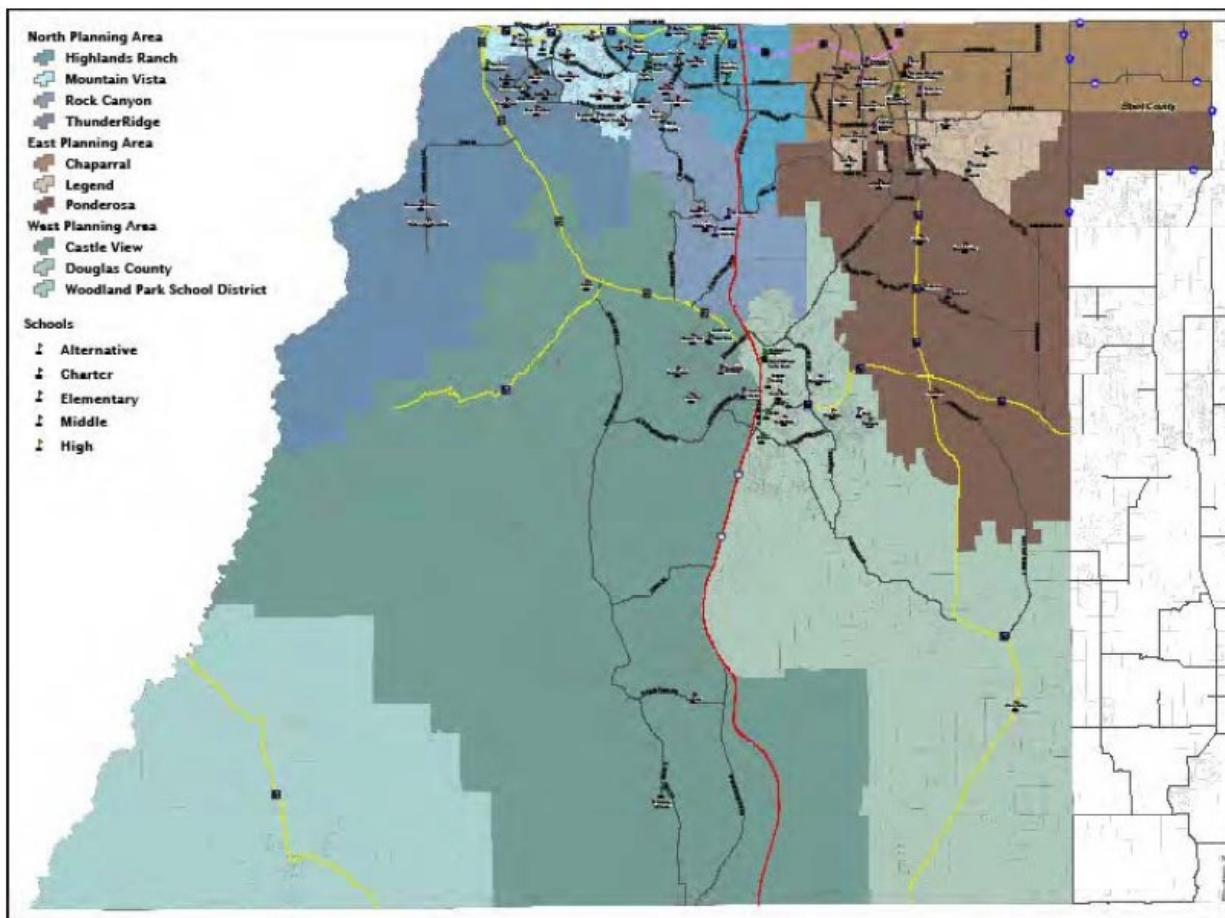

DEVELOPMENT ANALYSIS


Planning Areas

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.


PLANNING AREAS AND SCHOOLS
 2013-2014 School Year

Sources: Douglas County School District GIS, Daniels County GIS, Elbert County GIS. This map is not a legal document.
 Planning and Construction | 620 Wilcox Street | Castle Rock, CO 80104 | (303) 387-0100

Douglas County School District
Learn today. Lead tomorrow.



ENROLLMENT FORECASTS

District K-12 Five-Year Forecasts

While the previous year has shown signs of strength in the economy with improvement in the housing market, the District continues to take a conservative approach in projecting student enrollment through the 2018-2019 school year. Factors impacting the enrollment forecasts for this planning period include:

- Slow but steady recovery in residential building activity
- Decline in birth rates since 2005 reflecting community maturity (North Planning Area)
- Increase in preschool, special education programs, and charter school enrollment
- Stronger enrollment at the middle and high schools due to larger elementary grades matriculating to secondary level

	District K-12 Enrollment Summary of All Planning Areas					
	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Elementary	32,042	31,550	30,792	30,186	29,575	29,285
Middle	11,550	11,846	12,003	12,095	11,960	11,734
High	17,170	18,014	18,627	19,164	19,769	19,906
Planning Area Total	60,762	61,410	61,422	61,445	61,304	60,925
Growth		648	12	23	-141	-379
Five-Year Average Increase	33					

Projection numbers do not include Early Childhood Education preschool, on-line, or home schools

Capacity Indications

Based on existing school capacities, five-year enrollment projections for the District, as well as new development, the Planning and Construction Department continues to monitor growth in all Planning Areas. The Special Education programs continue to increase across the District beyond the facility capacity currently available. Additionally, the preschool programs increase by two to three new sites each year. To address expected growth in the next five years, some schools will need to incorporate school capacity alternatives such as implementing program changes, adding mobile classrooms, implementing a year-round calendar, building an addition, or building a new school. Construction needs are projected for the following areas:

Growth:

- An addition to Castle View High School
- A new Special Education K-8 school

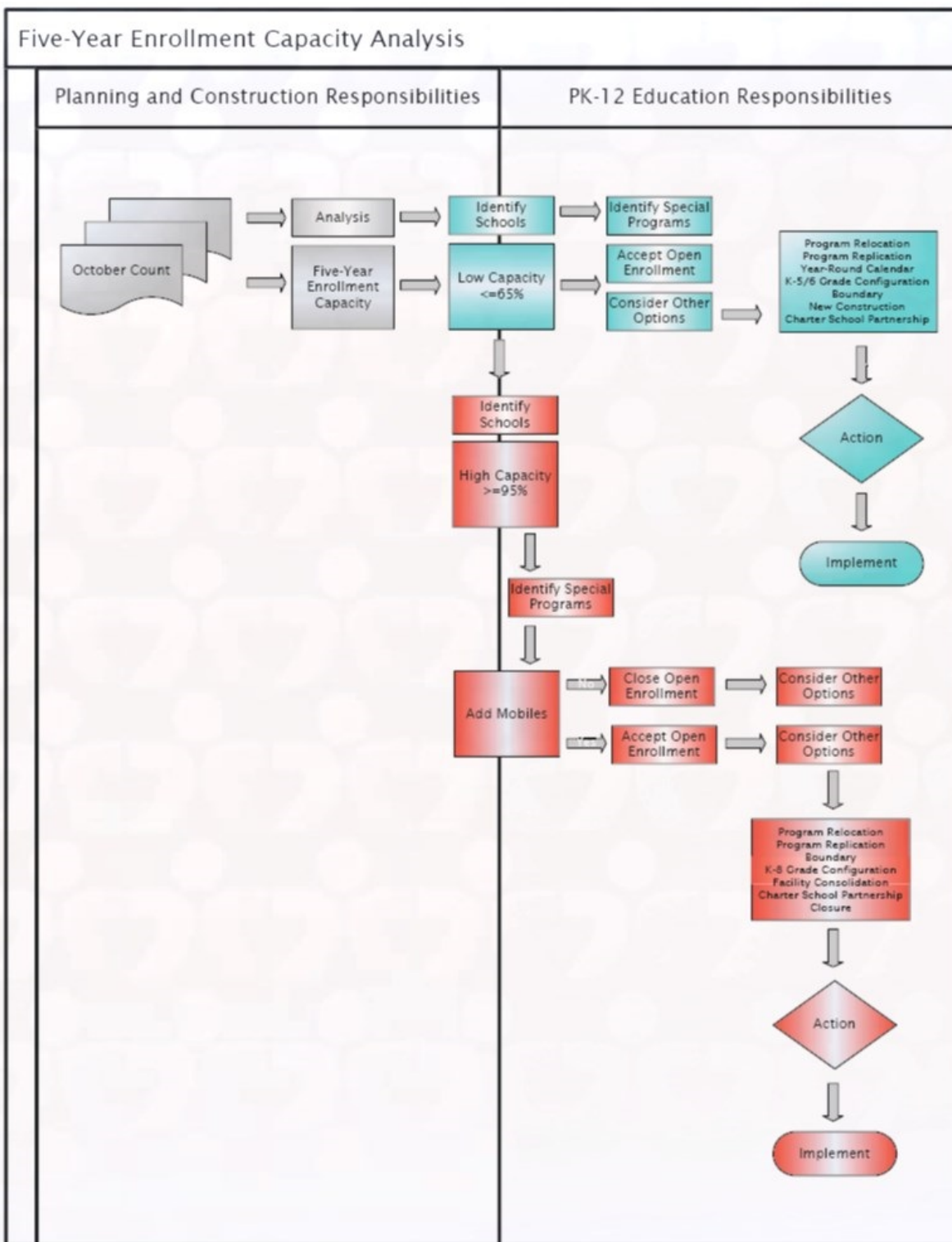
Program Needs:

- One new Early Childhood Center in the North Planning Area (Highlands Ranch)
- One new Early Childhood Center in the East Planning Area (Parker)
- An addition to the Early Childhood Center in the West Planning Area (Castle Rock)

The Planning and Construction Department also monitors capital needs beyond the five-year Master Capital Plan. In the next five to ten years, and to accommodate future capacity and operational support needs, the following construction is projected:

- A new 21st Century Learning PreK-8 magnet school in the East Planning Area (Parker)
- A new terminal for bus and support vehicle fleet maintenance and operations
- 35 additional kindergarten classrooms for All-Day Kindergarten (if required)

School Capacity Alternatives





DISTRICT OVERVIEW

Safety and Security

As a result of the shooting tragedy at Sandy Hook Elementary School on December 14, 2012, the District took immediate action to enhance the safety and security of students, staff and facilities. One of the first actions was to form a Safety Committee composed of all four law enforcement agencies within Douglas County, key District leaders, community members, and several school Principals and Directors. The committee began meeting in early 2013 and began proposing a number of ways to enhance and strengthen the already strong safety programs and systems that were in place at that time.

One innovative idea from Superintendent Fagen that the District implemented in August 2013 was the School Marshal Program. Under this program, School Marshal Officers from each law enforcement jurisdiction visit each elementary school and middle school as well as seven charter schools at random times at least twice each day. These officers interact with students and staff, assist with drills and training, and provide direct law enforcement protection during their visits to these schools. The agencies involved include the Deputy Sheriffs from the Douglas County Sheriff's Office, and Police Officers from Castle Rock Police Department, Parker Police Department, and the Lone Tree Police Department.

The District is currently working on making Safety a new, fourth component of our Strategic Plan. Many District leaders, employees and individuals have been providing their input to achieve this new strategic priority.

Sustainability

In April of 2013, Douglas County School District was selected as one of the first ever U.S. Department of Education Green Ribbon School District Sustainability Awardees. This award acknowledges the District's achievements in taking a comprehensive approach to sustainability. Areas encompassed by the

award include reduced environmental impacts and costs, improved health and wellness, and effective environmental and sustainable education. Douglas County School District was selected as a model of excellence and achievement in these "Pillars" for all other school districts to follow.

As we develop a true World-Class school district, we build our Sustainability Program to support and enhance this conversion. Utilizing 21st century learning opportunities provides a solid platform on which to enact these changes.

The District's efforts support the three "legs" of sustainability – social, environmental and economic. The students develop programs at their schools. They regularly study the impacts of their buildings, develop a marketing campaign to help teach everyone in their building what they need to do, then implement and lead these programs. The voluntary program has grown to over 7,000 students running the energy program in over 60 schools. The results these student teams have achieved is truly remarkable. The District has saved over \$18,000,000 in seven years. Our electrical use per square foot has dropped over 30%.

Following the success of the Energy Management Program, our District has grown in many other sustainability areas:

- Recycling - a growing program with 87 of 88 sites participating
- Gardens - combining sustainability and STEM experiences at over 45 sites

Many District departments are also implementing sustainability efforts:

- Nutrition Services - uses durable trays and silverware, reducing the need for styrofoam and plastic
- Human Resources - addresses the paper reduction initiative by implementing a new online self-serve program
- Information Technology - provides more remote and online services

- Operations and Maintenance - reduces utility costs by employing one of the largest mechanical controls systems in the country
- Provides centralized monitoring and control of all mechanical systems in our schools
- Enables our heating and cooling to be easily programmed and adjusted for use around the clock, and as needed based on occupancy
- Planning and Construction - focuses on high-performance designs which include many features which support sustainability
 - Day lighting, evaporative cooling, displacement ventilation, exterior insulation, and heating, cooling and lighting controls result in reduced cooling and electrical needs, smaller mechanical equipment, and lower energy costs and utility bills
 - Solar tubes, windows and reflective ceilings work in concert to bring daylight into the depths of classrooms and hallways

The District's most recent elementary school prototype design has been recognized as an award winning approach to sustainable design. The design won the Colorado Sustainable Design Award from the ColoradoBiz magazine and the distinguished Douglas County School District Impact on Learning Award from the School Planning & Management magazine. The District's elementary and high school prototype designs were chosen as Building of America projects by the Real Estate & Construction Review. The District's Early Childhood Center design also received the top honor of the Peak Design Merit Award from the Council of Educational Facility Planners International. Performance Contracting is also now being used to complete capital work at a fraction of the cost since some of the work can be paid for over time from energy savings. The program's success is measurable. These savings go back to the classroom to support World-Class education for students.

Facilities Management

During the next five years District facilities will require significant repairs to address safety needs and building components which have aged. Facility capital needs are identified based on an ongoing district-wide facility audit. The audit is used to identify, prioritize and estimate costs for facility capital needs. The audit focuses on life safety and health, code compliance, and system and component life expectancy. Energy efficiency and educational sustainability are also included in the audit.

Douglas County School District has 80 schools and maintains 6.6 million square feet of facilities. Significant facility capital reinvestment is needed at over half of the schools. During the next five years, \$25 million is estimated to address facility components which are aged and could potentially cause interruption of the educational program, and an additional \$19.7 million is estimated to address life safety and security capital needs. \$178.3 million in facility capital reinvestment is estimated district-wide. This does not include new construction for capacity, transportation and technology equipment replacements and upgrades. These capital requirements are listed separately in the Master Capital Plan.

Dedicated Funding

The failure of the 2008 and 2011 bond and budget override elections continue to impact the funds available for the District's security, facility, transportation and technology needs. The need for additional capacity, condition of current facilities, and significant transportation and technology deficiencies leave the District with \$275.1M in capital needs with no dedicated funding stream. Facility capital reinvestment needs are disproportionately higher in the first year of the five-year planning period. Without funding, these high priorities will continue to increase in scope and cost.

School Profiles

Capital requirements for buildings and facilities are listed individually on the following pages.

Capital Improvements Summary 2014-2019

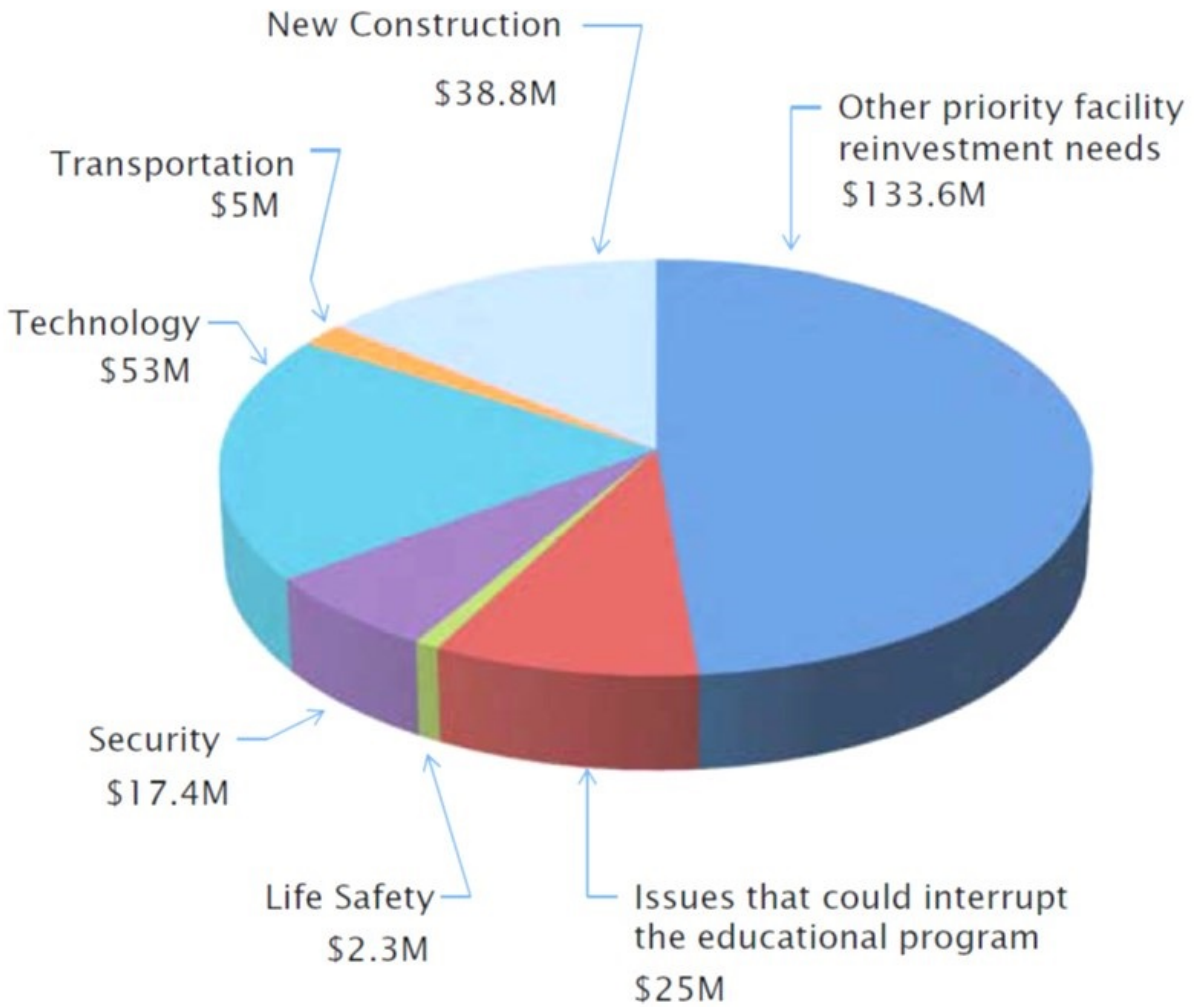
Total Unfunded Capital Needs

	North Area	East Area	West Area	Charter Schools	Support Facilities	Total
ADA/Compliance	\$ 2,022,600	\$ 3,699,300	\$ 2,188,700	\$ 566,000	\$ 94,300	\$ 8,570,900
Addition/Remodel	\$ -	\$ 638,100	\$ -	\$ 2,776,500	\$ -	\$ 3,414,600
Communications/Security	\$ 4,181,100	\$ 2,875,800	\$ 2,161,400	\$ 301,900	\$ 275,400	\$ 9,795,600
Electrical	\$ 1,493,600	\$ 2,459,800	\$ 1,348,200	\$ 2,200	\$ 568,100	\$ 5,871,800
Furnishings/Equipment	\$ 7,005,900	\$ 8,080,800	\$ 3,639,100	\$ -	\$ 7,300	\$ 18,733,100
Interior Finishes	\$ 6,359,700	\$ 8,870,200	\$ 5,878,600	\$ 928,100	\$ 1,357,400	\$ 23,394,000
Landscaping	\$ 1,604,000	\$ 1,394,500	\$ 1,779,700	\$ 461,500	\$ 719,000	\$ 5,958,800
Life/Safety	\$ 493,700	\$ 542,700	\$ 127,600	\$ 95,700	\$ 471,000	\$ 1,730,800
Mechanical/Plumbing	\$ 11,493,800	\$ 10,494,300	\$ 10,047,100	\$ 872,100	\$ 4,376,700	\$ 37,284,000
Paving/Surfacing	\$ 2,497,500	\$ 2,582,400	\$ 1,478,300	\$ 1,947,400	\$ 2,920,900	\$ 11,426,500
Playing Fields	\$ 2,931,100	\$ 4,750,300	\$ 3,547,800	\$ 373,200	\$ 589,600	\$ 12,192,000
Roofing	\$ 4,222,900	\$ 2,614,900	\$ 1,634,700	\$ 1,250,000	\$ 578,000	\$ 10,300,500
Site Improvements	\$ 435,200	\$ 1,790,200	\$ 528,600	\$ 25,400	\$ 2,209,000	\$ 4,988,400
Structural/Exterior	\$ 2,548,700	\$ 3,018,500	\$ 1,128,000	\$ 62,900	\$ 1,341,800	\$ 8,099,800
Technology Infrastructure	\$ 2,039,600	\$ 680,200	\$ 779,800	\$ 56,000	\$ 85,200	\$ 3,640,700
Technology	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53,000,000
Security						\$ 9,065,700
Transportation						\$ 5,000,000
Mobile Classrooms	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,905,700
New Construction						\$ 38,800,000
	\$ 49,329,400	\$ 54,492,000	\$ 36,267,700	\$ 9,718,800	\$ 15,593,600	\$ 275,172,900

Total Unfunded Capital Needs by Year

	2014-15	2015-16	2016-17	2017-18	2018-19	Total
ADA/Compliance	\$ 4,683,700	\$ 12,800	\$ 554,800	\$ 3,318,300	\$ 1,300	\$ 8,570,900
Addition/Remodel	\$ 2,776,500	\$ -	\$ -	\$ -	\$ 638,100	\$ 3,414,600
Communications/Security	\$ 1,706,500	\$ 7,889,200	\$ 136,100	\$ -	\$ 63,800	\$ 9,795,600
Electrical	\$ 527,800	\$ 806,200	\$ 2,371,400	\$ 1,287,800	\$ 878,700	\$ 5,871,800
Furnishings/Equipment	\$ 2,786,900	\$ 177,500	\$ 6,280,100	\$ 4,447,200	\$ 5,041,300	\$ 18,733,100
Interior Finishes	\$ 8,739,700	\$ 2,250,500	\$ 2,228,600	\$ 7,595,500	\$ 2,579,700	\$ 23,394,000
Landscaping	\$ 2,738,300	\$ 882,800	\$ 74,800	\$ 2,151,800	\$ 111,000	\$ 5,958,800
Life/Safety	\$ -	\$ 321,500	\$ 151,900	\$ 670,100	\$ 587,400	\$ 1,730,800
Mechanical/Plumbing	\$ 20,521,700	\$ 1,592,700	\$ 4,959,900	\$ 5,539,600	\$ 4,670,100	\$ 37,284,000
Paving/Surfacing	\$ 3,987,800	\$ 897,200	\$ 3,677,500	\$ 1,123,100	\$ 1,740,800	\$ 11,426,500
Playing Fields	\$ 4,153,900	\$ 847,500	\$ 4,074,000	\$ 2,861,400	\$ 255,300	\$ 12,192,000
Roofing	\$ 1,167,300	\$ 2,753,500	\$ 927,900	\$ 4,290,900	\$ 1,160,900	\$ 10,300,500
Site Improvements	\$ 2,483,000	\$ 1,390,800	\$ 511,700	\$ 258,400	\$ 344,600	\$ 4,988,400
Structural/Exterior	\$ 2,808,500	\$ 1,723,600	\$ 516,900	\$ 2,258,200	\$ 792,600	\$ 8,099,800
Technology Infrastructure	\$ 2,327,400	\$ 524,600	\$ -	\$ 788,700	\$ -	\$ 3,640,700
Technology						\$ 53,000,000
Security						\$ 9,065,700
Transportation						\$ 5,000,000
Mobile Classrooms	\$ -	\$ 1,389,200	\$ 1,138,100	\$ 1,021,000	\$ 357,400	\$ 3,905,700
New Construction						\$ 38,800,000
	\$ 61,409,200	\$ 23,459,300	\$ 27,603,600	\$ 37,612,000	\$ 19,223,000	\$ 275,172,900

Capital Improvements Summary 2014-2019



Total = \$275.1 million over 5 years



LRPC APPROVAL

The Long Range Planning Committee approves the 2014-2015 Master Capital Plan. The Douglas County School District has a capital funding deficiency of \$275 million.

Capital Reinvestment for Security, Facilities, Transportation and Technology

The facility capital reinvestment need has increased by \$35 million in the last year and will continue to grow annually. Unfunded requirements also exist for security, transportation and technology capital reinvestment. Deferring capital reinvestment could impact student safety and result in an interruption to instructional programming.

Facility Needs for Growth and Programming

Castle View High School is projected to exceed capacity within the next five years. Additional growth is expected in the Early Childhood Education preschool program across the District. Special Education programs also continue to increase across the District. While almost every school has a Special Education program, there are center-based programs at various locations across the District. These Significantly Identifiable Emotional Disabilities programs continue to grow beyond the facility capacity currently available. Capacity options to consider for implementation are:

- An addition to Castle View High School
- One new Early Childhood Center in the North Planning Area (Highlands Ranch)
- One new Early Childhood Center in the East Planning Area (Parker)
- An addition to the Early Childhood Center in the West Planning Area (Castle Rock)
- A new Special Education K-8 School

The Planning and Construction Department also monitors capital needs beyond the five-year Master Capital Plan. In the next five to ten years, and to accommodate future capacity and operational support needs, the following construction is projected:

- A new 21st Century Learning Pre K-8 magnet school in the East Planning Area (Parker)
- A new terminal for bus and support vehicle fleet maintenance and operations
- 35 additional Kindergarten classrooms for all-day Kindergarten (if required)
- There is also the possibility that the 21st Century Learning Pre K-8 magnet school in the East Planning Area (Parker) may be required within the next five years. This would be the case if residential development accelerates in the area and enrollment projections exceed current facility capacity. The impact of growth in enrollment in this area is compounded since sixth grade in the Legend and Ponderosa High School feeders has already been reconfigured to Cimarron and Sagewood Middle Schools due to limited capacity at the elementary schools. A new 21st Century Learning Pre K-8 magnet school would help mitigate existing capacity problems in the elementary and middle schools in Parker. The estimated cost for this new school is \$35 million in current dollars. Including this new school in the next five year capital plan would increase the overall capital needs to approximately \$315 million.

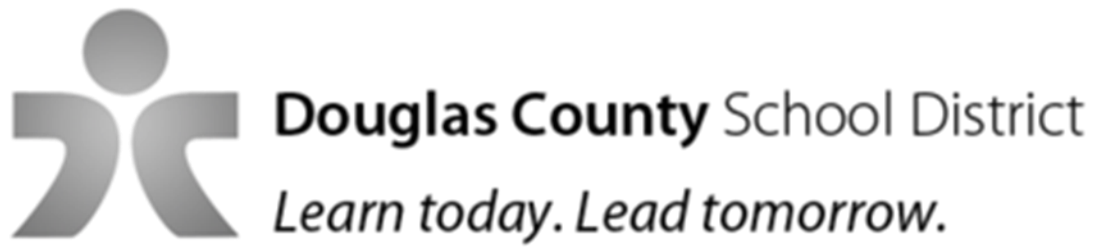
Approved by:

Todd Warnke, Chair (date)

Approved by:

Dilpreet S. Jammu, Vice Chair (date)

SCHOOLS



Adopted Budget Book

FY 2014-2015

STUDENT BASED BUDGETING (SBB) OVERVIEW

From the General Fund, Federal/State grants and mill levy override for 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.
- Synergize the student based budget planning process to bring all revenue sources into play.
- Reduce long-term School District fiscal liability resulting from under-enrollment (October reconciliation).
- Foster a greater spirit of entrepreneurialism and competition in schools.
- Respond proactively to political initiatives directed at dictating school district financial practices.

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 BY PAGE NUMBER

Elementary Schools (48)				
160	Frontier Valley Elementary School	176	Redstone Elementary School	192
161	Gold Rush Elementary School	177	Renaissance Elementary School	193
162	Heritage Elementary School	178	Rock Ridge Elementary School	194
163	Iron Horse Elementary School	179	Roxborough Intermediate School	196
164	Larkspur Elementary School	180	Roxborough Primary School	195
165	Legacy Point Elementary School	181	Saddle Ranch Elementary School	197
166	Lone Tree Elementary School	182	Sage Canyon Elementary School	198
167	Mammoth Heights Elementary School	183	Sand Creek Elementary School	199
168	Meadow View Elementary School	184	Sedalia Elementary School	200
169	Mountain View Elementary School	185	Soaring Hawk Elementary School	201
170	Northeast Elementary School	186	South Elementary School	202
171	Northridge Elementary School	187	Stone Mountain Elementary School	203
172	Pine Grove Elementary School	188	Summit View Elementary School	204
173	Pine Lane Elementary School	189	Timber Trail Elementary School	205
174	Pioneer Elementary School	190	Trailblazer Elementary School	206
175	Prairie Cross Elementary School	191	Wildcat Mountain Elementary School	207
Middle Schools (9)				
213	Mesa Middle School	216	Rocky Heights Middle School	219
214	Mountain Ridge Middle School	217	Sagewood Middle School	220
215	Ranch View Middle School	218	Sierra Middle School	221
High Schools (9)				
225	Highlands Ranch High School	228	Ponderosa High School	231
226	Legend High School	229	Rock Canyon High School	232
227	Mountain Vista High School	230	ThunderRidge High School	233
Alternative Schools (5)				
237	Eagle Academy High School	239	Plum Creek Academy	241
238	eDCSD	240		
Charter Schools (13)				
244	Challenge to Excellence Charter School	252	Parker Core Knowledge Charter School	260
246	DCS Montessori Charter School	254	Platte River Academy Charter School	262
246	Hope Online Learning Academy Charter School	256	SkyView Academy Charter School	264
248	North Star Academy Charter School	258	STEM Academy Charter School	266
250	Ben Franklin Academy Charter School			

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SCHOOL PERFORMANCE FRAMEWORK

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.

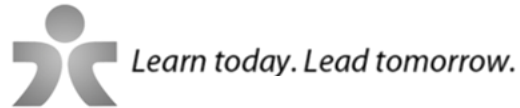
Key Performance Indicators

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>

SCHOOL LOCATIONS—CASTLE ROCK

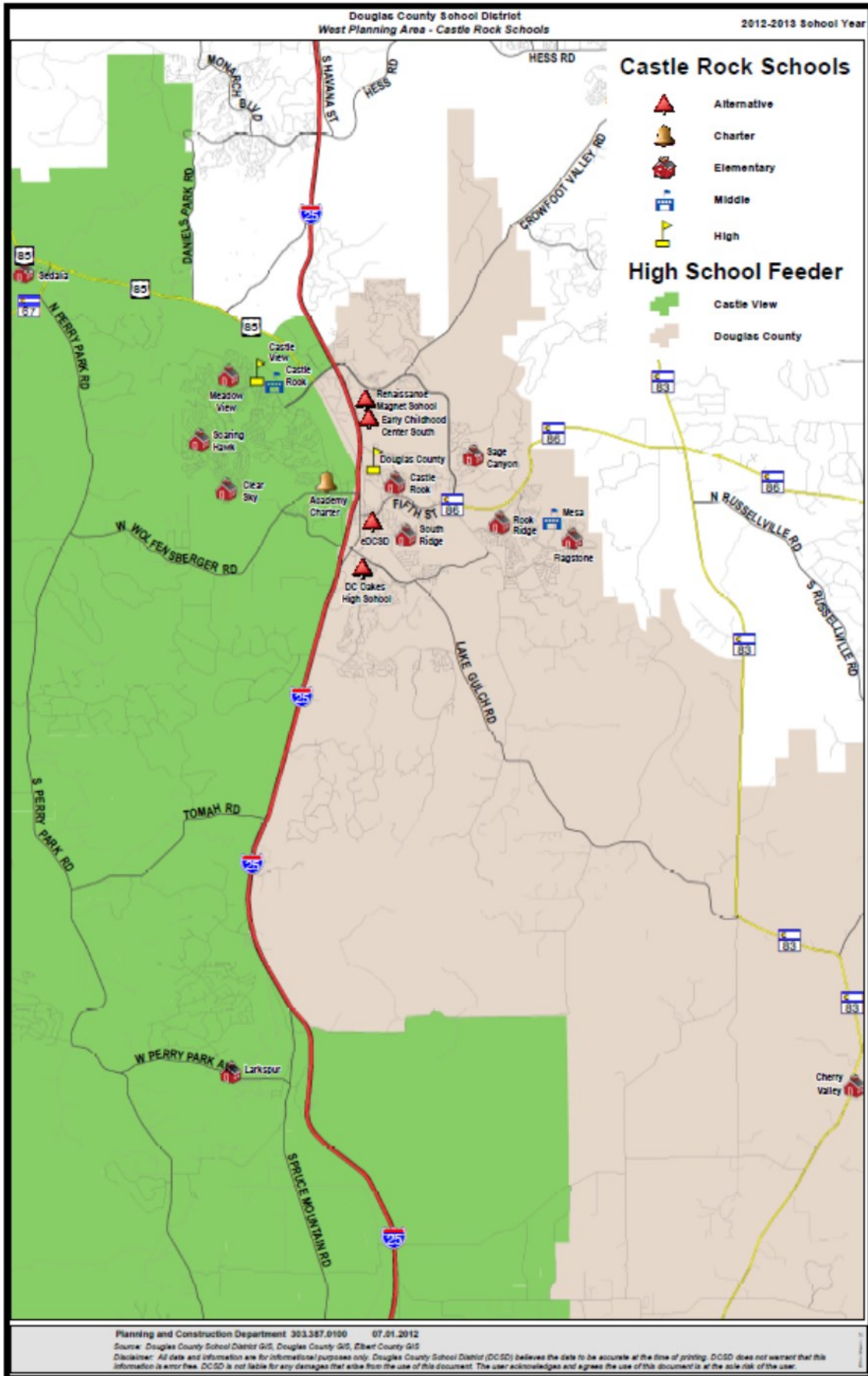
Douglas County School District



Castle Rock Schools | West Planning Area Feeder Schools

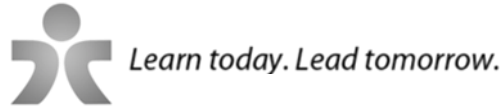
Aligns with map on following page

- **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



SCHOOL LOCATIONS—HIGHLANDS RANCH

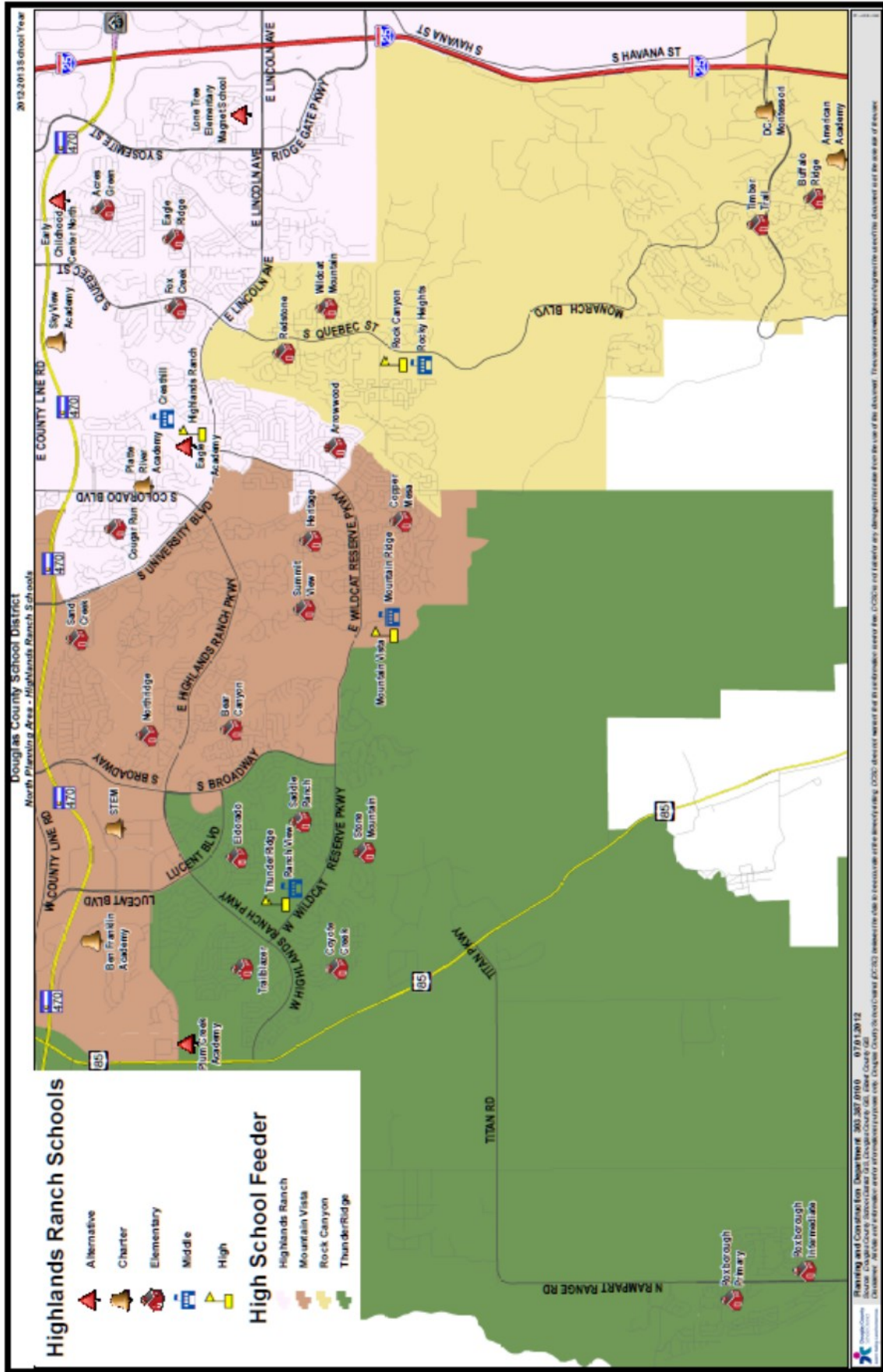
Douglas County School District



Highlands Ranch Schools | North Planning Area Feeder Schools

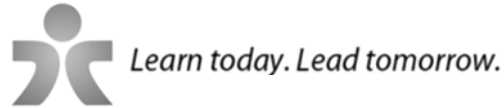
Aligns with map on following page

- **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
- **Mountain Vista High School**
 - Mountain Ridge Middle School
 - Bear Canyon Elementary School
 - Ben Franklin Academy Charter School
 - Copper Mesa Elementary School
 - Heritage Elementary
 - Northridge Elementary School
 - Sand Creek Elementary School
 - STEM Charter School
 - Summit View Elementary 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
- **ThunderRidge High School**
 - Ranch View Middle School
 - Coyote Creek Elementary School
 - Eldorado Elementary School
 - Roxborough Primary School
 - Roxborough Intermediate School
 - Saddle Ranch Elementary School



SCHOOL LOCATIONS—PARKER

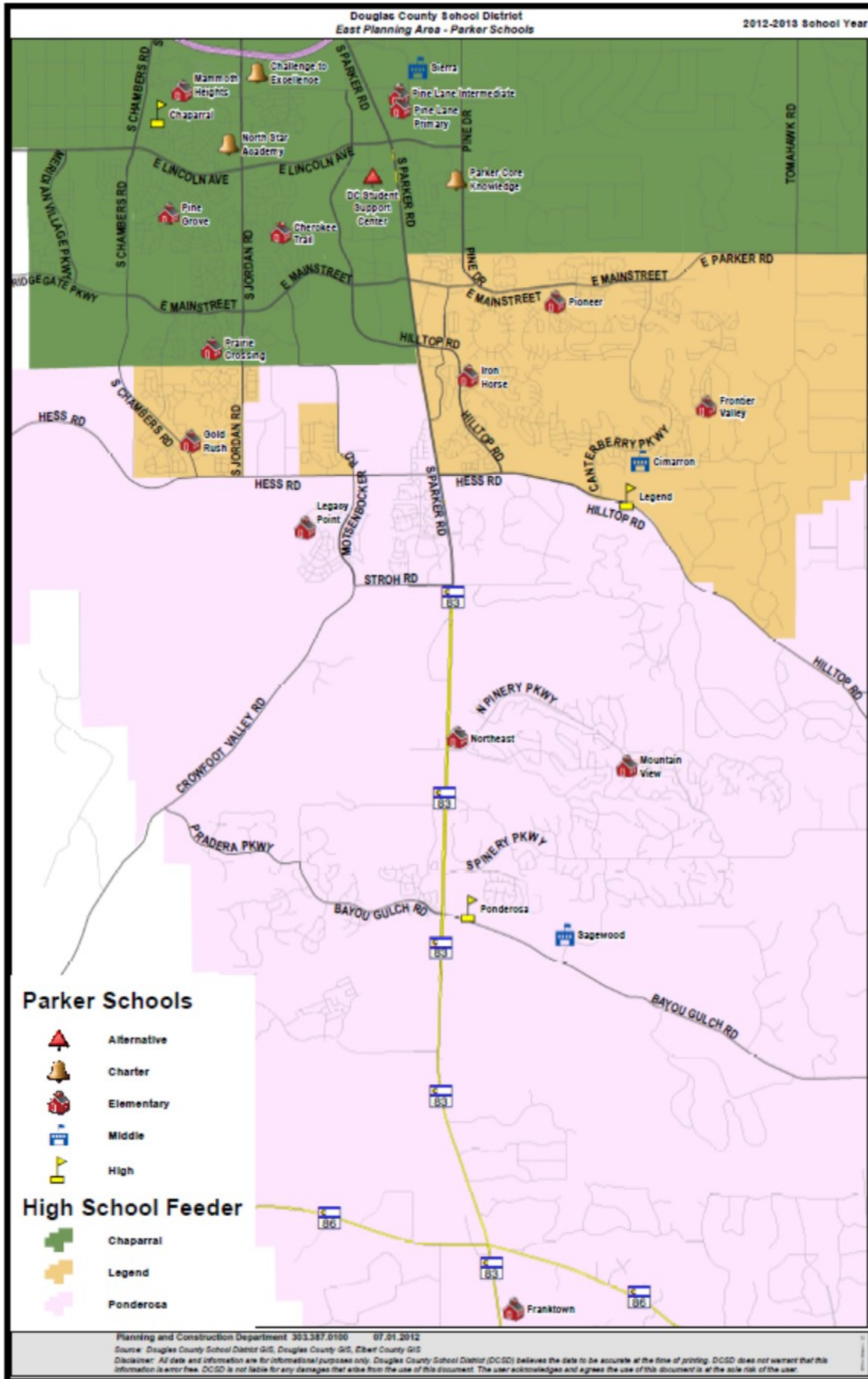
Douglas County School District



Parker Schools | East Planning Area

Aligns with map on following page

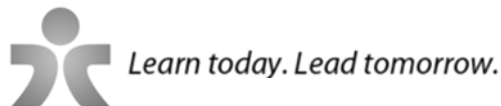
- **Chaparral High School**
- Sierra Middle School
- American Academy Charter School
- Challenge to Excellence Charter School
- Cherokee Trail Elementary School
- Mammoth Heights Elementary School
- North Star Academy Charter School
- Parker Core Knowledge Charter School
- Pine Grove Elementary School
- 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
- 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

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 Cross 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 Ridge 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 | Modified Calendar
13524 Acres Green Drive, Littleton, CO 80124 | 303.387.7125

Principal | Gina Smith

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 148,582	\$ 93,464	\$ 153,865	\$ 161,820	\$ 156,513
Certified	2,123,407	2,051,018	1,851,008	2,075,466	2,253,065
Classified	350,558	359,287	387,409	380,666	294,914
Professional/Technical	-	-	-	-	-
Benefits	709,013	697,703	709,578	759,561	914,262
Purchased Services	110,004	113,002	120,204	132,722	39,013
Supplies and Materials	167,609	194,797	172,015	271,611	153,700
Capital Equipment	7,208	-	-	-	-
Other Expense	20,594	26,955	11,941	(36,915)	-
Total Expenditures	\$ 3,636,976	\$ 3,536,226	\$ 3,406,021	\$ 3,744,932	\$ 3,811,467
SBB Carry Over Awarded into Subsequent Year*	\$ 7,015	\$ (9,587)	\$ 83,728	\$ -	\$ -
FTE					
Administrative	2.00	1.00	2.00	1.00	2.00
Certified	38.85	38.15	37.65	39.15	41.01
Classified	10.85	10.26	11.51	11.44	10.05
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	51.70	49.41	51.16	51.59	53.06
Enrollment	689	652	642	661	652
School Expenditures Per Pupil	\$ 5,279	\$ 5,424	\$ 5,305	\$ 5,666	\$ 5,846
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	6,235

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

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



Mission Statement

We empower students to achieve their highest potential.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 83,125	\$ 97,690	\$ 141,697	\$ 159,731	\$ 88,842
Certified	1,555,548	1,474,490	1,441,728	1,571,970	1,568,228
Classified	281,722	309,571	247,128	249,705	212,246
Professional/Technical	-	-	-	-	-
Benefits	521,562	513,085	524,394	558,813	632,001
Purchased Services	64,684	69,455	88,138	89,578	30,503
Supplies and Materials	154,413	181,601	150,386	146,447	88,076
Capital Equipment	-	-	-	-	-
Other Expense	9,075	16,108	4,954	9,439	-
Total Expenditures	\$ 2,670,128	\$ 2,661,999	\$ 2,598,425	\$ 2,785,683	\$ 2,619,896
SBB Carry Over Awarded into Subsequent Year*	\$ 354,443	\$ 272,932	\$ 75,020	\$ -	\$ -
FTE					
Administrative	1.00	1.00	2.00	2.00	1.00
Certified	26.91	25.30	25.40	28.35	28.55
Classified	9.11	7.59	6.63	8.68	7.51
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	37.02	33.89	34.03	39.03	37.06
Enrollment	529	440	446	441	440
School Expenditures Per Pupil	\$ 5,048	\$ 6,050	\$ 5,826	\$ 6,317	\$ 5,954
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	6,343

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Bear Canyon | Elementary School

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

Principal | Allison Olson

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014		FY 2014-2015	
	Audited	Actuals	Audited	Actuals	Audited	Actuals	Estimated	Actuals	Adopted	Budget
Direct School Expenditures										
Salaries										
Administrative	\$	125,592	\$	109,368	\$	84,294	\$	86,620	\$	156,513
Certified		1,872,753		1,868,057		2,003,995		1,862,371		1,750,579
Classified		327,976		336,840		373,153		389,348		252,121
Professional/Technical		-		-		-		-		-
Benefits		610,290		619,688		689,377		634,261		729,388
Purchased Services		100,870		100,443		107,755		135,907		32,925
Supplies and Materials		144,937		219,362		176,926		195,762		112,966
Capital Equipment		16,495		-		-		-		-
Other Expense		17,156		16,953		9,365		(44,499)		-
Total Expenditures	\$	3,216,068	\$	3,270,712	\$	3,444,865	\$	3,259,772	\$	3,034,492
SBB Carry Over Awarded into Subsequent Year*	\$	6,353	\$	15,714	\$	(54,141)	\$	-	\$	-
FTE										
Administrative		1.50		1.40		1.00		1.00		2.00
Certified		32.06		32.22		32.10		31.19		32.00
Classified		9.33		10.07		11.22		13.12		10.02
Professional/Technical		0.00		0.00		0.00		0.00		0.00
Total FTE		42.89		43.69		44.32		45.31		44.02
Enrollment		622		609		612		601		585
School Expenditures Per Pupil	\$	5,171	\$	5,371	\$	5,629	\$	5,424	\$	5,187
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil						389
				Estimated Total Expenditures Per Pupil				\$		5,576

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Buffalo Ridge | Elementary School

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

Principal | Sarah McAfee

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 80,375	\$ 80,749	\$ 47,604	\$ 81,000	\$ 88,842
Certified	1,479,002	1,579,237	1,486,380	1,444,126	1,494,704
Classified	220,544	226,679	248,045	255,175	184,680
Professional/Technical	-	-	-	-	-
Benefits	496,078	530,157	505,201	526,087	598,977
Purchased Services	90,994	79,146	74,187	110,788	14,070
Supplies and Materials	134,888	172,297	67,989	220,783	115,757
Capital Equipment	3,420	-	-	-	-
Other Expense	5,491	8,004	6,091	11,484	-
Total Expenditures	\$ 2,510,792	\$ 2,676,268	\$ 2,435,497	\$ 2,649,443	\$ 2,497,030
SBB Carry Over Awarded into Subsequent Year*	\$ 67,917	\$ (50,081)	\$ (5,135)	\$ -	\$ -
FTE					
Administrative	1.00	1.00	0.00	1.00	1.00
Certified	25.20	26.00	26.90	24.12	28.72
Classified	7.29	7.30	8.27	8.38	6.84
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	33.49	34.30	35.17	33.50	36.56
Enrollment	505	488	501	511	491
School Expenditures Per Pupil	\$ 4,972	\$ 5,484	\$ 4,861	\$ 5,185	\$ 5,086
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 5,475

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Castle Rock | Elementary School

Established 1984 | Douglas County High School Feeder | Split-Fall Break Modified Calendar
1103 Canyon Drive, Castle Rock, CO 80104 | 303.387.5000

Principal | Kelly Ursetta

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 85,815	\$ 51,133	\$ 81,947	\$ 145,991	\$ 88,842
Certified	1,488,386	1,529,099	1,549,519	1,376,646	1,518,989
Classified	282,304	292,206	318,219	283,285	218,582
Professional/Technical	-	-	-	-	-
Benefits	483,995	498,184	534,098	514,956	617,856
Purchased Services	79,154	89,310	102,595	109,154	32,860
Supplies and Materials	143,508	110,767	80,308	112,964	92,039
Capital Equipment	-	-	-	-	-
Other Expense	6,052	9,865	(2,465)	(3,011)	7,000
Total Expenditures	\$ 2,569,215	\$ 2,580,565	\$ 2,664,221	\$ 2,539,984	\$ 2,576,168
SBB Carry Over Awarded into Subsequent Year*	\$ 72,876	\$ 88,734	\$ 135,972	\$ -	\$ -
FTE					
Administrative	0.00	1.00	1.00	2.00	2.00
Certified	25.78	27.20	27.50	28.20	26.60
Classified	6.49	8.31	8.56	9.05	7.86
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	32.27	36.51	37.06	39.25	36.46
Enrollment	500	480	494	410	405
School Expenditures Per Pupil	\$ 5,138	\$ 5,376	\$ 5,393	\$ 6,195	\$ 6,361
				(1)(2) Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 6,750

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 77,000	\$ 118,558	\$ 105,789	\$ 145,083	\$ 156,513
Certified	1,661,571	1,617,534	1,590,869	1,525,824	1,502,774
Classified	345,289	350,675	348,128	337,103	262,418
Professional/Technical	-	-	-	-	-
Benefits	554,159	568,095	587,965	581,096	650,968
Purchased Services	107,388	106,446	110,558	100,147	36,111
Supplies and Materials	134,059	101,452	220,240	141,445	86,008
Capital Equipment	5,152	-	-	-	-
Other Expense	14,102	14,995	(794)	(28,890)	-
Total Expenditures	\$ 2,898,720	\$ 2,877,754	\$ 2,962,755	\$ 2,801,808	\$ 2,694,792
SBB Carry Over Awarded into Subsequent Year*	\$ 84,740	\$ 78,655	\$ 80,393	\$ -	\$ -
FTE					
Administrative	1.00	2.00	2.00	2.00	2.00
Certified	30.40	29.52	30.62	28.60	28.40
Classified	11.39	10.66	10.53	11.67	8.41
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	42.79	42.18	43.15	42.27	38.81
Enrollment	622	615	608	538	523
School Expenditures Per Pupil	\$ 4,660	\$ 4,679	\$ 4,873	\$ 5,208	\$ 5,153
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,542

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Cherry Valley | Elementary School

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

Principal | Justin Houck

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 7,129	\$ 9,549	\$ 9,754	\$ 9,892	\$ -
Certified	284,456	269,448	302,806	329,456	154,651
Classified	66,748	47,724	56,130	48,992	39,717
Professional/Technical	-	-	-	-	-
Benefits	96,525	86,381	106,868	115,877	65,843
Purchased Services	3,084	2,442	2,200	2,004	3,662
Supplies and Materials	38,050	28,154	28,251	43,814	22,977
Capital Equipment	-	-	-	-	-
Other Expense	295	217	(7,814)	(2,164)	-
Total Expenditures	\$ 496,286	\$ 443,914	\$ 498,194	\$ 547,872	\$ 286,850
SBB Carry Over Awarded into Subsequent Year*	\$ 606	\$ 5,452	\$ 2,041	\$ -	\$ -
FTE					
Administrative	0.10	0.10	0.10	0.10	0.00
Certified	5.07	5.50	5.71	5.00	2.85
Classified	2.44	1.69	1.37	1.37	1.17
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	7.61	7.29	7.18	6.47	4.02
Enrollment	64	51	51	44	38
School Expenditures Per Pupil	\$ 7,754	\$ 8,704	\$ 9,769	\$ 12,452	\$ 7,549
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 7,938

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 181,337	\$ 139,151	\$ 145,564	\$ 151,915	\$ 156,513
Certified	2,025,617	2,274,221	2,394,436	2,608,273	2,552,879
Classified	355,991	341,486	368,105	354,620	343,613
Professional/Technical	-	-	-	-	-
Benefits	685,849	764,899	854,685	898,977	1,028,581
Purchased Services	97,012	100,529	125,657	125,487	30,444
Supplies and Materials	231,461	205,662	197,310	241,229	140,777
Capital Equipment	13,033	-	-	-	-
Other Expense	16,246	11,923	723	11,460	-
Total Expenditures	\$ 3,606,546	\$ 3,837,871	\$ 4,086,479	\$ 4,391,961	\$ 4,252,807
SBB Carry Over Awarded into Subsequent Year*	\$ 74,408	\$ 88,533	\$ 85,329	\$ -	\$ -
FTE					
Administrative	2.00	2.00	2.00	2.00	2.00
Certified	37.80	42.50	44.00	48.00	47.90
Classified	12.74	12.70	16.63	11.38	10.79
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	52.54	57.20	62.63	61.38	60.69
Enrollment	752	799	865	760	768
School Expenditures Per Pupil	\$ 4,796	\$ 4,803	\$ 4,724	\$ 5,779	\$ 5,538
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,927

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Copper Mesa | Elementary School

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

Principal | Peggy Griebenow

School Performance Framework 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 122,613	\$ 129,079	\$ 90,327	\$ 126,482	\$ 156,513
Certified	1,712,008	1,736,507	1,927,973	1,915,235	1,836,550
Classified	293,201	310,415	310,711	333,342	270,253
Professional/Technical	-	-	-	-	-
Benefits	567,818	570,249	647,091	654,950	771,745
Purchased Services	72,508	83,127	77,211	82,523	17,365
Supplies and Materials	146,160	183,435	184,258	169,727	104,416
Capital Equipment	525	-	-	-	-
Other Expense	17,912	17,691	7,531	17,271	-
Total Expenditures	\$ 2,932,745	\$ 3,030,503	\$ 3,245,100	\$ 3,299,529	\$ 3,156,842
SBB Carry Over Awarded into Subsequent Year*	\$ 162,140	\$ 167,169	\$ 125,624	\$ -	\$ -
FTE					
Administrative	1.50	1.60	1.00	1.00	2.00
Certified	32.30	32.00	34.40	35.10	34.10
Classified	10.04	10.31	10.22	11.60	9.90
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	43.84	43.91	45.62	47.70	46.00
Enrollment					
	667	658	659	654	616
School Expenditures Per Pupil	\$ 4,397	\$ 4,606	\$ 4,924	\$ 5,045	\$ 5,125
					⁽¹⁾⁽²⁾ 389
					Estimated Total Expenditures Per Pupil \$ 5,514

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Cougar Run | Elementary School

Established 1996 | Highlands Ranch High School Feeder | Conventional Calendar
8780 Venneford Ranch Road, Highlands Ranch, CO 80126 | 303.387.6675

Principal | John Gutierrez

School Performance Framework 2013

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



Mission Statement

The Mission of Cougar Run is to inspire, encourage and empower all children to achieve and learn in a respectful environment.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 94,473	\$ 94,912	\$ 97,247	\$ 100,189	\$ 88,842
Certified	1,672,050	1,592,891	1,528,336	1,470,253	1,482,472
Classified	365,500	373,063	361,888	388,718	334,831
Professional/Technical	-	-	-	-	-
Benefits	548,193	535,683	532,828	547,799	645,695
Purchased Services	79,995	80,357	80,017	77,454	15,343
Supplies and Materials	160,308	201,043	187,012	212,690	139,935
Capital Equipment	23,461	-	-	-	-
Other Expense	9,499	9,334	9,582	(30,694)	-
Total Expenditures	\$ 2,953,480	\$ 2,887,283	\$ 2,796,910	\$ 2,766,409	\$ 2,707,118
SBB Carry Over Awarded into Subsequent Year*	\$ 34,534	\$ (20,495)	\$ 34,734	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	2.00
Certified	27.70	26.58	24.90	24.50	26.50
Classified	10.96	12.41	11.42	11.83	11.83
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	39.66	39.99	37.32	37.33	40.33
Enrollment	568	543	522	517	510
School Expenditures Per Pupil	\$ 5,200	\$ 5,317	\$ 5,358	\$ 5,351	\$ 5,308
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,697

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Coyote Creek | Elementary School

Established 1995 | ThunderRidge High School Feeder | Split-Fall Break Modified Calendar
2861 Baneberry Court, Highlands Ranch, CO 80129 | 303.387.6175

Principal | Gigi Whalen

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Exceeds
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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 96,550	\$ 105,862	\$ 92,078	\$ 93,315	\$ 88,842
Certified	1,588,813	1,426,507	1,279,087	1,429,289	1,257,313
Classified	151,260	195,261	315,861	273,655	265,006
Professional/Technical	-	-	-	-	-
Benefits	460,337	441,146	458,983	501,181	543,950
Purchased Services	68,740	67,639	99,583	86,555	27,785
Supplies and Materials	135,240	97,049	120,359	123,809	105,332
Capital Equipment	1,995	-	-	-	-
Other Expense	5,840	5,669	(2,379)	(17,954)	910
Total Expenditures	\$ 2,508,774	\$ 2,339,132	\$ 2,363,572	\$ 2,489,850	\$ 2,289,138
SBB Carry Over Awarded into Subsequent Year*	\$ 38,594	\$ 7,900	\$ 38,702	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	23.10	21.80	18.70	21.15	23.90
Classified	3.29	5.61	6.49	8.07	8.58
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	27.39	28.41	26.19	30.22	33.48
Enrollment	458	398	397	411	419
School Expenditures Per Pupil	\$ 5,478	\$ 5,877	\$ 5,954	\$ 6,058	\$ 5,463
				(1)(2) Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,852

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Eagle Ridge | Elementary School

Established 1988 | Highlands Ranch High School Feeder | Conventional Calendar
7716 Timberline Road, Lone Tree, CO 80124 | 303.387.7075

Principal | Doug Humphreys

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 76,700	\$ 77,065	\$ 82,760	\$ 85,033	\$ 88,842
Certified	1,714,180	1,635,598	1,701,073	1,772,280	1,668,826
Classified	340,030	363,001	378,301	386,475	325,617
Professional/Technical	-	-	-	-	-
Benefits	580,735	591,627	643,421	657,403	705,700
Purchased Services	102,940	86,277	87,492	75,537	18,912
Supplies and Materials	131,299	120,346	151,359	258,590	187,493
Capital Equipment	1,356	-	-	-	-
Other Expense	13,711	19,594	22,363	11,775	16,539
Total Expenditures	\$ 2,960,950	\$ 2,893,507	\$ 3,066,769	\$ 3,247,094	\$ 3,011,929
SBB Carry Over Awarded into Subsequent Year*	\$ 40,342	\$ 67,188	\$ 40,690	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	29.10	28.80	29.30	29.60	30.30
Classified	13.19	11.97	13.40	12.12	11.62
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	43.29	41.77	43.70	42.72	42.92
Enrollment	607	629	602	589	570
School Expenditures Per Pupil	\$ 4,878	\$ 4,600	\$ 5,094	\$ 5,513	\$ 5,284
		(1)(2)	Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 5,673

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Eldorado | Elementary School

Established 2001 | ThunderRidge High School Feeder | Split-Fall Break Modified Calendar
1305 Timbervale Trail, Highlands Ranch, CO 80129 | 303.387.6325

Principal | Katy Kollasch

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 132,647	\$ 120,489	\$ 150,810	\$ 130,889	\$ 156,513
Certified	1,845,733	1,867,746	1,805,597	1,762,536	1,637,619
Classified	319,067	276,593	334,862	299,259	289,559
Professional/Technical	-	-	-	-	-
Benefits	641,201	649,783	678,392	607,865	700,758
Purchased Services	84,579	73,040	81,055	86,119	30,843
Supplies and Materials	159,063	156,781	164,916	178,911	162,224
Capital Equipment	28,872	-	-	-	-
Other Expense	15,164	15,706	14,585	(132,331)	1,300
Total Expenditures	\$ 3,226,325	\$ 3,160,137	\$ 3,230,215	\$ 2,933,248	\$ 2,978,816
SBB Carry Over Awarded into Subsequent Year*	\$ (58,482)	\$ (47,906)	\$ (44,201)	\$ -	\$ -
FTE					
Administrative	1.59	2.00	2.00	1.80	2.00
Certified	32.27	32.75	31.96	30.85	30.10
Classified	11.82	10.42	11.16	10.09	10.19
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	45.68	45.17	45.12	42.74	42.29
Enrollment	663	625	609	588	562
School Expenditures Per Pupil	\$ 4,866	\$ 5,056	\$ 5,304	\$ 4,989	\$ 5,300
					⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil
					389
					Estimated Total Expenditures Per Pupil
					\$ 5,689

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Flagstone | Elementary School

Established 2003 | Douglas County High School Feeder | Split-Fall Break Modified Calendar
104 Lovington Street, Castle Rock, CO 80104 | 303.387.5225

Principal | Kelli Smith

School Performance Framework 2013

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



Mission Statement

Flagstone Elementary will be a safe, friendly, child-centered learning community focused on excellence and success for each student.

Funding Snapshot

	FY 2010-2011			FY 2011-2012		FY 2012-2013		FY 2013-2014		FY 2014-2015	
	Audited	Actuals		Audited	Actuals	Audited	Actuals	Estimated	Actuals	Adopted	Budget
Direct School Expenditures											
Salaries											
Administrative	\$	135,484	\$	139,308	\$	115,449	\$	84,000	\$	88,842	
Certified		1,826,144		1,807,887		1,769,011		2,034,977		1,866,039	
Classified		277,852		341,768		345,293		257,381		191,775	
Professional/Technical		-		-		-		-		-	
Benefits		653,395		685,954		657,951		658,308		723,439	
Purchased Services		110,880		116,487		122,731		122,418		57,630	
Supplies and Materials		178,774		203,495		252,688		162,460		122,827	
Capital Equipment		12,298		-		-		-		-	
Other Expense		10,917		19,662		(6,779)		(4,067)		-	
Total Expenditures	\$	3,205,744	\$	3,314,560	\$	3,256,344	\$	3,315,476	\$	3,050,552	
SBB Carry Over Awarded into Subsequent Year*	\$	89,617	\$	146,659	\$	108,756	\$	-	\$	-	
FTE											
Administrative		1.62		2.00		1.00		1.00		1.00	
Certified		34.31		32.93		32.80		36.50		34.00	
Classified		9.41		10.20		11.85		7.97		6.73	
Professional/Technical		0.00		0.00		0.00		0.00		0.00	
Total FTE		45.34		45.13		45.65		45.47		41.73	
Enrollment		692		673		662		587		546	
School Expenditures Per Pupil	\$	4,633	\$	4,925	\$	4,919	\$	5,648	\$	5,587	
								⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389	
								Estimated Total Expenditures Per Pupil	\$	5,976	

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Fox Creek | Elementary School

Established 1995 | Highlands Ranch High School Feeder | Conventional Calendar
6585 Collegiate Drive, Highlands Ranch, CO 80130 | 303.387.7000

Principal | Brian Rodda

School Performance Framework 2013

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



Mission Statement

Fox Creek...Learning, Every Child, Every Day.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 87,841	\$ 88,231	\$ 90,181	\$ 94,043	\$ 88,842
Certified	1,690,181	1,623,906	1,606,828	1,743,603	1,557,826
Classified	313,893	330,987	373,595	373,031	276,087
Professional/Technical	-	-	-	-	-
Benefits	523,462	535,771	568,095	612,733	651,031
Purchased Services	69,905	87,056	98,460	181,909	24,868
Supplies and Materials	115,714	127,788	139,823	171,380	118,261
Capital Equipment	3,794	-	-	-	-
Other Expense	10,711	12,091	1,015	(90,368)	1,000
Total Expenditures	\$ 2,815,501	\$ 2,805,830	\$ 2,877,998	\$ 3,086,330	\$ 2,717,915
SBB Carry Over Awarded into Subsequent Year*	\$ 27,717	\$ 56,299	\$ 165,373	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	28.60	26.70	26.30	28.46	28.90
Classified	11.02	9.70	11.95	11.87	10.27
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	40.62	37.40	39.25	41.33	40.17
Enrollment	534	542	536	551	545
School Expenditures Per Pupil	\$ 5,272	\$ 5,177	\$ 5,369	\$ 5,601	\$ 4,987
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 5,376

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Franktown | Elementary School

Established 1980 | Ponderosa High School Feeder | Conventional Calendar
1384 North State Highway 83, Franktown, CO 80116 | 303.387.5300

Principal | Mark Harrell

School Performance Framework 2013

Performance Indicators	Rating
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."

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 95,724	\$ 93,137	\$ 94,985	\$ 96,232	\$ 88,842
Certified	915,660	1,037,869	1,086,414	860,195	960,932
Classified	291,964	264,074	288,288	279,768	231,604
Professional/Technical	-	-	-	-	-
Benefits	380,282	395,053	423,814	364,560	433,546
Purchased Services	19,452	8,360	12,981	16,180	11,906
Supplies and Materials	84,753	111,407	91,150	116,576	95,009
Capital Equipment	8,842	-	-	-	-
Other Expense	7,628	5,733	(1,956)	(1,394)	100
Total Expenditures	\$ 1,804,305	\$ 1,915,633	\$ 1,995,677	\$ 1,732,116	\$ 1,821,939
SBB Carry Over Awarded into Subsequent Year*	\$ 58,079	\$ 29,507	\$ 24,001	\$ -	\$ -
FTE					
Administrative	0.90	0.90	0.90	0.90	1.00
Certified	15.35	18.20	17.40	16.20	17.20
Classified	9.36	8.06	8.61	9.42	7.98
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	25.61	27.16	26.91	26.52	26.18
Enrollment	277	269	277	282	290
School Expenditures Per Pupil	\$ 6,514	\$ 7,121	\$ 7,205	\$ 6,142	\$ 6,283
				Estimated Total Expenditures Per Pupil	\$ 6,672
				Additional Expenditures Per Pupil	389

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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

Principal | Lyndsey Case

School Performance Framework 2013

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



Mission Statement

"Learning, encouraging, exploring, extending...together."

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 145,700	\$ 77,057	\$ 84,294	\$ 89,522	\$ 88,842
Certified	2,169,335	1,999,519	1,925,146	1,914,692	1,783,161
Classified	360,545	327,090	324,636	319,407	268,796
Professional/Technical	-	-	-	-	-
Benefits	713,561	672,119	678,927	673,029	723,495
Purchased Services	109,371	105,043	106,007	108,789	46,364
Supplies and Materials	144,346	178,074	180,465	189,110	168,564
Capital Equipment	25,290	-	-	-	-
Other Expense	20,950	9,888	10,698	11,004	1,900
Total Expenditures	\$ 3,689,098	\$ 3,368,789	\$ 3,310,172	\$ 3,305,553	\$ 3,081,122
SBB Carry Over Awarded into Subsequent Year*	\$ 17,538	\$ 57,399	\$ 156,209	\$ -	\$ -
FTE					
Administrative	2.00	1.00	1.00	1.00	2.00
Certified	38.60	34.40	32.80	34.60	33.50
Classified	13.14	11.52	9.63	11.01	9.64
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	53.74	46.92	43.43	46.61	45.14
Enrollment	692	670	663	651	608
School Expenditures Per Pupil	\$ 5,331	\$ 5,028	\$ 4,993	\$ 5,078	\$ 5,068
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,457

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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

Principal | Jennifer Brown

School Performance Framework 2013

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



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!

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 163,257	\$ 183,547	\$ 107,780	\$ 172,629	\$ 156,513
Certified	1,863,528	1,966,629	1,969,515	2,102,789	1,963,367
Classified	338,208	391,904	416,798	378,752	261,060
Professional/Technical	-	-	-	-	-
Benefits	628,068	681,098	710,578	762,328	804,497
Purchased Services	86,133	88,305	103,851	99,584	44,876
Supplies and Materials	166,889	236,182	157,324	284,047	162,658
Capital Equipment	29,745	-	-	-	-
Other Expense	4,984	6,823	5,445	(85,925)	1,000
Total Expenditures	\$ 3,280,814	\$ 3,554,489	\$ 3,471,293	\$ 3,714,205	\$ 3,393,971
SBB Carry Over Awarded into Subsequent Year*	\$ 124,487	\$ 212,170	\$ 296,052	\$ -	\$ -
FTE					
Administrative	2.00	1.00	1.00	2.00	2.00
Certified	29.80	32.55	34.80	38.50	37.15
Classified	10.82	13.54	14.06	13.08	8.36
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	42.62	47.09	49.86	53.58	47.51
Enrollment	623	685	714	692	675
School Expenditures Per Pupil	\$ 5,266	\$ 5,189	\$ 4,862	\$ 5,367	\$ 5,028
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	5,417

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

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



Mission Statement

To Inspire, encourage, and empower all children to achieve their highest potential.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 140,898	\$ 132,670	\$ 102,522	\$ 76,236	\$ 88,842
Certified	1,656,153	1,697,982	1,703,080	1,733,102	1,875,009
Classified	308,736	356,881	308,229	270,703	236,973
Professional/Technical	-	-	-	-	-
Benefits	547,260	579,338	590,741	572,986	745,517
Purchased Services	88,802	69,348	89,492	96,193	14,885
Supplies and Materials	217,275	267,087	189,632	303,058	77,832
Capital Equipment	25,915	-	-	-	-
Other Expense	23,604	19,343	9,241	4,397	-
Total Expenditures	\$ 3,008,643	\$ 3,122,649	\$ 2,992,936	\$ 3,056,675	\$ 3,039,058
SBB Carry Over Awarded into Subsequent Year*	\$ 219,850	\$ 142,441	\$ 203,993	\$ -	\$ -
FTE					
Administrative	2.00	2.00	1.00	1.00	1.00
Certified	30.48	29.70	31.40	32.90	34.79
Classified	10.16	11.54	10.36	9.42	7.27
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	42.64	43.24	42.76	43.32	43.06
Enrollment	659	655	637	614	610
School Expenditures Per Pupil	\$ 4,565	\$ 4,767	\$ 4,698	\$ 4,978	\$ 4,982
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,371

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

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Iron Horse | Elementary School

Established 1998 | Legend High School Feeder | Split-Fall Break Modified Calendar
20151 Tallman Drive, Parker, CO 80138 | 303.387.8525

Principal | Steve Getchell

School Performance Framework 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 96,501	\$ 96,940	\$ 99,016	\$ 102,339	\$ 88,842
Certified	1,478,815	1,556,003	1,547,931	1,409,868	1,479,996
Classified	279,793	281,010	287,715	307,274	238,205
Professional/Technical	-	-	-	-	-
Benefits	492,984	495,870	518,782	518,074	609,953
Purchased Services	96,861	90,353	83,982	81,646	46,149
Supplies and Materials	200,018	185,939	144,838	207,893	165,356
Capital Equipment	3,076	-	-	-	-
Other Expense	12,868	13,409	3,630	5,487	3,800
Total Expenditures	\$ 2,660,916	\$ 2,719,524	\$ 2,685,894	\$ 2,632,580	\$ 2,632,301
SBB Carry Over Awarded into Subsequent Year*	\$ 222,683	\$ 228,640	\$ 84,268	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	27.10	28.20	27.80	26.80	27.10
Classified	8.77	9.45	8.74	10.55	8.08
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	36.87	38.65	37.54	38.35	36.18
Enrollment	553	546	510	490	474
School Expenditures Per Pupil	\$ 4,812	\$ 4,981	\$ 5,266	\$ 5,373	\$ 5,553
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 5,942

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

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Larkspur | Elementary School

Established 1972 | Castle View High School Feeder | Conventional Calendar

1103 West Perry Park Avenue, Larkspur, CO 80118 | 303.387.5375

Principal | Kory Moore

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 78,700	\$ 87,505	\$ 91,202	\$ 92,422	\$ 88,842
Certified	1,005,028	972,047	982,824	955,569	840,340
Classified	244,085	242,974	223,909	215,591	183,533
Professional/Technical	-	-	-	-	-
Benefits	352,299	352,817	363,153	362,471	376,779
Purchased Services	21,815	26,453	17,696	27,728	25,044
Supplies and Materials	91,149	105,698	106,317	136,444	63,548
Capital Equipment	5,415	-	-	-	-
Other Expense	3,352	7,781	(2,454)	(2,052)	1,000
Total Expenditures	\$ 1,801,844	\$ 1,795,276	\$ 1,782,648	\$ 1,788,173	\$ 1,579,086
SBB Carry Over Awarded into Subsequent Year*	\$ 54,814	\$ 75,506	\$ 103,270	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	15.70	16.55	15.98	17.51	15.85
Classified	8.24	7.95	6.95	7.45	6.79
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	24.94	25.50	23.93	25.96	23.64
Enrollment	298	298	291	273	272
School Expenditures Per Pupil	\$ 6,046	\$ 6,024	\$ 6,126	\$ 6,550	\$ 5,805
				Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 6,194

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

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Legacy Point | Elementary School

Established 2003 | Ponderosa High School Feeder | Conventional Calendar
12736 Red Rosa Circle, Parker, CO 80134 | 303.387.8725

Principal | Joanna Polzin

School Performance Framework 2013

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



Mission Statement

To live, learn, laugh and leave a legacy.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 94,884	\$ 95,325	\$ 99,301	\$ 102,636	\$ 88,842
Certified	1,243,401	1,280,707	1,190,008	1,305,582	1,377,280
Classified	238,078	201,451	234,255	298,482	213,789
Professional/Technical	-	-	-	-	-
Benefits	418,665	440,494	477,615	533,786	569,061
Purchased Services	76,686	71,211	71,978	76,617	30,415
Supplies and Materials	92,145	168,002	107,084	162,019	214,429
Capital Equipment	8,793	-	-	-	-
Other Expense	10,267	10,833	11,391	5,561	-
Total Expenditures	\$ 2,182,918	\$ 2,268,022	\$ 2,191,633	\$ 2,484,683	\$ 2,493,816
SBB Carry Over Awarded into Subsequent Year*	\$ 355,787	\$ 188,630	\$ 200,659	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	24.20	24.60	24.10	25.70	27.60
Classified	7.57	5.67	6.53	10.89	6.80
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	32.77	31.27	31.63	37.59	35.40
Enrollment	504	481	481	486	468
School Expenditures Per Pupil	\$ 4,331	\$ 4,715	\$ 4,556	\$ 5,113	\$ 5,329
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,718

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

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⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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

Principal | Mindy Persichina

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 119,385	\$ 112,808	\$ 107,134	\$ 85,270	\$ -
Certified	1,537,756	1,512,287	1,422,203	1,386,344	1,468,397
Classified	224,321	252,622	224,005	221,309	197,795
Professional/Technical	-	-	-	-	-
Benefits	480,237	520,407	490,582	486,320	564,410
Purchased Services	139,628	96,148	83,501	91,060	40,147
Supplies and Materials	141,701	280,805	177,779	156,810	102,705
Capital Equipment	54,265	-	-	-	-
Other Expense	15,515	16,375	5,508	(374,411)	-
Total Expenditures	\$ 2,712,807	\$ 2,791,452	\$ 2,510,711	\$ 2,052,702	\$ 2,373,454
SBB Carry Over Awarded into Subsequent Year*	\$ 120,600	\$ (105,520)	\$ (220,460)	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.40	1.00	1.00
Certified	28.05	28.15	26.35	26.30	25.78
Classified	5.95	7.46	5.65	6.57	6.71
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	35.00	36.61	33.40	33.87	33.49
Enrollment	549	519	468	497	492
School Expenditures Per Pupil	\$ 4,941	\$ 5,379	\$ 5,365	\$ 4,130	\$ 4,824
					⁽¹⁾⁽²⁾ 389
				Estimated Total Expenditures Per Pupil	\$ 5,213

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

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⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

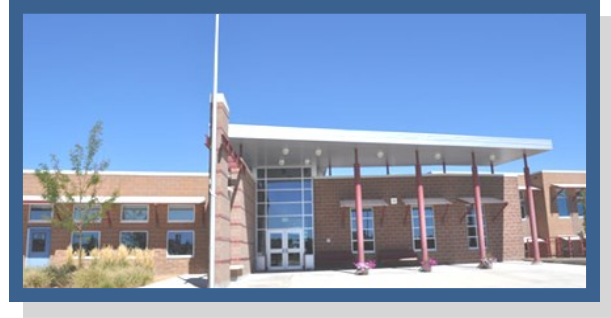
Mammoth Heights | Elementary School

Established 2008 | Chaparral High School Feeder | Split-Fall Break Modified Calendar
9500 Stonegate Parkway, Parker, CO 80134 | 303.387.8925

Principal | Shanna Martin

School Performance Framework 2013

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



Mission Statement

Cherish and nurture the unique qualities of all children, foster compassion and respect, inspire children to dream and strive for the extraordinary.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 190,389	\$ 87,725	\$ 154,839	\$ 153,431	\$ 156,513
Certified	2,268,043	2,407,135	2,391,788	2,308,048	2,291,911
Classified	325,011	392,313	417,637	420,090	291,956
Professional/Technical	-	-	-	-	-
Benefits	731,280	771,423	839,984	835,327	925,898
Purchased Services	90,883	94,838	95,952	92,418	35,771
Supplies and Materials	166,577	202,200	342,067	131,527	235,205
Capital Equipment	1,990	-	-	-	-
Other Expense	13,606	16,479	9,132	5,633	7,000
Total Expenditures	\$ 3,787,779	\$ 3,972,112	\$ 4,251,399	\$ 3,946,473	\$ 3,944,254
SBB Carry Over Awarded into Subsequent Year*	\$ 91,324	\$ 33,177	\$ 43,245	\$ -	\$ -
FTE					
Administrative	2.00	1.00	2.00	2.00	2.00
Certified	39.30	43.00	43.60	41.60	41.80
Classified	10.71	12.86	12.93	12.55	10.02
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	52.01	56.86	58.53	56.15	53.82
Enrollment	802	837	841	753	751
School Expenditures Per Pupil	\$ 4,723	\$ 4,746	\$ 5,055	\$ 5,241	\$ 5,252
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 5,641

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Meadow View | Elementary School

Established 2000 | Castle View High School Feeder | Modified Calendar
3700 Butterfield Crossing, Castle Rock, CO 80109 | 303.387.5425

Principal | Patti Magby

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 181,502	\$ 183,271	\$ 187,244	\$ 119,247	\$ 88,842
Certified	1,674,359	1,648,125	1,628,794	1,570,330	1,495,720
Classified	274,714	266,554	298,269	256,132	280,844
Professional/Technical	-	-	-	-	-
Benefits	568,805	565,320	596,787	564,919	631,895
Purchased Services	90,745	96,480	99,164	195,111	35,456
Supplies and Materials	168,322	161,477	166,040	168,765	161,640
Capital Equipment	27,645	-	-	-	-
Other Expense	11,901	11,494	2,030	8,996	-
Total Expenditures	\$ 2,997,993	\$ 2,932,721	\$ 2,978,326	\$ 2,883,500	\$ 2,694,397
SBB Carry Over Awarded into Subsequent Year*	\$ 85,737	\$ 33,694	\$ 76,896	\$ -	\$ -
FTE					
Administrative	2.00	2.00	2.00	1.00	2.00
Certified	29.20	29.40	28.00	27.30	28.90
Classified	9.17	8.23	10.41	9.56	10.08
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	40.37	39.63	40.41	37.86	40.98
Enrollment	574	565	581	474	458
School Expenditures Per Pupil	\$ 5,223	\$ 5,191	\$ 5,126	\$ 6,083	\$ 5,883
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,272

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 | Drew Francis

School Performance Framework 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 81,570	\$ 81,949	\$ 87,113	\$ 91,678	\$ 88,842
Certified	1,323,106	1,326,013	1,195,789	935,385	908,273
Classified	304,677	327,702	379,405	272,381	192,417
Professional/Technical	-	-	-	-	-
Benefits	454,592	489,824	492,103	394,838	400,847
Purchased Services	53,414	62,185	62,756	57,477	18,063
Supplies and Materials	127,179	146,331	126,458	176,485	81,619
Capital Equipment	990	-	-	-	-
Other Expense	8,626	6,268	(3,028)	(3,087)	2,100
Total Expenditures	\$ 2,354,155	\$ 2,440,272	\$ 2,340,595	\$ 1,925,157	\$ 1,692,161
SBB Carry Over Awarded into Subsequent Year*	\$ 19,371	\$ (29,043)	\$ (48,110)	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	20.25	20.60	18.40	16.51	16.80
Classified	9.55	10.87	10.53	8.09	7.18
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	30.80	32.47	29.93	25.60	24.98
Enrollment	433	415	375	331	297
School Expenditures Per Pupil	\$ 5,437	\$ 5,880	\$ 6,242	\$ 5,816	\$ 5,698
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,087

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 | Jeannie Tynecki

School Performance Framework 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 89,796	\$ 57,890	\$ 82,760	\$ 85,033	\$ 88,842
Certified	1,482,420	1,352,969	1,451,071	1,389,996	1,299,388
Classified	288,741	256,995	276,688	263,012	240,698
Professional/Technical	-	-	-	-	-
Benefits	492,583	447,651	504,839	483,957	550,179
Purchased Services	68,581	62,958	86,224	82,382	21,727
Supplies and Materials	110,970	114,609	111,746	142,032	90,739
Capital Equipment	2,346	-	-	-	-
Other Expense	10,831	12,147	(41,710)	4,656	3,100
Total Expenditures	\$ 2,546,267	\$ 2,305,220	\$ 2,471,618	\$ 2,451,069	\$ 2,294,673
SBB Carry Over Awarded into Subsequent Year*	\$ (6,356)	\$ (44,863)	\$ 37,114	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	25.98	22.90	24.10	23.90	23.90
Classified	9.50	8.96	9.61	8.63	8.24
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	36.48	32.86	34.71	33.53	33.14
Enrollment	501	455	472	415	416
School Expenditures Per Pupil	\$ 5,082	\$ 5,066	\$ 5,236	\$ 5,906	\$ 5,516
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	5,905

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Northridge | Elementary School

Established 1982 | Mountain Vista High School Feeder | Conventional Calendar
555 Southpark Road, Highlands Ranch, CO 80126 | 303.387.6525

Principal | Leigh Pylinski

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 181,824	\$ 113,337	\$ 117,968	\$ 124,948	\$ 156,513
Certified	2,073,156	1,984,185	2,093,355	2,186,747	2,156,247
Classified	418,127	366,980	372,358	384,084	314,395
Professional/Technical	-	-	-	-	-
Benefits	690,749	656,597	719,719	751,541	876,598
Purchased Services	93,065	113,065	151,348	130,017	36,548
Supplies and Materials	201,285	295,110	330,955	422,254	158,739
Capital Equipment	56,159	-	-	-	-
Other Expense	8,767	15,544	255	9,542	500
Total Expenditures	\$ 3,723,132	\$ 3,544,818	\$ 3,785,957	\$ 4,009,134	\$ 3,699,540
SBB Carry Over Awarded into Subsequent Year*	\$ 186,460	\$ 305,727	\$ 228,608	\$ -	\$ -
FTE					
Administrative	2.00	1.00	1.00	1.00	2.00
Certified	35.14	34.30	36.95	36.55	37.80
Classified	13.80	12.06	11.79	12.73	11.93
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	50.94	47.36	49.74	50.28	51.73
Enrollment	713	722	756	733	724
School Expenditures Per Pupil	\$ 5,222	\$ 4,910	\$ 5,008	\$ 5,469	\$ 5,110
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 5,499

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Pine Grove | Elementary School

Established 1995 | Chaparral High School Feeder | Split-Fall Break Modified Calendar
10450 Stonegate Parkway, Parker, CO 80134 | 303.387.8075

Principal | Molly Gnaegy

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 112,663	\$ 77,057	\$ 84,294	\$ 152,202	\$ 156,513
Certified	1,879,140	1,875,645	1,917,447	1,907,252	1,735,466
Classified	293,544	303,920	407,320	407,046	270,529
Professional/Technical	-	-	-	-	-
Benefits	592,722	618,736	686,581	676,007	731,182
Purchased Services	106,905	109,471	106,833	104,457	43,972
Supplies and Materials	163,193	200,589	180,087	164,552	130,276
Capital Equipment	16,804	-	-	-	-
Other Expense	16,493	18,149	(107,838)	8,951	1,200
Total Expenditures	\$ 3,181,464	\$ 3,203,567	\$ 3,274,724	\$ 3,420,466	\$ 3,069,138
SBB Carry Over Awarded into Subsequent Year*	\$ 15,779	\$ (2,174)	\$ 118,008	\$ -	\$ -
FTE					
Administrative	1.50	1.00	1.00	2.00	2.00
Certified	30.60	29.50	29.80	30.20	32.42
Classified	8.95	9.37	13.36	12.38	9.47
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	41.05	39.87	44.16	44.58	43.89
Enrollment	597	596	624	603	590
School Expenditures Per Pupil	\$ 5,329	\$ 5,375	\$ 5,248	\$ 5,672	\$ 5,202
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,591

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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

Principal | Jason Starkey

School Performance Framework 2013

Performance Indicators	Rating
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.

Funding Snapshot

	FY 2010-2011			FY 2011-2012		FY 2012-2013		FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget				
Direct School Expenditures									
Salaries									
Administrative	\$ 214,067	\$ 204,053	\$ 206,608	\$ 175,927	\$ 156,513				
Certified	3,059,601	2,921,342	2,908,740	3,325,866	3,357,988				
Classified	603,815	592,806	522,524	515,128	392,333				
Professional/Technical	-	-	-	-	-				
Benefits	993,922	986,649	1,012,214	1,114,843	1,323,419				
Purchased Services	94,873	103,324	100,521	98,382	37,386				
Supplies and Materials	228,064	283,753	171,406	284,723	117,737				
Capital Equipment	6,834	-	-	-	-				
Other Expense	17,933	21,189	(23,230)	42,429	-				
Total Expenditures	\$ 5,219,111	\$ 5,113,117	\$ 4,898,783	\$ 5,557,297	\$ 5,385,376				
SBB Carry Over Awarded into Subsequent Year*	\$ 109,119	\$ 39,710	\$ 69,398	\$ -	\$ -				
FTE									
Administrative	2.80	3.00	2.60	2.00	3.00				
Certified	49.44	48.65	50.25	54.80	60.00				
Classified	20.29	19.39	15.97	18.01	15.04				
Professional/Technical	0.00	0.00	0.00	0.00	0.00				
Total FTE	72.53	71.04	68.82	74.81	78.04				
Enrollment	982	967	935	936	952				
School Expenditures Per Pupil	\$ 5,315	\$ 5,288	\$ 5,239	\$ 5,937	\$ 5,657				
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389				
				Estimated Total Expenditures Per Pupil	\$ 6,046				

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

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



Mission Statement

To maximize student achievement in a safe, caring environment.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 80,375	\$ 80,858	\$ 72,185	\$ 110,725	\$ 122,678
Certified	1,735,835	1,693,492	1,763,010	1,677,429	1,762,751
Classified	363,273	376,957	427,232	416,865	348,459
Professional/Technical	-	-	-	-	-
Benefits	605,441	603,884	670,694	658,485	756,040
Purchased Services	83,234	83,697	83,986	80,922	49,086
Supplies and Materials	183,080	142,551	114,296	220,953	159,529
Capital Equipment	23,781	-	-	-	-
Other Expense	12,221	11,950	1,008	10,016	14,200
Total Expenditures	\$ 3,087,239	\$ 2,993,389	\$ 3,132,412	\$ 3,175,396	\$ 3,212,743
SBB Carry Over Awarded into Subsequent Year*	\$ 24,001	\$ 66,522	\$ 50,948	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.50	1.50
Certified	29.60	29.60	31.50	31.18	32.60
Classified	12.46	11.14	13.96	14.18	11.88
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	43.06	41.74	46.46	46.86	45.98
Enrollment	571	548	579	579	555
School Expenditures Per Pupil	\$ 5,407	\$ 5,462	\$ 5,410	\$ 5,484	\$ 5,789
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,178

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 111,442	\$ 80,749	\$ 101,045	\$ 142,580	\$ 156,513
Certified	1,646,317	1,657,218	1,627,750	1,644,368	1,798,642
Classified	311,102	307,467	318,018	364,451	253,413
Professional/Technical	-	-	-	-	-
Benefits	536,817	555,694	600,488	637,019	742,381
Purchased Services	86,421	83,967	88,071	94,416	52,288
Supplies and Materials	119,706	192,932	199,466	238,665	169,207
Capital Equipment	27,636	-	-	-	-
Other Expense	8,415	8,450	1,815	10,062	-
Total Expenditures	\$ 2,847,856	\$ 2,886,476	\$ 2,936,653	\$ 3,131,561	\$ 3,172,444
SBB Carry Over Awarded into Subsequent Year*	\$ 90,017	\$ 59,980	\$ 65,934	\$ -	\$ -
FTE					
Administrative	1.50	1.00	1.00	2.00	2.00
Certified	30.30	30.50	30.30	30.54	32.80
Classified	9.04	9.60	10.44	11.81	9.42
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	40.84	41.10	41.74	44.35	44.22
Enrollment	564	577	581	546	553
School Expenditures Per Pupil	\$ 5,049	\$ 5,003	\$ 5,054	\$ 5,735	\$ 5,737
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,126

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

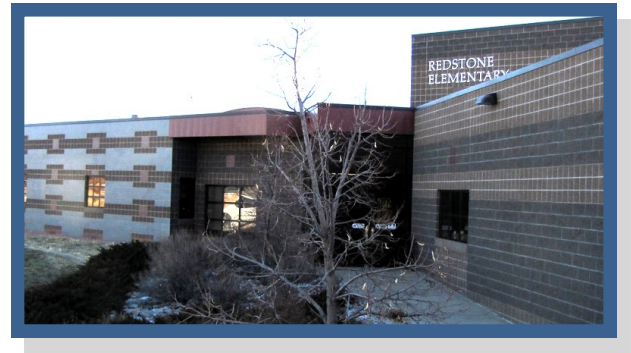
Redstone | Elementary School

Established 2005 | Rock Canyon High School Feeder | Conventional Calendar
9970 Glenstone Circle, Highlands Ranch, CO 80130 | 303.387.7300

Principal | Laura Wilson

School Performance Framework 2013

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



Mission Statement

We will reach every child, every day!

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 155,706	\$ 156,429	\$ 161,712	\$ 165,614	\$ 156,513
Certified	1,892,127	1,831,616	1,802,762	1,821,232	1,733,087
Classified	313,132	328,939	347,441	338,717	306,320
Professional/Technical	-	-	-	-	-
Benefits	625,193	635,007	654,294	665,518	743,082
Purchased Services	76,117	80,153	97,907	122,330	30,851
Supplies and Materials	228,016	357,082	199,616	189,422	268,343
Capital Equipment	7,725	-	-	-	-
Other Expense	17,187	18,551	12,133	(239,921)	3,750
Total Expenditures	\$ 3,315,204	\$ 3,407,778	\$ 3,275,865	\$ 3,062,913	\$ 3,241,946
SBB Carry Over Awarded into Subsequent Year*	\$ 405,635	\$ 287,336	\$ 447,475	\$ -	\$ -
FTE					
Administrative	2.00	2.00	2.00	2.00	1.00
Certified	32.30	32.50	30.30	33.00	33.00
Classified	10.63	10.49	11.13	12.14	9.59
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	44.93	44.99	43.43	47.14	43.59
Enrollment	719	687	687	651	610
School Expenditures Per Pupil	\$ 4,611	\$ 4,960	\$ 4,768	\$ 4,705	\$ 5,315
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,704

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

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



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.

Funding Snapshot

	FY 2010-2011			FY 2011-2012		FY 2012-2013		FY 2013-2014		FY 2014-2015		
	Audited	Actuals		Audited	Actuals	Audited	Actuals	Estimated	Actuals	Adopted	Budget	
Direct School Expenditures												
Salaries												
Administrative	\$	91,570	\$	91,996	\$	95,853	\$	97,165	\$	88,842		
Certified		1,218,064		1,164,368		1,155,211		1,211,511		1,318,303		
Classified		128,774		162,587		163,133		182,665		171,957		
Professional/Technical		-		-		-		-		-		
Benefits		396,421		394,902		417,389		429,090		530,167		
Purchased Services		156,767		182,264		204,618		212,079		52,456		
Supplies and Materials		138,714		150,611		177,145		225,277		95,210		
Capital Equipment		32,420		-		-		-		-		
Other Expense		10,037		10,394		6,486		11,914		-		
Total Expenditures	\$	2,172,765	\$	2,157,123	\$	2,219,836	\$	2,369,703	\$	2,256,935		
SBB Carry Over Awarded into Subsequent Year*	\$	19,072	\$	10,091	\$	(7,728)	\$	-	\$	-		
FTE												
Administrative		1.00		1.00		1.00		1.00		1.00		
Certified		23.25		21.81		22.36		22.73		24.05		
Classified		4.10		5.16		5.45		5.77		6.63		
Professional/Technical		0.00		0.00		0.00		0.00		0.00		
Total FTE		28.35		27.97		28.81		29.50		31.68		
Enrollment		413		408		399		413		412		
School Expenditures Per Pupil	\$	5,261	\$	5,287	\$	5,563	\$	5,738	\$	5,478		
											⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
											Estimated Total Expenditures Per Pupil	\$ 5,867

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Rock Ridge | Elementary School

Established 1988 | Douglas County High School Feeder | Split-Fall Break Modified Calendar
400 North Heritage Road, Castle Rock, CO 80104 | 303.387.5150

Principal | Peter Mosby

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 190,032	\$ 113,651	\$ 147,115	\$ 158,533	\$ 156,513
Certified	2,009,809	1,990,305	1,824,028	2,121,407	2,184,457
Classified	358,076	371,484	355,422	337,255	281,630
Professional/Technical	-	-	-	-	-
Benefits	718,085	716,843	671,517	757,254	888,389
Purchased Services	97,730	100,596	117,996	123,842	52,687
Supplies and Materials	166,988	191,806	229,140	176,715	139,459
Capital Equipment	8,909	-	-	-	-
Other Expense	5,500	9,174	462	15,957	11,000
Total Expenditures	\$ 3,555,129	\$ 3,493,861	\$ 3,345,679	\$ 3,690,963	\$ 3,714,135
SBB Carry Over Awarded into Subsequent Year*	\$ 8,467	\$ 54,642	\$ 135,739	\$ -	\$ -
FTE					
Administrative	2.00	1.20	2.00	2.00	2.00
Certified	37.30	36.60	37.59	41.40	41.30
Classified	10.09	12.76	10.89	10.12	9.34
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	49.39	50.56	50.48	53.52	52.64
Enrollment	702	721	705	651	650
School Expenditures Per Pupil	\$ 5,064	\$ 4,846	\$ 4,746	\$ 5,670	\$ 5,714
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,103

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Roxborough | Primary School K-2

Established 1991 | ThunderRidge High School Feeder | Split-Fall Break Modified Calendar
8000 Village Circle West, Roxborough, CO 80125 | 303.387.6002

Principal | Rick Kendall

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
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.

Funding Snapshot

	FY 2010-2011			FY 2011-2012		FY 2012-2013		FY 2013-2014	FY 2014-2015		
	Audited	Actuals		Audited	Actuals	Audited	Actuals	Estimated	Adopted		
Direct School Expenditures											
Salaries											
Administrative	\$	111,946	\$	100,603	\$	84,294	\$	89,522	\$	88,842	
Certified		1,141,128		1,105,806		1,083,078		1,250,576		1,269,191	
Classified		287,966		338,232		408,852		412,847		271,027	
Professional/Technical		-		-		-		-		-	
Benefits		410,193		415,290		448,802		487,087		551,835	
Purchased Services		103,686		122,137		118,247		137,041		53,637	
Supplies and Materials		102,380		172,087		168,813		144,939		90,012	
Capital Equipment		-		-		-		-		-	
Other Expense		4,073		5,353		(95,495)		8,664		-	
Total Expenditures	\$	2,161,372	\$	2,259,509	\$	2,216,590	\$	2,530,677	\$	2,324,544	
SBB Carry Over Awarded into Subsequent Year*	\$	121,031	\$	118,359	\$	76,795	\$	-	\$	-	
FTE											
Administrative		1.50		1.00		1.00		1.00		1.00	
Certified		20.36		19.94		19.30		22.51		23.78	
Classified		8.66		9.97		12.29		12.74		9.71	
Professional/Technical		0.00		0.00		0.00		0.00		0.00	
Total FTE		30.52		30.91		32.59		36.25		34.49	
Enrollment		448		402		392		377		390	
School Expenditures Per Pupil	\$	4,824	\$	5,621	\$	5,655	\$	6,713	\$	5,960	
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil						389	
				Estimated Total Expenditures Per Pupil						\$	6,349

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Roxborough | Intermediate School 3-6

Established 2008 | ThunderRidge High School Feeder | Split-Fall Break Modified Calendar
7370 Village Circle East, Roxborough, CO 80125 | 303.387.7600

Principal | Jennifer Murtha

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 72,850	\$ 82,208	\$ 81,947	\$ 84,191	\$ 88,842
Certified	1,538,409	1,474,221	1,554,961	1,675,753	1,524,700
Classified	270,201	257,376	312,087	385,776	305,443
Professional/Technical	-	-	-	-	-
Benefits	494,141	500,173	554,444	629,864	649,366
Purchased Services	91,784	91,456	82,762	115,426	31,871
Supplies and Materials	110,137	120,306	162,690	165,490	89,787
Capital Equipment	145	-	-	-	-
Other Expense	14,075	8,548	(1,069)	16,037	3,602
Total Expenditures	\$ 2,591,743	\$ 2,534,290	\$ 2,747,822	\$ 3,072,537	\$ 2,693,611
SBB Carry Over Awarded into Subsequent Year*	\$ 60,206	\$ 177,801	\$ 93,664	\$ -	\$ -
FTE					
Administrative	0.50	1.00	1.00	1.00	1.00
Certified	27.60	24.65	26.50	27.92	28.80
Classified	9.19	9.17	11.30	14.43	10.72
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	37.28	34.82	38.80	43.35	40.52
Enrollment	495	506	493	501	500
School Expenditures Per Pupil	\$ 5,236	\$ 5,008	\$ 5,574	\$ 6,133	\$ 5,387
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	5,776

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Saddle Ranch | Elementary School

Established 1999 | ThunderRidge High School Feeder | Split-Fall Break Modified Calendar
805 English Sparrow Trail, Highlands Ranch, CO 80129 | 303.387.6400

Principal | Jennifer Malouff

School Performance Framework 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 152,200	\$ 154,376	\$ 106,752	\$ 147,233	\$ 122,678
Certified	1,888,141	1,788,447	1,844,384	1,733,499	1,657,575
Classified	284,793	268,756	314,832	316,006	264,737
Professional/Technical	-	-	-	-	-
Benefits	598,649	588,116	640,400	619,941	691,619
Purchased Services	96,512	97,730	96,978	100,190	45,417
Supplies and Materials	151,450	140,879	173,959	152,521	97,448
Capital Equipment	10,968	-	-	-	-
Other Expense	6,950	15,054	13,971	(25,669)	21,301
Total Expenditures	\$ 3,189,663	\$ 3,053,358	\$ 3,191,275	\$ 3,043,720	\$ 2,900,775
SBB Carry Over Awarded into Subsequent Year*	\$ 210,524	\$ 138,790	\$ 74,499	\$ -	\$ -
FTE					
Administrative	2.00	2.00	1.00	2.00	1.50
Certified	30.30	29.50	30.65	29.55	30.60
Classified	9.65	8.37	10.43	11.39	9.94
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	41.95	39.87	42.08	42.94	42.04
Enrollment	611	577	594	581	555
School Expenditures Per Pupil	\$ 5,220	\$ 5,292	\$ 5,373	\$ 5,239	\$ 5,227
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,616

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Sage Canyon | Elementary School

Established 2010 | Douglas County High School Feeder | Split-Fall Break Modified Calendar
2420 Autumn Sage Street, Castle Rock, CO 80108 | 720.433.0110

Principal | Mandy Hill

School Performance Framework 2013

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



Mission Statement

To foster a supportive and challenging school community that fuels a contagious spark for learning and recognizes students as unique individuals.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 89,796	\$ 90,214	\$ 124,908	\$ 157,330	\$ 156,513
Certified	1,411,018	1,520,145	1,495,620	1,629,180	1,865,570
Classified	230,554	228,733	284,512	309,066	287,092
Professional/Technical	-	-	-	-	-
Benefits	426,800	487,890	528,756	599,362	781,453
Purchased Services	66,833	125,221	103,098	141,797	76,422
Supplies and Materials	117,534	168,797	250,377	229,005	125,105
Capital Equipment	-	-	-	-	-
Other Expense	11,469	13,876	15,049	21,360	-
Total Expenditures	\$ 2,354,003	\$ 2,634,876	\$ 2,802,320	\$ 3,087,100	\$ 3,292,155
SBB Carry Over Awarded into Subsequent Year*	\$ 34,557	\$ 2,662	\$ 197,201	\$ -	\$ -
FTE					
Administrative	1.00	1.00	2.00	2.00	2.00
Certified	28.30	30.00	28.20	33.72	35.05
Classified	8.56	8.11	9.96	10.98	10.82
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	37.86	39.11	40.16	46.70	47.87
Enrollment	574	600	655	637	650
School Expenditures Per Pupil	\$ 4,101	\$ 4,391	\$ 4,278	\$ 4,846	\$ 5,065
				Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,454

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Sand Creek | Elementary School

Established 1986 | Mountain Vista High School Feeder | Conventional Calendar
8898 South Maplewood Drive, Highlands Ranch, CO 80126 | 303.387.6600

Principal | Philip Ranford

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 76,700	\$ 77,057	\$ 84,294	\$ 86,620	\$ 88,842
Certified	2,044,350	2,025,496	1,886,502	2,180,914	2,096,439
Classified	439,389	388,211	400,399	411,224	341,098
Professional/Technical	-	-	-	-	-
Benefits	703,673	699,146	690,594	766,546	853,464
Purchased Services	85,779	89,495	74,418	83,269	19,870
Supplies and Materials	128,718	166,182	152,540	179,714	173,452
Capital Equipment	1,053	-	-	-	-
Other Expense	13,230	12,720	11,127	1,576	24,126
Total Expenditures	\$ 3,492,892	\$ 3,458,307	\$ 3,299,873	\$ 3,709,862	\$ 3,597,291
SBB Carry Over Awarded into Subsequent Year*	\$ (13,983)	\$ (295)	\$ 93,640	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	33.65	33.60	31.90	35.40	38.90
Classified	15.54	12.12	11.78	14.79	12.17
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	50.19	46.72	44.68	51.19	52.07
Enrollment	599	585	585	587	590
School Expenditures Per Pupil	\$ 5,831	\$ 5,912	\$ 5,641	\$ 6,320	\$ 6,097
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,486

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

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



Mission Statement

We do whatever it takes for every student, every day while maintaining a merry heart.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 76,700	\$ 77,057	\$ 86,641	\$ 88,196	\$ 88,842
Certified	1,081,981	1,235,577	1,216,846	1,293,547	1,080,333
Classified	220,730	177,946	235,382	220,458	223,454
Professional/Technical	-	-	-	-	-
Benefits	368,619	389,530	423,920	456,506	470,866
Purchased Services	82,509	101,366	66,400	78,997	14,537
Supplies and Materials	131,357	140,165	198,868	98,809	60,107
Capital Equipment	3,461	-	-	-	-
Other Expense	5,021	3,976	6,963	4,120	300
Total Expenditures	\$ 1,970,378	\$ 2,125,618	\$ 2,235,021	\$ 2,240,633	\$ 1,938,439
SBB Carry Over Awarded into Subsequent Year*	\$ 17,088	\$ 22,449	\$ (8,898)	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	21.17	22.00	20.00	19.62	19.80
Classified	7.76	6.48	8.43	7.26	7.39
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	29.93	29.48	29.43	27.88	28.19
Enrollment	335	323	342	276	268
School Expenditures Per Pupil	\$ 5,882	\$ 6,581	\$ 6,535	\$ 8,118	\$ 7,233
				(1)(2) Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 7,622

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 95,380	\$ 129,170	\$ 80,508	\$ 101,017	\$ 122,678
Certified	2,070,979	1,988,283	2,074,074	2,165,676	1,911,149
Classified	302,202	326,520	348,209	301,072	237,872
Professional/Technical	-	-	-	-	-
Benefits	701,238	676,639	729,014	747,679	769,522
Purchased Services	109,847	105,827	112,713	116,356	32,320
Supplies and Materials	206,893	204,555	206,982	210,620	83,979
Capital Equipment	19,313	-	-	-	-
Other Expense	19,140	17,848	21,088	16,998	-
Total Expenditures	\$ 3,524,992	\$ 3,448,842	\$ 3,572,588	\$ 3,659,417	\$ 3,157,520
SBB Carry Over Awarded into Subsequent Year*	\$ (183)	\$ 38,611	\$ 138,935	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	2.00	2.00
Certified	35.86	34.40	37.40	34.30	34.10
Classified	10.77	10.87	11.28	9.26	9.55
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	47.63	46.27	49.68	45.56	45.65
Enrollment	670	687	707	610	588
School Expenditures Per Pupil	\$ 5,261	\$ 5,020	\$ 5,053	\$ 5,999	\$ 5,370
				(1)(2) Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,759

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 | Dena Gaddis

School Performance Framework 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 76,700	\$ 77,065	\$ 81,947	\$ 84,191	\$ 88,842
Certified	1,809,161	1,718,055	1,588,974	1,832,156	1,979,361
Classified	283,226	239,029	294,483	317,370	299,225
Professional/Technical	-	-	-	-	-
Benefits	600,230	573,998	561,468	662,973	796,870
Purchased Services	86,573	92,311	98,425	96,478	31,629
Supplies and Materials	131,507	167,639	189,048	134,690	151,886
Capital Equipment	5,811	-	-	-	-
Other Expense	14,194	22,435	14,448	20,468	22,117
Total Expenditures	\$ 3,007,402	\$ 2,890,532	\$ 2,828,793	\$ 3,148,327	\$ 3,369,930
SBB Carry Over Awarded into Subsequent Year*	\$ 64,890	\$ 30,870	\$ (41,100)	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	2.00
Certified	35.57	33.37	32.45	36.09	36.00
Classified	9.80	7.65	10.87	10.25	10.32
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	46.37	42.02	44.32	47.34	48.32
Enrollment	570	556	549	548	537
School Expenditures Per Pupil	\$ 5,276	\$ 5,199	\$ 5,153	\$ 5,745	\$ 6,275
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 6,664

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Stone Mountain | Elementary School

Established 2008 | ThunderRidge High School Feeder | Split-Fall Break Modified Calendar
10625 Weathersfield Drive, Highlands Ranch, CO 80129 | 303.387.7525

Principal | Andrew Brueckner

School Performance Framework 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 66,952	\$ 91,423	\$ 93,404	\$ 94,668	\$ 88,842
Certified	1,385,810	1,359,647	1,417,692	1,650,567	1,685,466
Classified	318,579	363,022	377,525	302,918	241,737
Professional/Technical	-	-	-	-	-
Benefits	464,532	525,435	554,183	585,946	678,512
Purchased Services	78,691	82,827	90,925	101,105	30,095
Supplies and Materials	114,046	121,796	148,011	158,842	112,408
Capital Equipment	1,420	-	-	-	-
Other Expense	11,948	9,851	7,776	1,178	2,178
Total Expenditures	\$ 2,441,977	\$ 2,554,001	\$ 2,689,516	\$ 2,895,224	\$ 2,839,238
SBB Carry Over Awarded into Subsequent Year*	\$ 190,444	\$ 137,215	\$ 43,433	\$ -	\$ -
FTE					
Administrative	0.00	1.00	1.00	1.00	1.00
Certified	22.55	23.77	25.10	28.95	31.00
Classified	11.05	10.58	11.55	9.95	9.08
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	33.60	35.36	37.65	39.90	41.08
Enrollment	446	478	535	575	578
School Expenditures Per Pupil	\$ 5,475	\$ 5,343	\$ 5,027	\$ 5,035	\$ 4,912
				Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,301

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

Performance Indicators	Rating
Academic Achievement	Exceeds
Academic Growth	Meets
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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 147,400	\$ 80,810	\$ 167,593	\$ 87,447	\$ 88,842
Certified	1,802,456	1,686,538	1,593,483	1,498,235	1,608,933
Classified	321,517	297,879	299,964	367,782	279,409
Professional/Technical	-	-	-	-	-
Benefits	599,796	570,165	580,638	576,343	665,633
Purchased Services	107,063	92,638	89,542	110,511	33,436
Supplies and Materials	164,806	231,967	184,694	255,606	212,069
Capital Equipment	14,648	-	-	-	-
Other Expense	6,958	13,363	6,152	1,533	41,709
Total Expenditures	\$ 3,164,643	\$ 2,973,360	\$ 2,922,065	\$ 2,897,457	\$ 2,930,031
SBB Carry Over Awarded into Subsequent Year*	\$ 119,125	\$ 168,529	\$ 201,001	\$ -	\$ -
FTE					
Administrative	2.00	1.00	2.00	1.00	1.00
Certified	29.58	27.55	27.05	25.40	30.45
Classified	11.37	10.75	10.72	12.10	9.39
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	42.95	39.30	39.77	38.50	40.84
Enrollment	574	562	564	554	552
School Expenditures Per Pupil	\$ 5,513	\$ 5,291	\$ 5,181	\$ 5,230	\$ 5,308
				Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,697

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

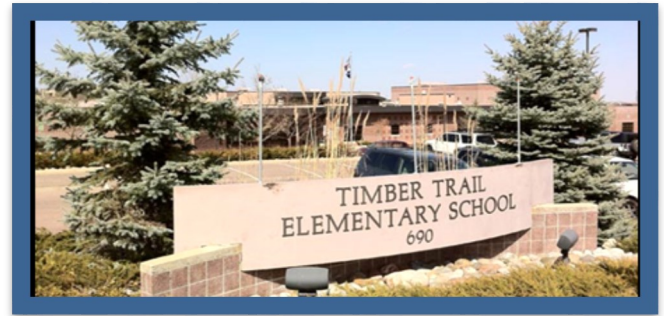
Timber Trail | Elementary School

Established 2003 | Rock Canyon High School Feeder | Conventional Calendar
690 West Castle Pines Parkway, Castle Rock, CO 80108 | 303.387.5700

Principal | Michele Radke

School Performance Framework 2013

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



Mission Statement

To provide our students with the education, skills, and resources they will need to be happy, curious, and engaged life-long learners.

Funding Snapshot

	FY 2010-2011			FY 2011-2012		FY 2012-2013		FY 2013-2014	FY 2014-2015	
	Audited	Actuals		Audited	Actuals	Audited	Actuals	Estimated	Adopted	
Direct School Expenditures										
Salaries										
Administrative	\$	122,861	\$	79,058	\$	86,476	\$	97,688	\$	88,842
Certified		1,778,223		1,704,944		1,726,328		1,716,462		1,665,116
Classified		271,779		260,045		294,765		334,710		313,584
Professional/Technical		-		-		-		-		-
Benefits		544,334		545,167		597,913		619,667		700,369
Purchased Services		68,063		72,465		77,773		91,775		14,993
Supplies and Materials		192,981		303,819		175,953		219,397		81,159
Capital Equipment		22,303		-		-		-		-
Other Expense		8,704		10,751		10,348		(2,660)		-
Total Expenditures	\$	3,009,250	\$	2,976,248	\$	2,969,557	\$	3,077,039	\$	2,864,063
SBB Carry Over Awarded into Subsequent Year*	\$	(73,532)	\$	(66,728)	\$	(7,045)	\$	-	\$	-
FTE										
Administrative		1.50		1.00		1.00		1.00		1.00
Certified		31.32		30.00		29.80		29.50		31.37
Classified		10.29		10.00		10.47		12.05		10.38
Professional/Technical		0.00		0.00		0.00		0.00		0.00
Total FTE		43.11		41.00		41.27		42.55		42.75
Enrollment		597		623		596		578		556
School Expenditures Per Pupil	\$	5,041	\$	4,777	\$	4,982	\$	5,324	\$	5,151
								⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
								Estimated Total Expenditures Per Pupil	\$	5,540

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

Trailblazer | Elementary School

Established 1997 | ThunderRidge High School Feeder | Split-Fall Break Modified Calendar
9760 South Hackberry Street, Highlands Ranch, CO 80129 | 303.387.6250

Principal | Deanne Kirby

School Performance Framework 2013

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



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 87,578	\$ 87,976	\$ 89,914	\$ 76,276	\$ 88,842
Certified	1,873,797	1,685,564	1,594,083	1,559,024	1,572,915
Classified	339,269	353,903	358,367	384,881	318,216
Professional/Technical	-	-	-	-	-
Benefits	588,779	561,052	550,124	548,770	670,705
Purchased Services	86,967	80,761	83,482	75,757	15,526
Supplies and Materials	163,148	140,778	154,842	144,983	162,781
Capital Equipment	16,944	-	-	-	-
Other Expense	10,616	10,073	6,795	(723)	-
Total Expenditures	\$ 3,167,099	\$ 2,920,107	\$ 2,837,606	\$ 2,788,967	\$ 2,828,985
SBB Carry Over Awarded into Subsequent Year*	\$ 5,207	\$ (8,780)	\$ (2,970)	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	32.03	27.74	26.80	26.90	29.20
Classified	12.50	11.68	11.60	13.06	11.30
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	45.53	40.42	39.40	40.96	41.50
Enrollment	607	527	512	485	458
School Expenditures Per Pupil	\$ 5,218	\$ 5,541	\$ 5,542	\$ 5,750	\$ 6,177
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,566

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

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 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 104,580	\$ 77,057	\$ 148,499	\$ 155,987	\$ 156,513
Certified	1,852,712	1,965,077	1,868,838	1,773,161	1,722,176
Classified	295,549	303,579	330,935	303,982	243,566
Professional/Technical	-	-	-	-	-
Benefits	585,880	634,906	672,407	629,360	718,562
Purchased Services	80,555	89,805	109,317	121,005	42,055
Supplies and Materials	154,388	219,376	207,941	348,986	206,380
Capital Equipment	12,839	-	-	-	-
Other Expense	14,537	13,582	5,860	(175,507)	14,380
Total Expenditures	\$ 3,101,041	\$ 3,303,382	\$ 3,343,797	\$ 3,156,974	\$ 3,103,632
SBB Carry Over Awarded into Subsequent Year*	\$ 14,896	\$ 4,258	\$ (161,177)	\$ -	\$ -
FTE					
Administrative	1.00	1.00	2.00	2.00	2.00
Certified	31.80	32.80	32.40	30.30	31.80
Classified	9.41	11.19	11.07	10.37	9.28
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	42.21	44.99	45.47	42.67	43.08
Enrollment	604	607	599	610	610
School Expenditures Per Pupil	\$ 5,134	\$ 5,442	\$ 5,582	\$ 5,175	\$ 5,088
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 5,477

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

SCHOOL BY SCHOOL SUMMARY | ELEMENTARY SCHOOLS**FY 2014-2015 Adopted Budget**

School	Salaries	Benefits	Purchased Services	Supplies and Materials	Capital Equipment
Acres Green Elementary School	2,704,492	914,262	39,013	153,700	-
Arrowwood Elementary School	1,869,316	632,001	30,503	88,076	-
Bear Canyon Elementary School	2,159,213	729,388	32,925	112,966	-
Buffalo Ridge Elementary School	1,768,226	598,977	14,070	115,757	-
Castle Rock Elementary School	1,826,413	617,856	32,860	92,039	-
Cherokee Trail Elementary School	1,921,705	650,968	36,111	86,008	-
Cherry Valley Elementary School	194,368	65,843	3,662	22,977	-
Clear Sky Elementary School	3,053,005	1,028,581	30,444	140,777	-
Copper Mesa Elementary School	2,263,316	771,745	17,365	104,416	-
Cougar Run Elementary School	1,906,145	645,695	15,343	139,935	-
Coyote Creek Elementary School	1,611,161	543,950	27,785	105,332	-
Eagle Ridge Elementary School	2,083,285	705,700	18,912	187,493	-
Eldorado Elementary School	2,083,691	700,758	30,843	162,224	-
Flagstone Elementary School	2,146,656	723,439	57,630	122,827	-
Fox Creek Elementary School	1,922,755	651,031	24,868	118,261	-
Franktown Elementary School	1,281,378	433,546	11,906	95,009	-
Frontier Valley Elementary School	2,140,799	723,495	46,364	168,564	-
Gold Rush Elementary School	2,380,940	804,497	44,876	162,658	-
Heritage Elementary School	2,200,824	745,517	14,885	77,832	-
Iron Horse Elementary School	1,807,043	609,953	46,149	165,356	-
Larkspur Elementary School	1,112,715	376,779	25,044	63,548	-
Legacy Point Elementary School	1,679,911	569,061	30,415	214,429	-
Lone Tree Elementary School	1,666,192	564,410	40,147	102,705	-
Mammoth Heights Elementary School	2,740,380	925,898	35,771	235,205	-
Meadow View Elementary School	1,865,406	631,895	35,456	161,640	-
Mountain View Elementary School	1,189,532	400,847	18,063	81,619	-
Northeast Elementary School	1,628,928	550,179	21,727	90,739	-
Northridge Elementary School	2,627,155	876,598	36,548	158,739	-
Pine Grove Elementary School	2,162,508	731,182	43,972	130,276	-
Pine Lane Elementary School	3,906,834	1,323,419	37,386	117,737	-
Pioneer Elementary School	2,233,888	756,040	49,086	159,529	-
Prairie Cross Elementary School	2,208,568	742,381	52,288	169,207	-
Redstone Elementary School	2,195,920	743,082	30,851	268,343	-
Renaissance Elementary School	1,579,102	530,167	52,456	95,210	-
Rock Ridge Elementary School	2,622,600	888,389	52,687	139,459	-
Roxborough Intermediate School	1,918,985	649,366	31,871	89,787	-
Roxborough Primary School	1,629,060	551,835	53,637	90,012	-
Saddle Ranch Elementary School	2,044,990	691,619	45,417	97,448	-

School	Other Expense	Total Expenditures	Projected Enrollment	*Estimated Total Expenditures Per Pupil
Acres Green Elementary School	-	\$ 3,811,467	652	\$ 6,235
Arrowwood Elementary School	-	\$ 2,619,896	440	\$ 6,343
Bear Canyon Elementary School	-	\$ 3,034,492	585	\$ 5,576
Buffalo Ridge Elementary School	-	\$ 2,497,030	491	\$ 5,475
Castle Rock Elementary School	7,000	\$ 2,576,168	405	\$ 6,750
Cherokee Trail Elementary School	-	\$ 2,694,792	523	\$ 5,542
Cherry Valley Elementary School	-	\$ 286,850	38	\$ 7,938
Clear Sky Elementary School	-	\$ 4,252,807	768	\$ 5,927
Copper Mesa Elementary School	-	\$ 3,156,842	616	\$ 5,514
Cougar Run Elementary School	-	\$ 2,707,118	510	\$ 5,697
Coyote Creek Elementary School	910	\$ 2,289,138	419	\$ 5,852
Eagle Ridge Elementary School	16,539	\$ 3,011,929	570	\$ 5,673
Eldorado Elementary School	1,300	\$ 2,978,816	562	\$ 5,689
Flagstone Elementary School	-	\$ 3,050,552	546	\$ 5,976
Fox Creek Elementary School	1,000	\$ 2,717,915	545	\$ 5,376
Franktown Elementary School	100	\$ 1,821,939	290	\$ 6,672
Frontier Valley Elementary School	1,900	\$ 3,081,122	608	\$ 5,457
Gold Rush Elementary School	1,000	\$ 3,393,971	675	\$ 5,417
Heritage Elementary School	-	\$ 3,039,058	610	\$ 5,371
Iron Horse Elementary School	3,800	\$ 2,632,301	474	\$ 5,942
Larkspur Elementary School	1,000	\$ 1,579,086	272	\$ 6,194
Legacy Point Elementary School	-	\$ 2,493,816	468	\$ 5,718
Lone Tree Elementary School	-	\$ 2,373,454	492	\$ 5,213
Mammoth Heights Elementary School	7,000	\$ 3,944,254	751	\$ 5,641
Meadow View Elementary School	-	\$ 2,694,397	458	\$ 6,272
Mountain View Elementary School	2,100	\$ 1,692,161	297	\$ 6,087
Northeast Elementary School	3,100	\$ 2,294,673	416	\$ 5,905
Northridge Elementary School	500	\$ 3,699,540	724	\$ 5,499
Pine Grove Elementary School	1,200	\$ 3,069,138	590	\$ 5,591
Pine Lane Elementary School	-	\$ 5,385,376	952	\$ 6,046
Pioneer Elementary School	14,200	\$ 3,212,743	555	\$ 6,178
Prairie Cross Elementary School	-	\$ 3,172,444	553	\$ 6,126
Redstone Elementary School	3,750	\$ 3,241,946	610	\$ 5,704
Renaissance Elementary School	-	\$ 2,256,935	412	\$ 5,867
Rock Ridge Elementary School	11,000	\$ 3,714,135	650	\$ 6,103
Roxborough Intermediate School	3,602	\$ 2,693,611	500	\$ 5,776
Roxborough Primary School	-	\$ 2,324,544	390	\$ 6,349
Saddle Ranch Elementary School	21,301	\$ 2,900,775	555	\$ 5,616

* Estimated total expenditures per pupil include additional allocations that will be budgeted throughout the year.
See individual school pages for footnotes.

SCHOOL BY SCHOOL SUMMARY | ELEMENTARY SCHOOLS CONTINUED

School	Salaries	Benefits	Purchase Services	Supplies and Materials	Capital Equipment
Sage Canyon Elementary School	2,309,175	781,453	76,422	125,105	-
Sand Creek Elementary School	2,526,379	853,464	19,870	173,452	-
Sedalia Elementary School	1,392,629	470,866	14,537	60,107	-
Soaring Hawk Elementary School	2,271,699	769,522	32,320	83,979	-
South Elementary School	2,367,428	796,870	31,629	151,886	-
Stone Mountain Elementary School	2,016,045	678,512	30,095	112,408	-
Summit View Elementary School	1,977,184	665,633	33,436	212,069	-
Timber Trail Elementary School	2,067,542	700,369	14,993	81,159	-
Trailblazer Elementary School	1,979,973	670,705	15,526	162,781	-
Wildcat Mountain Elementary School	2,122,255	718,562	42,055	206,380	-
Sub Total	97,367,714	32,906,305	1,580,219	6,257,165	-



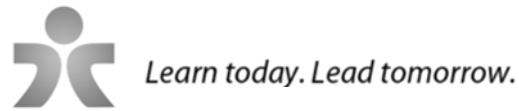
School	Other Expense	Total Expenditures	Projected Enrollment	*Estimated Total Expenditures Per Pupil
Sage Canyon Elementary School	-	\$ 3,292,155	650	\$ 5,454
Sand Creek Elementary School	24,126	\$ 3,597,291	590	\$ 6,486
Sedalia Elementary School	300	\$ 1,938,439	268	\$ 7,622
Soaring Hawk Elementary School	-	\$ 3,157,520	588	\$ 5,759
South Elementary School	22,117	\$ 3,369,930	537	\$ 6,664
Stone Mountain Elementary School	2,178	\$ 2,839,238	578	\$ 5,301
Summit View Elementary School	41,709	\$ 2,930,031	552	\$ 5,697
Timber Trail Elementary School	-	\$ 2,864,063	556	\$ 5,540
Trailblazer Elementary School	-	\$ 2,828,985	458	\$ 6,566
Wildcat Mountain Elementary School	14,380	\$ 3,103,632	610	\$ 5,477
Sub Total	207,112	\$ 138,318,515	25,359	\$ 5,843

*Estimated total expenditures per pupil include additional allocations that will be budgeted throughout the year.
See individual school pages for footnotes.

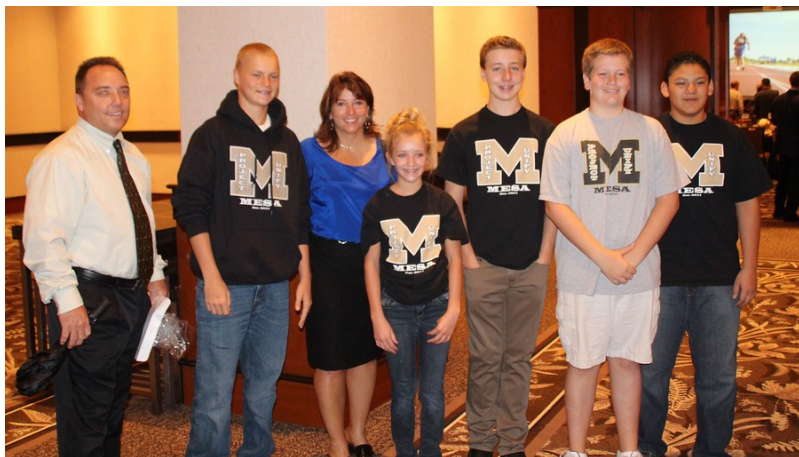


MIDDLE SCHOOLS

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 Hayden

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 202,062	\$ 204,036	\$ 262,172	\$ 236,207	\$ 247,805
Certified	2,776,320	2,924,384	2,954,954	2,982,916	3,013,807
Classified	433,073	419,543	432,113	463,139	425,265
Professional/Technical	-	-	-	-	-
Benefits	880,420	932,554	1,023,834	1,041,939	1,246,015
Purchased Services	138,118	148,017	148,376	154,455	84,296
Supplies and Materials	323,283	377,377	384,106	295,866	296,395
Capital Equipment	26,108	-	-	-	-
Other Expense	7,991	6,680	39,870	5,163	1,000
Total Expenditures	\$ 4,787,373	\$ 5,012,591	\$ 5,245,426	\$ 5,179,685	\$ 5,314,583
SBB Carry Over Awarded into Subsequent Year*	\$ 219,710	\$ 205,916	\$ 121,103	\$ -	\$ -
FTE					
Administrative	2.00	2.00	3.00	2.00	3.00
Certified	43.80	46.75	49.70	50.40	57.20
Classified	13.05	12.99	13.08	13.94	13.64
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	58.85	61.74	65.78	66.34	73.84
Enrollment	763	795	833	886	906
School Expenditures Per Pupil	\$ 6,274	\$ 6,305	\$ 6,297	\$ 5,846	\$ 5,866
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 6,255

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



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 2013

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



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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 250,746	\$ 227,762	\$ 247,601	\$ 308,679	\$ 321,486
Certified	3,794,711	4,136,403	4,235,065	4,321,466	4,395,813
Classified	498,529	527,621	679,650	689,362	658,683
Professional/Technical	-	-	-	-	-
Benefits	1,213,149	1,374,861	1,490,282	1,554,593	1,818,603
Purchased Services	119,820	157,756	144,977	193,261	91,830
Supplies and Materials	292,070	415,210	486,917	582,017	601,573
Capital Equipment	47,376	-	-	-	-
Other Expense	22,152	28,287	19,707	3,618	3,000
Total Expenditures	\$ 6,238,553	\$ 6,867,901	\$ 7,304,199	\$ 7,652,996	\$ 7,890,988
SBB Carry Over Awarded into Subsequent Year*	\$ 334,999	\$ 183,302	\$ 85,633	\$ -	\$ -
FTE					
Administrative	3.00	3.00	3.00	3.00	4.00
Certified	66.10	72.38	73.38	74.50	81.57
Classified	17.12	18.13	22.60	21.74	21.38
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	86.22	93.51	98.98	99.24	106.95
Enrollment	1325	1371	1401	1432	1468
School Expenditures Per Pupil	\$ 4,708	\$ 5,009	\$ 5,214	\$ 5,344	\$ 5,375
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,764

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



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 2013

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



Mission Statement

The Cresthill community champions all students in their quest toward excellence in achievement and responsible citizenship.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 161,279	\$ 150,940	\$ 236,252	\$ 253,042	\$ 247,804
Certified	3,067,826	3,040,658	3,003,195	3,199,435	3,096,015
Classified	510,058	462,029	439,943	549,173	495,061
Professional/Technical	-	-	-	-	-
Benefits	1,020,442	1,013,944	1,057,608	1,140,236	1,300,406
Purchased Services	118,780	115,528	135,795	129,424	27,476
Supplies and Materials	357,258	300,848	411,573	354,923	264,840
Capital Equipment	33,181	-	-	-	-
Other Expense	22,216	16,481	491	(916)	-
Total Expenditures	\$ 5,291,041	\$ 5,100,427	\$ 5,284,857	\$ 5,625,317	\$ 5,431,602
SBB Carry Over Awarded into Subsequent Year*	\$ 174,961	\$ 148,483	\$ 60,793	\$ -	\$ -
FTE					
Administrative	2.00	2.00	3.00	3.00	3.00
Certified	51.30	51.90	51.30	51.80	58.00
Classified	15.67	14.96	14.54	17.21	16.82
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	68.97	68.86	68.84	72.01	77.82
Enrollment	903	900	912	915	899
School Expenditures Per Pupil	\$ 5,859	\$ 5,667	\$ 5,795	\$ 6,148	\$ 6,042
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,431

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



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 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 226,669	\$ 234,236	\$ 265,390	\$ 287,092	\$ 247,805
Certified	2,896,458	2,889,173	3,009,377	3,418,313	3,336,292
Classified	379,069	386,070	414,109	423,184	425,727
Professional/Technical	-	-	-	-	-
Benefits	961,039	981,868	1,069,328	1,213,688	1,358,212
Purchased Services	158,189	149,551	114,414	172,666	94,089
Supplies and Materials	224,235	240,410	302,258	413,397	221,353
Capital Equipment	18,248	-	-	-	-
Other Expense	14,840	9,949	10,731	15,443	-
Total Expenditures	\$ 4,878,748	\$ 4,891,256	\$ 5,185,606	\$ 5,943,782	\$ 5,683,478
SBB Carry Over Awarded into Subsequent Year*	\$ 37,081	\$ 122,844	\$ 375,711	\$ -	\$ -
FTE					
Administrative	3.00	3.00	3.00	3.00	3.00
Certified	54.80	52.02	53.40	64.60	61.90
Classified	12.78	11.76	11.95	13.21	14.80
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	70.58	66.78	68.35	80.81	79.70
Enrollment	896	941	1000	993	979
School Expenditures Per Pupil	\$ 5,445	\$ 5,198	\$ 5,186	\$ 5,986	\$ 5,805
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 6,194

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



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 2013

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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 179,019	\$ 151,885	\$ 244,159	\$ 255,611	\$ 247,805
Certified	3,511,572	3,554,333	3,371,132	3,582,361	3,341,445
Classified	443,411	460,419	509,498	601,786	590,097
Professional/Technical	-	-	-	-	-
Benefits	1,137,865	1,146,637	1,172,988	1,293,661	1,406,755
Purchased Services	104,563	108,798	132,529	119,075	60,407
Supplies and Materials	276,904	297,566	465,516	556,988	422,249
Capital Equipment	8,530	-	-	-	-
Other Expense	22,078	25,938	31,082	16,428	500
Total Expenditures	\$ 5,683,943	\$ 5,745,576	\$ 5,926,904	\$ 6,425,909	\$ 6,069,258
SBB Carry Over Awarded into Subsequent Year*	\$ 392,923	\$ 294,745	\$ 308,359	\$ -	\$ -
FTE					
Administrative	2.00	2.00	3.00	3.00	3.00
Certified	59.40	58.95	56.93	60.40	61.90
Classified	14.33	14.55	16.77	19.04	19.89
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	75.73	75.50	76.70	82.44	84.79
Enrollment	1052	1017	1056	1119	1117
School Expenditures Per Pupil	\$ 5,403	\$ 5,650	\$ 5,613	\$ 5,743	\$ 5,434
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,823

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



Ranch View | Middle School

Established 1999 | ThunderRidge High School Feeder | Conventional Calendar
1731 West Wildcat Reserve Parkway, Highlands Ranch, CO 80129 | 303.387.2300

Interim Principal | Sohne Van Selus

School Performance Framework 2013

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 .

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 169,702	\$ 154,832	\$ 160,171	\$ 244,495	\$ 247,805
Certified	3,705,470	3,346,313	3,255,235	3,340,387	3,242,145
Classified	453,845	459,688	489,294	555,851	478,973
Professional/Technical	-	-	-	-	-
Benefits	1,122,517	1,063,979	1,082,671	1,196,502	1,344,452
Purchased Services	127,456	109,193	126,554	114,526	34,004
Supplies and Materials	289,503	311,272	383,205	341,310	270,188
Capital Equipment	53,575	-	-	-	-
Other Expense	19,589	6,669	5,803	(2,349)	-
Total Expenditures	\$ 5,941,657	\$ 5,451,948	\$ 5,502,933	\$ 5,790,721	\$ 5,617,567
SBB Carry Over Awarded into Subsequent Year*	\$ 19,431	\$ 108,270	\$ 238,969	\$ -	\$ -
FTE					
Administrative	2.00	2.00	2.00	3.00	3.00
Certified	62.70	55.80	52.05	60.29	60.31
Classified	14.71	15.04	15.57	15.64	16.74
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	79.41	72.84	69.62	78.93	80.05
Enrollment	1036	1015	1013	1007	980
School Expenditures Per Pupil	\$ 5,735	\$ 5,371	\$ 5,432	\$ 5,750	\$ 5,732
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 6,121

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



Rocky Heights | Middle School

Established 2003 | Rock Canyon High School Feeder | Conventional Calendar
11033 Monarch Boulevard, Highlands Ranch, CO 80124 | 303.387.3300

Principal | Mike Loitz

School Performance Framework 2013

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



Mission Statement

Our mission is to Empower, to Explore, to Encourage, and to Excel in Education.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 267,403	\$ 252,730	\$ 242,586	\$ 247,896	\$ 321,486
Certified	4,213,142	4,243,115	4,252,869	4,347,131	4,138,196
Classified	446,189	516,282	546,405	538,122	608,413
Professional/Technical	-	-	-	-	-
Benefits	1,292,534	1,374,788	1,416,388	1,429,376	1,704,683
Purchased Services	216,053	215,290	239,325	233,374	90,790
Supplies and Materials	375,506	444,336	671,547	626,205	735,194
Capital Equipment	91,462	-	-	-	-
Other Expense	46,943	39,615	11,627	33,297	1,500
Total Expenditures	\$ 6,949,233	\$ 7,086,155	\$ 7,380,747	\$ 7,455,402	\$ 7,600,262
SBB Carry Over Awarded into Subsequent Year*	\$ 177,737	\$ 97,160	\$ 44,158	\$ -	\$ -
FTE					
Administrative	3.00	3.00	3.00	3.00	4.00
Certified	70.70	72.34	71.50	73.70	75.50
Classified	15.48	17.21	17.02	16.85	18.63
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	89.18	92.55	91.52	93.55	98.13
Enrollment	1319	1349	1390	1429	1430
School Expenditures Per Pupil	\$ 5,269	\$ 5,253	\$ 5,310	\$ 5,217	\$ 5,315
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	5,704

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



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 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 159,427	\$ 167,065	\$ 176,527	\$ 183,755	\$ 174,123
Certified	3,067,680	2,995,069	3,009,865	3,329,103	3,109,269
Classified	513,833	564,359	537,365	559,625	467,566
Professional/Technical	-	-	-	-	-
Benefits	1,015,741	1,065,922	1,092,057	1,182,902	1,267,803
Purchased Services	99,332	153,688	165,587	282,941	73,127
Supplies and Materials	355,496	353,073	462,683	538,978	384,772
Capital Equipment	30,020	-	-	-	-
Other Expense	38,400	15,644	505	24,555	3,000
Total Expenditures	\$ 5,279,928	\$ 5,314,820	\$ 5,444,589	\$ 6,101,859	\$ 5,479,660
SBB Carry Over Awarded into Subsequent Year*	\$ 219,707	\$ 441,444	\$ 644,232	\$ -	\$ -
FTE					
Administrative	2.00	2.00	2.00	2.00	2.00
Certified	51.40	51.80	51.30	57.80	58.06
Classified	16.27	17.84	15.93	17.15	15.70
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	69.67	71.64	69.23	76.95	75.76
Enrollment	947	983	979	987	949
School Expenditures Per Pupil	\$ 5,575	\$ 5,407	\$ 5,561	\$ 6,182	\$ 5,774
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 6,163

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



Sierra | Middle School

Established 1975 | Chaparral High School Feeder | Conventional Calendar
6651 East Pine Lane Avenue, Parker, CO 80138 | 303.387.3800

Principal | Michelle Davis

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Approaching
Academic Growth Gaps	Does Not Meet



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.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 246,680	\$ 161,079	\$ 236,918	\$ 243,712	\$ 247,805
Certified	3,030,596	2,855,970	3,146,903	3,323,385	3,315,304
Classified	380,610	379,793	391,190	403,714	410,331
Professional/Technical	-	-	-	-	-
Benefits	1,022,181	962,570	1,105,138	1,189,046	1,345,983
Purchased Services	73,461	120,417	87,137	113,687	10,327
Supplies and Materials	307,123	244,586	413,876	489,801	248,224
Capital Equipment	9,033	-	-	-	-
Other Expense	20,157	1,890	(625)	(837)	-
Total Expenditures	\$ 5,089,840	\$ 4,726,305	\$ 5,380,537	\$ 5,762,508	\$ 5,577,974
SBB Carry Over Awarded into Subsequent Year*	\$ 91,991	\$ 258,941	\$ 257,940	\$ -	\$ -
FTE					
Administrative	3.00	2.00	3.00	3.00	3.00
Certified	54.70	50.40	57.19	58.26	61.50
Classified	11.74	12.45	11.94	12.52	13.82
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	69.44	64.85	72.13	73.78	78.32
Enrollment	977	951	1025	1053	986
School Expenditures Per Pupil	\$ 5,210	\$ 4,970	\$ 5,249	\$ 5,472	\$ 5,657
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 6,046

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

SCHOOL BY SCHOOL SUMMARY | MIDDLE SCHOOLS**FY 2014-2015 Adopted Budget**

School	Salaries	Benefits	Purchased Services	Supplies and Materials	Capital Equipment
Castle Rock Middle School	3,686,877	1,246,015	84,296	296,395	-
Cimarron Middle School	5,375,982	1,818,603	91,830	601,573	-
Cresthill Middle School	3,838,880	1,300,406	27,476	264,840	-
Mesa Middle School	4,009,824	1,358,212	94,089	221,353	-
Mountain Ridge Middle School	4,179,347	1,406,755	60,407	422,249	-
Ranch View Middle School	3,968,923	1,344,452	34,004	270,188	-
Rocky Heights Middle School	5,068,095	1,704,683	90,790	735,194	-
Sagewood Middle School	3,750,958	1,267,803	73,127	384,772	-
Sierra Middle School	3,973,440	1,345,983	10,327	248,224	-
Sub Total	37,852,326	12,792,912	566,346	3,444,788	-



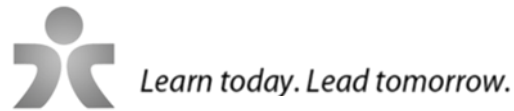
School	Other Expense	Total Expenditures	Projected Enrollment	*Estimated Total Expenditures Per Pupil
Castle Rock Middle School	1,000	\$ 5,314,583	906	\$ 6,255
Cimarron Middle School	3,000	\$ 7,890,988	1,468	\$ 5,764
Cresthill Middle School	-	\$ 5,431,602	899	\$ 6,431
Mesa Middle School	-	\$ 5,683,478	979	\$ 6,194
Mountain Ridge Middle School	500	\$ 6,069,258	1,117	\$ 5,823
Ranch View Middle School	-	\$ 5,617,567	980	\$ 6,121
Rocky Heights Middle School	1,500	\$ 7,600,262	1,430	\$ 5,704
Sagewood Middle School	3,000	\$ 5,479,660	949	\$ 6,163
Sierra Middle School	-	\$ 5,577,974	986	\$ 6,046
Sub Total	9,000	\$ 54,665,372	9,714	\$ 6,016

*Estimated total expenditures per pupil includes additional allocations that will be budgeted throughout the year. See individual school pages for footnotes.



HIGH SCHOOLS

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 | Jim Calhoun

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching
Post-Secondary And Workforce Readiness	Meets



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.

Funding Snapshot

	Funding Snapshot			FY 2013-2014	FY 2014-2015
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 276,153	\$ 275,894	\$ 353,173	\$ 440,638	\$ 438,330
Certified	4,830,824	4,900,627	4,717,592	5,531,054	5,822,737
Classified	695,757	630,115	707,824	735,481	778,806
Professional/Technical	-	-	-	-	-
Benefits	1,570,994	1,624,547	1,678,295	1,947,624	2,376,298
Purchased Services	272,778	242,482	277,987	324,359	118,792
Supplies and Materials	602,154	669,145	626,228	819,652	513,630
Capital Equipment	27,103	-	-	-	-
Other Expense	23,739	52,276	19,112	20,087	2,500
Total Expenditures	\$ 8,299,503	\$ 8,395,086	\$ 8,380,212	\$ 9,818,897	\$ 10,051,093
SBB Carry Over Awarded into Subsequent Year*	\$ 28,085	\$ 59,695	\$ 226,804	\$ -	\$ -
FTE					
Administrative	3.00	3.00	4.00	5.00	5.00
Certified	84.97	87.24	85.65	99.84	114.03
Classified	21.54	19.92	22.38	24.45	24.99
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	109.51	110.16	112.03	129.29	144.02
Enrollment	1567	1664	1717	1841	1920
School Expenditures Per Pupil	\$ 5,296	\$ 5,045	\$ 4,881	\$ 5,333	\$ 5,235
				(1)(2) Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,624

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



Chaparral | High School

Established 1997 | Conventional Calendar
15655 Brookstone Drive, Parker, CO 80134 | 303.387.3500

Principal | Greg Gotchey

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching
Post-Secondary And Workforce Readiness	Exceeds



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.

Funding Snapshot

	Funding Snapshot			FY 2013-2014	FY 2014-2015
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 527,682	\$ 445,600	\$ 528,678	\$ 524,417	\$ 518,791
Certified	6,672,411	6,390,874	6,515,919	6,565,559	6,311,256
Classified	939,934	892,631	968,188	946,967	896,646
Professional/Technical	-	-	-	-	-
Benefits	2,113,020	2,064,437	2,251,211	2,274,383	2,617,358
Purchased Services	202,459	253,452	239,620	241,345	41,091
Supplies and Materials	742,221	731,685	925,190	1,082,921	1,005,220
Capital Equipment	38,546	-	-	-	-
Other Expense	4,219	20,520	(1,726)	30,775	-
Total Expenditures	\$ 11,240,491	\$ 10,799,200	\$ 11,427,079	\$ 11,666,368	\$ 11,390,362
SBB Carry Over Awarded into Subsequent Year*	\$ 436,126	\$ 739,760	\$ 473,116	\$ -	\$ -
FTE					
Administrative	6.00	5.00	5.00	6.00	6.00
Certified	107.10	103.80	108.62	112.02	117.07
Classified	28.42	26.09	28.77	26.75	28.80
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	141.52	134.89	142.39	144.77	151.87
Enrollment	2077	2054	2068	2105	2236
School Expenditures Per Pupil	\$ 5,412	\$ 5,258	\$ 5,526	\$ 5,542	\$ 5,094
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	5,483

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



Douglas County | High School

Established 1961 | Conventional Calendar

2842 Front Street, Castle Rock, CO 80104 | 303.387.1000

Principal | Tony Kappas

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching
Post-Secondary And Workforce Readiness	Exceeds



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.

Funding Snapshot

	FY 2010-2011			FY 2013-2014		FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget	
Direct School Expenditures						
Salaries						
Administrative	\$ 432,652	\$ 510,671	\$ 528,931	\$ 567,142	\$ 518,791	
Certified	5,744,600	5,712,877	5,103,369	5,573,034	5,541,832	
Classified	890,212	874,176	866,587	852,392	863,038	
Professional/Technical	-	-	-	-	-	
Benefits	1,906,746	1,971,076	1,884,262	2,150,507	2,340,282	
Purchased Services	196,882	244,412	276,590	280,762	136,492	
Supplies and Materials	692,547	718,581	758,961	689,382	604,127	
Capital Equipment	104,158	-	-	-	-	
Other Expense	77,427	71,933	35,300	25,551	20,650	
Total Expenditures	\$ 10,045,224	\$ 10,103,726	\$ 9,454,001	\$ 10,138,770	\$ 10,025,212	
SBB Carry Over Awarded into Subsequent Year*	\$ 415,324	\$ 357,341	\$ 633,043	\$ -	\$ -	
FTE						
Administrative	5.00	6.00	6.00	6.00	6.00	
Certified	92.80	95.50	88.87	98.01	103.52	
Classified	29.25	27.33	26.39	24.34	28.46	
Professional/Technical	0.00	0.00	0.00	0.00	0.00	
Total FTE	127.05	128.83	121.26	128.35	137.98	
Enrollment	1796	1807	1876	1822	1870	
School Expenditures Per Pupil	\$ 5,593	\$ 5,591	\$ 5,039	\$ 5,565	\$ 5,361	
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389	
			Estimated Total Expenditures Per Pupil		\$ 5,750	

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



Highlands Ranch | High School

Established 1985 | Conventional Calendar

9375 South Cresthill Lane, Highlands Ranch, CO 80130 | 303.387.2500

Principal | Jerry Goings

School Performance Framework 2013

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

Funding Snapshot

	Funding Snapshot			FY 2013-2014	FY 2014-2015
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 480,642	\$ 423,678	\$ 345,666	\$ 431,670	\$ 438,330
Certified	5,624,563	5,427,309	5,083,731	4,996,100	4,886,664
Classified	764,117	685,758	745,537	811,268	736,621
Professional/Technical	-	-	-	-	-
Benefits	1,831,851	1,769,859	1,752,487	1,828,125	2,051,845
Purchased Services	233,854	343,695	180,882	218,187	83,098
Supplies and Materials	633,523	698,300	763,396	729,103	599,311
Capital Equipment	23,454	-	-	-	-
Other Expense	20,298	18,164	(2,980)	(9,531)	22,839
Total Expenditures	\$ 9,612,303	\$ 9,366,762	\$ 8,868,719	\$ 9,004,921	\$ 8,818,708
SBB Carry Over Awarded into Subsequent Year*	\$ 107,001	\$ 110,412	\$ 199,459	\$ -	\$ -
FTE					
Administrative	5.00	5.00	4.00	5.00	5.00
Certified	92.40	90.34	85.81	82.64	91.09
Classified	24.68	19.17	22.94	26.64	25.56
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	122.08	114.51	112.75	114.28	121.65
Enrollment	1742	1700	1679	1605	1655
School Expenditures Per Pupil	\$ 5,518	\$ 5,510	\$ 5,282	\$ 5,611	\$ 5,329
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	5,718

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



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 2013

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014 Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 481,164	\$ 598,042	\$ 723,621	\$ 704,543	\$ 760,175
Certified	3,387,507	4,170,402	4,285,490	4,905,720	5,506,504
Classified	903,769	735,077	844,453	846,944	852,792
Professional/Technical	-	-	-	-	-
Benefits	1,334,968	1,517,873	1,719,041	1,879,931	2,371,277
Purchased Services	152,515	286,038	293,991	379,189	134,821
Supplies and Materials	599,110	981,615	1,103,749	874,504	430,639
Capital Equipment	88,342	-	-	-	-
Other Expense	2,431	6,897	(6,217)	5,741	21,083
Total Expenditures	\$ 6,949,805	\$ 8,295,943	\$ 8,964,128	\$ 9,596,572	\$ 10,077,291
SBB Carry Over Awarded into Subsequent Year*	\$ 330,771	\$ 470,700	\$ 600,509	\$ -	\$ -
FTE					
Administrative	5.74	8.00	9.00	8.00	7.00
Certified	64.40	79.80	82.00	89.99	102.93
Classified	29.15	24.49	24.85	26.43	28.37
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	99.29	112.29	115.85	124.42	138.30
Enrollment	1332	1786	1913	1954	2043
School Expenditures Per Pupil	\$ 5,218	\$ 4,645	\$ 4,686	\$ 4,911	\$ 4,933
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil		\$ 5,322

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾ **Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



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 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
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.

Funding Snapshot

	FY 2010-2011			FY 2011-2012		FY 2012-2013		FY 2013-2014	FY 2014-2015	
	Audited	Actuals	Audited	Actuals	Audited	Actuals	Estimated	Actuals	Adopted	
Direct School Expenditures										
Salaries										
Administrative	\$	391,667	\$	491,781	\$	509,268	\$	459,102	\$	442,906
Certified		6,088,489		5,991,993		5,869,204		6,343,525		6,398,897
Classified		802,119		680,980		769,682		810,715		834,684
Professional/Technical		-		-		-		-		-
Benefits		1,990,148		1,989,598		2,070,035		2,213,039		2,588,342
Purchased Services		188,995		210,079		210,277		242,911		54,295
Supplies and Materials		589,799		586,771		640,675		863,217		478,563
Capital Equipment		16,904		-		-		-		-
Other Expense		26,501		31,558		5,886		22,596		7,500
Total Expenditures	\$	10,094,622	\$	9,982,760	\$	10,075,027	\$	10,955,105	\$	10,805,187
SBB Carry Over Awarded into Subsequent Year*	\$	292,509	\$	107,813	\$	565,341	\$	-	\$	-
FTE										
Administrative		4.00		6.00		6.00		5.00		5.00
Certified		104.91		104.60		96.90		107.40		118.92
Classified		22.36		19.26		21.82		22.94		25.91
Professional/Technical		0.00		0.00		0.00		0.00		0.00
Total FTE		131.27		129.86		124.72		135.34		149.83
Enrollment		2036		2032		2071		2098		2155
School Expenditures Per Pupil	\$	4,958	\$	4,913	\$	4,865	\$	5,222	\$	5,014
								⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
								Estimated Total Expenditures Per Pupil	\$	5,403

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

⁽¹⁾**Note:** \$105 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 Adopted Budget. Prior year actuals include all costs for Custodial Services and Substitute Sick/Personal Leave Salaries. For FY 2014-2015 Adopted Budget, the budget is held centrally and will be distributed to individual schools throughout the year.

⁽²⁾**Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.



Ponderosa | High School

Established 1982 | Conventional Calendar
7007 East Bayou Gulch Road, Parker, CO 80134 | 303.387.4000

Principal | Chuck Puga

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Meets
Academic Growth	Meets
Academic Growth Gaps	Approaching
Post-Secondary And Work-force Readiness	Exceeds



Mission Statement

Preparing our students to be our future. Learn. Lead. Exceed.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 413,753	\$ 225,132	\$ 367,249	\$ 365,622	\$ 357,868
Certified	4,538,867	4,014,665	3,490,961	3,707,912	3,780,721
Classified	807,147	709,669	636,721	579,385	629,960
Professional/Technical	-	-	-	-	-
Benefits	1,508,193	1,319,006	1,255,849	1,304,240	1,615,307
Purchased Services	190,204	248,020	246,798	256,447	45,814
Supplies and Materials	604,254	462,471	534,289	653,959	314,527
Capital Equipment	-	-	-	-	-
Other Expense	19,415	3,100	(1,807)	18,152	-
Total Expenditures	\$ 8,081,833	\$ 6,982,064	\$ 6,530,059	\$ 6,885,717	\$ 6,744,197
SBB Carry Over Awarded into Subsequent Year*	\$ 275,759	\$ 226,453	\$ 372,873	\$ -	\$ -
FTE					
Administrative	5.00	2.00	4.00	4.00	4.00
Certified	75.30	64.80	56.67	62.07	70.30
Classified	22.30	20.35	16.38	17.00	20.76
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	102.60	87.15	77.05	83.07	95.06
Enrollment	1429	1166	1141	1160	1200
School Expenditures Per Pupil	\$ 5,656	\$ 5,988	\$ 5,723	\$ 5,936	\$ 5,620
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389
			Estimated Total Expenditures Per Pupil	\$	6,009

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

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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 2013

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.

Funding Snapshot

	Funding Snapshot			FY 2013-2014	FY 2014-2015
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 418,357	\$ 331,994	\$ 424,758	\$ 517,160	\$ 518,791
Certified	4,453,913	4,722,509	4,865,281	5,239,403	5,591,934
Classified	751,103	752,311	814,664	824,729	744,542
Professional/Technical	-	-	-	41,402	54,500
Benefits	1,550,211	1,622,864	1,792,748	1,893,234	2,334,179
Purchased Services	216,404	289,982	315,554	337,731	116,806
Supplies and Materials	574,374	577,973	604,231	1,070,876	477,610
Capital Equipment	21,863	-	-	-	-
Other Expense	32,727	35,395	16,140	30,873	4,000
Total Expenditures	\$ 8,018,952	\$ 8,333,027	\$ 8,833,375	\$ 9,955,408	\$ 9,842,362
SBB Carry Over Awarded into Subsequent Year*	\$ 433,154	\$ 602,418	\$ 897,898	\$ -	\$ -
FTE					
Administrative	5.00	4.00	5.00	6.00	6.00
Certified	78.70	83.40	83.72	89.96	105.00
Classified	23.83	22.05	23.78	25.12	25.35
Professional/Technical	0.00	0.00	0.00	1.00	0.00
Total FTE	107.53	109.45	112.50	122.08	136.35
Enrollment	1613	1713	1785	1938	2013
School Expenditures Per Pupil	\$ 4,971	\$ 4,865	\$ 4,949	\$ 5,137	\$ 4,889
				⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil	389
				Estimated Total Expenditures Per Pupil	\$ 5,278

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

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ThunderRidge | High School

Established 1996 | Conventional Calendar

1991 Wildcat Reserve Parkway, Highlands Ranch, CO 80129 | 303.387.2000

Principal | Chris Tabeling

School Performance Framework 2013

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

Funding Snapshot

	FY 2010-2011			FY 2013-2014		FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget	
Direct School Expenditures						
Salaries						
Administrative	\$ 384,687	\$ 544,077	\$ 454,229	\$ 443,295	\$ 438,330	
Certified	5,535,092	5,249,382	5,348,100	5,740,459	6,089,543	
Classified	818,013	766,965	843,311	886,688	874,408	
Professional/Technical	-	-	-	-	-	
Benefits	1,745,039	1,762,061	1,814,153	1,981,833	2,501,618	
Purchased Services	235,174	248,157	237,726	251,865	53,879	
Supplies and Materials	832,929	926,295	785,001	1,043,334	800,299	
Capital Equipment	33,199	-	-	-	-	
Other Expense	18,678	9,130	(8,629)	(17,307)	2,000	
Total Expenditures	\$ 9,602,813	\$ 9,506,066	\$ 9,473,891	\$ 10,330,166	\$ 10,760,077	
SBB Carry Over Awarded into Subsequent Year*	\$ 542,209	\$ 610,003	\$ 789,337	\$ -	\$ -	
FTE						
Administrative	4.50	6.50	5.20	4.00	5.00	
Certified	96.45	93.05	93.33	105.88	115.65	
Classified	25.82	23.62	24.63	25.40	28.76	
Professional/Technical	0.00	0.00	0.00	0.00	0.00	
Total FTE	126.77	123.17	123.16	135.28	149.41	
Enrollment	1790	1854	1942	1989	2050	
School Expenditures Per Pupil	\$ 5,365	\$ 5,127	\$ 4,878	\$ 5,194	\$ 5,249	
			⁽¹⁾⁽²⁾ Additional Expenditures Per Pupil		389	
			Estimated Total Expenditures Per Pupil		\$ 5,638	

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

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Note: Includes expenditures and personnel only for Fund 10.

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⁽²⁾ **Note:** A projected \$284 on average per pupil District-wide will be added to the amounts above for FY 2014-2015 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 2014-2015. These expenditures are reflected in prior year actuals.

SCHOOL BY SCHOOL SUMMARY | HIGH SCHOOLS**FY 2014-2015 Adopted Budget**

School	Salaries	Benefits	Purchased Services	Supplies and Materials	Capital Equipment
Castle View High School	7,039,873	2,376,298	118,792	513,630	-
Chaparral High School	7,726,693	2,617,358	41,091	1,005,220	-
Douglas County High School	6,923,661	2,340,282	136,492	604,127	-
Highlands Ranch High School	6,061,615	2,051,845	83,098	599,311	-
Legend High School	7,119,471	2,371,277	134,821	430,639	-
Mountain Vista High School	7,676,487	2,588,342	54,295	478,563	-
Ponderosa High School	4,768,549	1,615,307	45,814	314,527	-
Rock Canyon High School	6,909,767	2,334,179	116,806	477,610	-
ThunderRidge High School	7,402,281	2,501,618	53,879	800,299	-
Sub Total	61,628,397	20,796,506	785,088	5,223,926	-



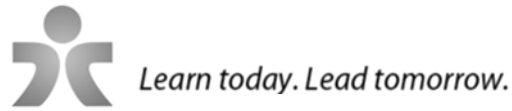
School	Other Expense	Total Expenditures	Projected Enrollment	*Estimated Total Expenditures Per Pupil
Castle View High School	2,500	\$ 10,051,093	1,920	\$ 5,624
Chaparral High School	-	\$ 11,390,362	2,236	\$ 5,483
Douglas County High School	20,650	\$ 10,025,212	1,870	\$ 5,750
Highlands Ranch High School	22,839	\$ 8,818,708	1,655	\$ 5,718
Legend High School	21,083	\$ 10,077,291	2,043	\$ 5,322
Mountain Vista High School	7,500	\$ 10,805,187	2,155	\$ 5,403
Ponderosa High School	-	\$ 6,744,197	1,200	\$ 6,009
Rock Canyon High School	4,000	\$ 9,842,362	2,013	\$ 5,278
ThunderRidge High School	2,000	\$ 10,760,077	2,050	\$ 5,638
Sub Total	80,572	\$ 88,514,489	17,142	\$ 5,553

*Estimated total expenditures per pupil include additional allocations that will be budgeted throughout the year. See individual school pages for footnotes.



ALTERNATIVE SCHOOLS AND HOME EDUCATION PROGRAMS

Douglas County School District



- Cloverleaf Home Education
- Daniel C Oakes High School
- Eagle Academy Night High School
- eDCSD
- Plum Creek Academy



Cloverleaf | Home Education

Established 2011 | 312 Cantril Street Castle Rock, CO 80104 | 303.387.9545

Coordinator | Chrystal Miller



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.

Funding Snapshot

	FY 2010-2011			FY 2011-2012		FY 2012-2013		FY 2013-2014		FY 2014-2015	
	Audited Actuals		Audited Actuals		Audited Actuals		Estimated Actuals		Adopted Budget		
Direct School Expenditures											
Salaries											
Administrative	\$	-	\$	-	\$	-	\$	14,551	\$	46,372	
Certified		-		57,517		130,174		211,186		283,120	
Classified		-		6,360		17,277		25,335		26,774	
Professional/Technical		-		-		-		45,000		-	
Benefits		-		10,261		26,028		62,023		120,682	
Purchase Services		-		47,639		101,982		76,841		93,600	
Supplies and Materials		-		60,975		202,737		213,848		193,000	
Capital Equipment		-		-		-		-		-	
Other Expense		-		1,022		3,831		3,354		6,000	
Total Expenditures	\$	-	\$	183,773	\$	482,028	\$	652,137	\$	769,548	
SBB Carry Over Awarded into Subsequent Year*	\$	-	\$	-	\$	-	\$	-	\$	-	
FTE											
Administrative		0.00		0.00		0.50		0.00		0.50	
Certified		0.00		1.80		3.80		5.40		6.80	
Classified		0.00		1.24		1.78		1.78		1.28	
Professional/Technical		0.00		0.00		0.00		1.00		0.00	
Total FTE		0.00		3.04		6.08		8.18		8.58	

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

Daniel C. Oakes | High School

Established 1987 | DC Oakes Calendar

961 South Plum Creek Boulevard, Castle Rock, CO 80104 | 303.387.0650

Principal | Derek Fleshman

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	-
Academic Growth	-
Academic Growth Gaps	-
Post-Secondary And Workforce Readiness	Does Not Meet



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.

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 99,495	\$ 99,969	\$ 112,219	\$ 82,583	\$ 97,952
Certified	989,341	1,014,001	1,035,852	1,011,565	942,496
Classified	83,535	82,287	87,836	90,719	91,126
Professional/Technical	-	-	-	-	-
Benefits	306,816	334,698	341,737	322,963	375,498
Purchase Services	31,411	30,720	31,119	41,318	21,209
Supplies and Materials	74,852	80,106	102,734	85,784	63,379
Capital Equipment	18,279	-	-	-	-
Other Expense	9,222	9,372	(4,927)	(4,579)	4,188
Total Expenditures	\$ 1,612,951	\$ 1,651,152	\$ 1,706,573	\$ 1,630,353	\$ 1,595,848
SBB Carry Over Awarded into Subsequent Year*	\$ (406)	\$ (2,858)	\$ 10,675	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	15.20	16.40	16.60	14.00	16.60
Classified	2.58	2.58	2.58	2.58	2.58
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	18.78	19.98	20.18	17.58	20.18

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

Eagle Academy | Night High School

Established 1996 | Eagle Academy Calendar

9375 Cresthill Lane, Highlands Ranch, CO 80130 | 303.387.2700

Principal | Chris Eberhardt

School Performance Framework 2013

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

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
<i>Administrative</i>	\$ 79,064	\$ 79,441	\$ 86,873	\$ 89,000	\$ 97,952
<i>Certified</i>	601,833	621,559	611,519	638,674	705,532
<i>Classified</i>	76,396	70,261	55,722	55,560	70,503
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	184,277	196,625	207,049	206,133	294,991
Purchase Services	2,757	3,721	4,936	5,240	12,500
Supplies and Materials	21,392	29,876	40,621	45,639	32,000
Capital Equipment	1,077	-	-	-	-
Other Expense	2,196	2,005	2,229	1,827	8,000
Total Expenditures	\$ 968,992	\$ 1,003,488	\$ 1,008,949	\$ 1,042,072	\$ 1,221,478
SBB Carry Over Awarded into Subsequent Year*	\$ 24,171	\$ 22,021	\$ (106)	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	8.40	8.80	8.80	9.40	13.10
Classified	2.42	2.25	1.70	1.42	1.70
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	11.82	12.05	11.50	11.82	15.80

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

eDCSD | Cyber School

Established 2008 | Modified Calendar

312 Cantril Street Castle Rock, CO 80104 | 303.387.9465

Principal | Sohne VanSelus

School Performance Framework 2013

Performance Indicators	Rating
Academic Achievement	Approaching
Academic Growth	Approaching
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.

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
<i>Administrative</i>	\$ 82,399	\$ 161,508	\$ 183,572	\$ 158,837	\$ 133,140
<i>Certified</i>	461,622	552,464	618,407	738,766	747,951
<i>Classified</i>	72,690	107,117	110,031	97,509	186,794
<i>Professional/Technical</i>	-	-	-	-	-
Benefits	151,834	219,395	245,610	277,187	359,992
Purchase Services	250,619	68,388	58,433	72,606	88,122
Supplies and Materials	497,237	429,739	468,082	420,398	504,685
Capital Equipment	-	-	-	-	-
Other Expense	1,126	3,372	1,397	1,004	2,001
Total Expenditures	\$ 1,517,527	\$ 1,541,983	\$ 1,685,531	\$ 1,766,307	\$ 2,022,685
SBB Carry Over Awarded into Subsequent Year*	\$ -	\$ -	\$ 42,189	\$ -	\$ -
FTE					
Administrative	1.00	0.00	1.00	2.00	1.50
Certified	7.60	0.00	10.40	9.00	11.50
Classified	1.82	0.00	2.80	2.88	5.19
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	10.42	0.00	14.20	13.88	18.19

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

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

Mission Statement

To create a safe, supportive, and empowering educational community.

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries					
Administrative	\$ 79,000	\$ 79,367	\$ 86,804	\$ 69,015	\$ 69,015
Certified	401,371	408,855	508,411	547,421	547,421
Classified	263,682	260,251	276,634	335,584	335,584
Professional/Technical	-	-	-	-	-
Benefits	240,371	244,816	282,647	307,136	307,136
Purchase Services	24,110	24,133	27,149	29,732	29,732
Supplies and Materials	43,966	46,202	44,471	51,174	51,174
Capital Equipment	1,304	-	-	-	-
Other Expense	1,479	3,283	(11,946)	1,298	1,298
Total Expenditures	\$ 1,055,284	\$ 1,066,907	\$ 1,214,170	\$ 1,341,360	\$ 1,341,360
SBB Carry Over Awarded into Subsequent Year*	\$ -	\$ 16,877	\$ 20,077	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	5.90	6.60	7.20	8.00	8.00
Classified	8.72	9.06	9.07	10.60	10.60
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	15.62	16.66	17.27	19.60	19.60

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015.

Note: Prior year actuals may include expenditures attributable to carry over awarded in prior years, while the Adopted Budget FY 2014-2015 does not, as carry over has not been calculated yet.

Note: Includes expenditures and personnel only for Fund 10.

SCHOOL BY SCHOOL SUMMARY | ALTERNATIVE SCHOOLS**FY 2014-2015 Adopted Budget**

School	Salaries	Benefits	Purchased Services	Supplies and Materials	Capital Equipment	Other Expense	Total Expenditures	Projected Enrollment
Cloverleaf Home Education	356,266	120,682	93,600	193,000	-	6,000	\$ 769,548	394
Daniel C Oakes High School	1,131,574	375,498	21,209	63,379	-	4,188	\$ 1,595,848	153
Eagle Academy Night High School	873,987	294,991	12,500	32,000	-	8,000	\$ 1,221,478	130
eDCSD	1,067,885	359,992	88,122	504,685	-	2,001	\$ 2,022,685	270
Plum Creek Academy	952,020	307,136	29,732	51,174	-	1,298	\$ 1,341,360	N/A
Sub Total	3,483,812	1,169,455	228,282	839,450	-	22,139	\$ 5,743,138	947



CHARTER SCHOOLS

Charter school information is provided by individual charter schools and is not produced by Douglas County School District.

Douglas County School District



Learn today. Lead tomorrow.

- Academy Charter School
- American Academy Charter School
- Aspen View Academy Charter School
- Ben Franklin Academy Charter School
- Challenge to Excellence Charter School
- DCS Montessori Charter School
- Hope Online Learning Academy Charter School
- North Star Academy Charter School
- Parker Core Knowledge Charter School
- Platte River Academy Charter School
- SkyView Academy Charter School
- STEM Academy Charter School





1551 Prairie Hawk Drive, Castle Rock, Co 80104
303.660.4881

Grades K-8
Dean | Yvette Brown

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$1,556,980	\$ 1,924,515	\$ 1,924,515	\$ 1,956,723	\$ 1,989,253	\$ 2,022,108
Revenue:						
Per Pupil Revenue	3,974,077	4,158,466	4,158,466	4,200,051	4,242,051	4,284,472
Mill Levy/Override	368,842	355,361	355,361	358,915	362,504	366,129
Tuition	71,680	82,500	82,500	83,325	84,158	85,000
Interest Income	8,109	8,000	8,000	8,080	8,161	8,242
Student Participation Fees	50,234	40,000	40,000	40,400	40,804	41,212
Child Care Fees	-	-	-	-	-	-
Rental/Lease	16,847	18,000	18,000	18,180	18,362	18,545
Contributions/Donations	-	-	-	-	-	-
Categorical Revenue	56,327	60,000	60,000	60,600	61,206	61,818
Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	34,973	-	-	-	-	-
Total Revenue	\$ 4,581,089	\$ 4,722,327	\$ 4,722,327	\$ 4,769,550	\$ 4,817,246	\$ 4,865,418
Total Sources	\$ 6,138,069	\$ 6,646,842	\$ 6,646,842	\$ 6,726,273	\$ 6,806,499	\$ 6,887,527
Expenditures:						
Salaries	2,313,139	2,495,372	2,495,372	2,520,326	2,545,529	2,570,984
Benefits	630,046	724,859	724,859	732,108	739,429	746,823
Purchased Services	76,723	97,000	97,000	97,970	98,950	99,939
Purchased Prop Svcs	39,108	41,000	41,000	41,410	41,824	42,242
Other Purch. Svcs	79,822	75,328	75,328	76,081	76,842	77,611
Supplies & Materials	386,227	469,830	469,830	474,528	479,274	484,066
Property	184,666	282,400	282,400	285,224	288,076	290,957
Other Expenses	503,823	504,330	504,330	509,373	514,467	519,612
Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 4,213,554	\$ 4,690,119	\$ 4,690,119	\$ 4,737,020	\$ 4,784,390	\$ 4,832,234
Balance on Hand June 30	\$ 1,924,515	\$ 1,956,723	\$ 1,956,723	\$ 1,989,253	\$ 2,022,108	\$ 2,055,292
Fund Balance as a % of Revenue	42.01%	41.44%	41.44%	41.71%	41.98%	42.24%

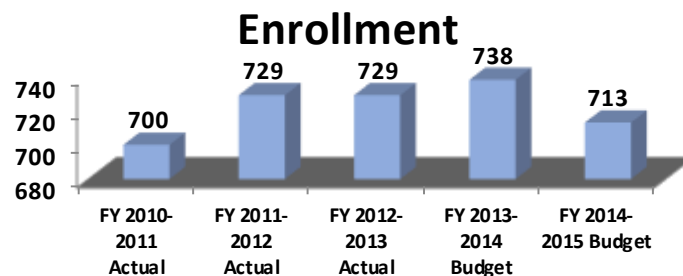
Academy Charter School

TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	0.0	0.0	0.0	0.0	1.5	0.0	-	-
Partially Proficient	9.0	12.1	34.3	33.3	9.0	7.6	-	-
Proficient	88.1	86.4	61.2	56.1	55.2	45.5	-	-
Advanced	3.0	1.5	4.5	10.6	34.3	47.0	-	-
Grade 4								
Unsatisfactory	1.5	1.5	0.0	0.0	0.0	1.5	-	-
Partially Proficient	7.7	12.3	33.8	23.1	4.6	10.8	-	-
Proficient	87.7	76.9	61.5	60.0	58.5	53.8	-	-
Advanced	3.1	9.2	4.6	16.9	36.9	33.8	-	-
Grade 5								
Unsatisfactory	3.0	1.5	3.0	1.5	3.00	0.0	3.0	0.0
Partially Proficient	6.1	9.1	12.1	22.7	7.6	10.6	27.3	24.2
Proficient	78.8	83.3	57.6	68.2	31.8	48.5	48.5	54.5
Advanced	12.1	6.1	27.3	7.6	57.6	40.9	21.2	21.2
Grade 6								
Unsatisfactory	2.8	1.4	1.4	0.0	2.8	2.8	-	-
Partially Proficient	2.8	8.3	26.4	18.1	8.3	8.3	-	-
Proficient	76.4	73.6	55.6	68.1	44.4	38.9	-	-
Advanced	16.7	16.7	15.3	13.9	44.4	50.0	-	-
Grade 7								
Unsatisfactory	4.2	5.7	0.0	1.4	2.8	7.1	-	-
Partially Proficient	12.7	5.7	22.5	21.4	15.5	10.0	-	-
Proficient	73.2	81.4	45.1	61.4	25.4	34.3	-	-
Advanced	9.9	7.1	32.4	15.7	56.3	48.6	-	-
Grade 8								
Unsatisfactory	5.5	1.5	1.8	0.0	3.6	3.0	5.5	6.1
Partially Proficient	12.7	10.6	21.8	22.7	7.3	12.1	20.0	18.2
Proficient	74.5	78.8	67.3	62.1	49.1	30.3	65.5	62.1
Advanced	7.3	9.1	9.1	15.2	40.0	54.5	9.1	13.6

Source: Colorado Department of Education

<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>





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

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 1,027,028	\$ 1,043,968	\$ 1,043,968	\$ 1,360,134	\$ 1,749,374	\$ 2,224,900
Revenue:						
Per Pupil Revenue	5,395,018	9,299,365	9,252,784	10,777,006	11,606,648	11,842,233
Mill Levy/Override	501,174	818,296	816,405	879,709	906,206	883,550
Tuition	342,817	1,154,465	1,124,907	1,473,560	1,473,560	1,473,560
Interest Income	8,123	7,200	6,327	6,000	6,000	6,000
Student Participation Fees	479,121	765,998	736,685	964,659	1,123,140	1,123,140
Child Care Fees	122,507	170,000	252,111	310,000	300,000	300,000
Rental/Lease	39,221	50,000	51,344	60,000	80,000	80,000
Contributions/Donations	331,244	309,031	281,337	250,013	184,000	184,000
Categorical Revenue	76,509	124,003	138,652	273,632	254,940	254,940
Other State Revenue	-	9,083	9,083	10,500	10,500	10,500
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Other Sources	334,130	-	171,963	-	-	-
Miscellaneous Revenue	55,150	103,792	125,267	99,000	99,000	100,000
Total Revenue	\$ 7,685,014	\$ 12,811,234	\$ 12,966,864	\$ 15,104,079	\$ 16,043,994	\$ 16,257,924
Total Sources	\$ 8,712,042	\$ 13,855,202	\$ 14,010,832	\$ 16,464,214	\$ 17,793,368	\$ 18,482,824
Expenditures:						
Salaries	3,215,686	5,829,986	5,822,174	6,549,581	6,847,657	6,907,307
Benefits	836,265	1,629,621	1,598,208	1,996,622	2,220,268	2,272,531
Purchased Services	170,580	415,990	399,946	389,486	415,626	421,626
Purchased Prop Svcs	1,708,644	1,958,186	1,932,137	3,010,201	3,414,622	3,416,984
Other Purch. Svcs	582,785	981,692	926,983	1,133,395	1,315,533	1,361,684
Supplies & Materials	533,633	1,205,469	1,172,894	1,044,526	906,167	902,246
Property	603,412	516,491	686,747	359,416	227,000	227,000
Other Expenses	17,070	174,904	16,567	88,981	61,859	34,500
Other Uses of Funds	-	91,685	95,042	142,632	159,734	162,000
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 7,668,073	\$ 12,804,025	\$ 12,650,698	\$ 14,714,840	\$ 15,568,467	\$ 15,705,879
Balance on Hand June 30	\$ 1,043,968	\$ 1,051,178	\$ 1,360,134	\$ 1,749,374	\$ 2,224,900	\$ 2,776,945
Fund Balance as a % of Revenue	13.58%	8.21%	10.49%	11.58%	13.87%	17.08%

American Academy Charter School

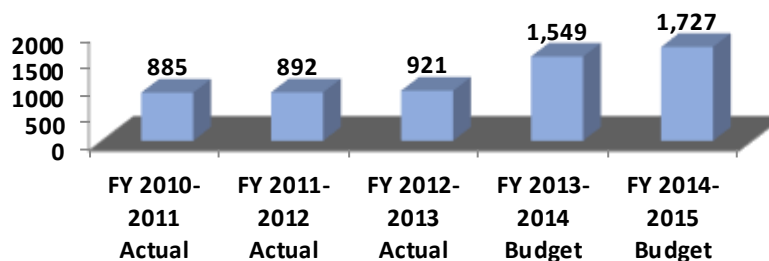
TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	0.9	0.9	0.0	0.9	0.0	1.8	-	-
Partially Proficient	2.7	11.6	20.9	28.6	10.9	7.1	-	-
Proficient	85.5	75.9	68.2	58.9	45.5	38.4	-	-
Advanced	10.9	11.6	10.9	11.6	43.6	52.7	-	-
Grade 4								
Unsatisfactory	0.9	0.0	0.0	0.0	0.9	0.0	-	-
Partially Proficient	6.5	8.9	16.8	15.2	6.5	8.0	-	-
Proficient	82.2	85.7	63.6	74.1	41.1	63.4	-	-
Advanced	10.3	5.4	19.6	10.7	51.4	28.6	-	-
Grade 5								
Unsatisfactory	1.9	2.9	1.0	0.0	1.0	1.9	0.0	0.0
Partially Proficient	2.9	4.8	7.7	22.1	6.7	6.7	10.6	12.5
Proficient	65.4	78.8	58.7	64.4	33.7	42.3	37.5	49.0
Advanced	29.8	13.5	31.7	13.5	58.7	49.0	51.9	38.5
Grade 6								
Unsatisfactory	0.0	0.0	0.0	0.0	1.2	1.1	-	-
Partially Proficient	3.5	1.1	12.8	7.6	11.6	5.4	-	-
Proficient	76.7	67.4	64.0	59.8	37.2	32.6	-	-
Advanced	19.8	31.5	23.3	32.6	50.0	60.9	-	-
Grade 7								
Unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	-	-
Partially Proficient	3.6	1.3	8.4	3.8	13.3	13.8	-	-
Proficient	73.5	75.0	44.6	46.3	38.6	30.0	-	-
Advanced	22.9	23.8	47.0	50.0	48.2	56.3	-	-
Grade 8								
Unsatisfactory	0.0	0.0	0.0	0.0	1.8	0.0	0.0	0.0
Partially Proficient	1.8	6.4	10.5	10.3	5.3	15.4	7.0	15.6
Proficient	71.9	73.1	56.1	64.1	47.4	43.6	66.7	66.2
Advanced	26.3	20.5	33.3	25.6	45.6	41.0	26.3	18.2

Source: Colorado Department of Education

<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment





2131 Low Meadow Blvd., Castle Rock, CO 80109
720.733.3436

Grades Pre K-8
Principal | Merlin Holmes

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 3,328	\$ (35,766)	\$ (35,766)	\$ 400,983	\$ 600,626	\$ 926,106
Revenue:						
Per Pupil Revenue	-	3,795,501	3,828,674	4,654,471	5,436,034	5,669,902
Mill Levy/Override	-	346,279	336,367	370,428	403,567	392,135
Tuition	-	358,821	361,956	455,760	484,560	484,560
Interest Income	-	-	-	-	-	-
Student Participation Fees	-	137,671	137,671	145,790	152,350	155,500
Child Care Fees	-	-	-	-	-	-
Rental/Lease	-	-	-	-	-	-
Contributions/Donations	14,888	11,000	180	-	-	-
Categorical Revenue	-	-	-	-	-	-
Other State Revenue	-	39,103	57,205	118,402	135,572	138,632
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	48,162	381,838	381,838	215,000	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	-	5,200	19,940	-	-	-
Total Revenue	\$ 63,050	\$ 5,075,411	\$ 5,123,830	\$ 5,959,851	\$ 6,612,083	\$ 6,840,728
Total Sources	\$ 66,377	\$ 5,039,645	\$ 5,088,063	\$ 6,360,834	\$ 7,212,708	\$ 7,766,835
Expenditures:						
Salaries	42,500	2,345,000	2,301,881	2,800,000	3,306,000	3,420,400
Benefits	10,721	652,446	622,176	811,464	977,909	1,052,613
Purchased Services	27,484	145,500	160,179	192,094	133,554	136,664
Purchased Prop Svcs	1,038	495,632	505,065	646,908	903,064	1,067,065
Other Purch. Svcs	9,371	293,633	297,315	318,227	368,283	389,477
Supplies & Materials	10,172	391,468	411,625	280,842	499,586	501,375
Property	-	2,994	2,994	430,000	60,000	60,000
Other Expenses	857	308,533	4,008	65,673	38,206	20,472
Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	381,838	381,838	215,000	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 102,144	\$ 5,017,044	\$ 4,687,080	\$ 5,760,208	\$ 6,286,602	\$ 6,648,066
Balance on Hand June 30	\$ (35,766)	\$ 22,601	\$ 400,983	\$ 600,626	\$ 926,106	\$ 1,118,769
Fund Balance as a % of Revenue	-56.73%	0.45%	7.83%	10.08%	14.01%	16.35%

Aspen View Academy

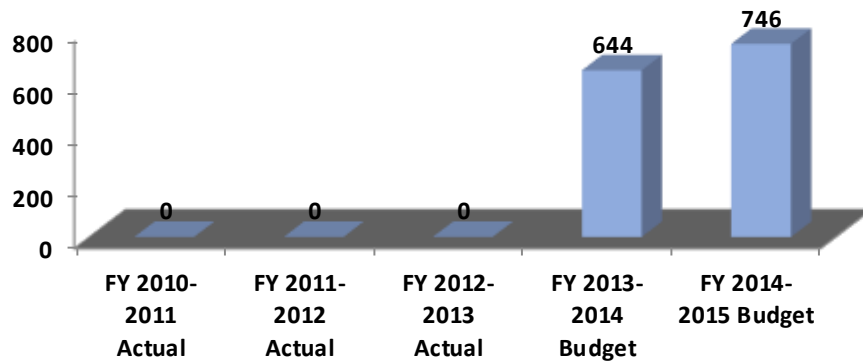
TCAP and Enrollment Data

There are no results available since this charter school opened in August, 2013.

Aspen View Academy is a public, Pre-K-8 Douglas County School District charter school. We are tuition-free, and will open for the FY 2013-14 school year to serve the parents, children, community and residents of Castle Rock and south Douglas County. Aspen View Academy received formal charter approval from the DCSD Board of Education on August 7, 2012. For academic year 2013-2014, we served Pre-K-6th grades. 7th grade will start with school year 2014-2015 expanding to 8th grade in school year 2015-2016.

We will follow the Core Knowledge Sequence which has proven to be so successful in other schools, adding an emphasis on mathematics, technology & language arts within a balanced learning environment.

Enrollment





2270 Plaza Drive, Highlands Ranch, CO 80128
720.383.4519

Grades K-6
Principal | Bob Barber

Mission Statement

To develop young adults with character like America's founding Renaissance man, Benjamin Franklin: well-read, scientifically curious, and civically engaged.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 389,126	\$ 1,121,184	\$ 1,121,184	\$ 1,811,754	\$ 2,190,154	\$ 2,527,429
Revenue:						
Per Pupil Revenue	4,444,470	5,112,265	3,898,869	5,506,538	5,845,600	5,962,500
Mill Levy/Override	413,824	465,292	346,656	463,100	477,000	486,550
Tuition	433,742	447,690	377,166	431,745	444,000	452,800
Interest Income	1,448	2,000	492	2,000	2,000	2,000
Student Participation Fees	184,503	215,284	234,291	224,544	231,280	235,900
Child Care Fees	107,214	105,000	60,094	105,000	108,150	110,300
Rental/Lease	11,666	10,000	8,442	10,000	10,300	10,500
Contributions/Donations	85,140	5,000	30,384	5,000	5,000	5,000
Categorical Revenue	63,247	-	-	-	-	-
Other State Revenue	-	-	7,370	-	-	-
Cap Reserve Bond Revenue	-	67,788	57,792	70,728	72,850	74,000
Grants Local	-	-	1,000	-	-	-
Grants Federal	196,600	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	825	500	136	500	500	500
Total Revenue	\$ 5,942,679	\$ 6,430,819	\$ 5,022,692	\$ 6,819,155	\$ 7,196,680	\$ 7,340,050
Total Sources	\$ 6,331,805	\$ 7,552,003	\$ 6,143,876	\$ 8,630,909	\$ 9,386,834	\$ 9,867,479
Expenditures:						
Salaries	2,395,861	2,860,952	2,093,817	3,203,730	3,363,900	3,532,000
Benefits	521,697	673,221	474,436	767,109	805,465	845,750
Purchased Services	73,973	113,300	66,313	104,000	109,200	114,660
Purchased Prop Svcs	1,262,646	1,443,208	1,097,206	1,478,117	1,625,950	1,707,250
Other Purch. Svcs	307,047	409,691	261,946	404,820	425,000	446,250
Supplies & Materials	321,131	365,904	262,305	352,279	369,890	388,385
Property	297,590	128,000	68,560	120,500	150,000	157,500
Other Expenses	7,676	8,150	8,539	10,200	10,000	10,500
Other Uses of Funds	23,000	60,000	(1,000)	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 5,210,621	\$ 6,062,426	\$ 4,332,122	\$ 6,440,755	\$ 6,859,405	\$ 7,202,295
Balance on Hand June 30	\$ 1,121,184	\$ 1,489,577	\$ 1,811,754	\$ 2,190,154	\$ 2,527,429	\$ 2,665,184
Fund Balance as a % of Revenue	18.87%	23.16%	36.07%	32.12%	35.12%	36.31%

Ben Franklin Academy Charter School

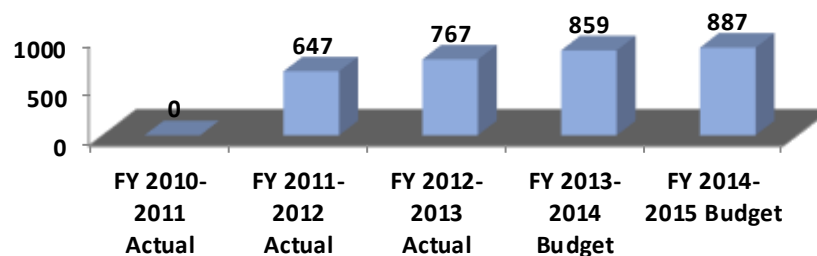
TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	1.0	1.9	2.0	1.0	1.0	1.0	-	-
Partially Proficient	15.8	12.5	45.5	26.2	12.0	10.7	-	-
Proficient	73.3	78.8	42.6	61.2	39.0	27.2	-	-
Advanced	9.9	6.7	9.9	11.7	48.0	61.2	-	-
Grade 4								
Unsatisfactory	3.9	3.0	1.0	1.0	0.0	2.0	-	-
Partially Proficient	16.5	22.8	32.0	33.7	11.7	10.9	-	-
Proficient	76.7	71.3	60.2	56.4	44.7	49.5	-	-
Advanced	2.9	3.0	6.8	8.9	43.7	37.6	-	-
Grade 5								
Unsatisfactory	2.0	2.0	2.0	0.0	0.0	0.0	0.0	0.0
Partially Proficient	4.1	6.9	20.4	25.5	8.2	8.8	20.4	26.5
Proficient	69.4	80.4	61.2	58.8	40.8	41.2	49.0	50.0
Advanced	24.5	10.8	16.3	15.7	51.0	50.0	30.6	23.5
Grade 6								
Unsatisfactory	2.1	1.5	2.1	0.0	4.3	1.5	-	-
Partially Proficient	10.6	6.2	31.9	20.0	14.9	20.0	-	-
Proficient	78.7	73.8	53.2	60.0	44.7	41.5	-	-
Advanced	8.5	16.9	12.8	18.5	36.2	36.9	-	-
Grade 7								
Unsatisfactory	-	4.1	-	0.0	-	4.1	-	-
Partially Proficient	-	14.3	-	20.4	-	20.4	-	-
Proficient	-	61.2	-	51.0	-	38.8	-	-
Advanced	-	20.4	-	28.6	-	36.7	-	-
Grade 8								
Unsatisfactory	-	-	-	-	-	-	-	-
Partially Proficient	-	-	-	-	-	-	-	-
Proficient	-	-	-	-	-	-	-	-
Advanced	-	-	-	-	-	-	-	-

Source: Colorado Department of Education

<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment





16995 East Carlson Drive, Parker, CO 80134
303.841.9816

Grades K-8
Principal | Linda Parker

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 2,109,688	\$ 1,909,167	\$ 1,909,167	\$ 1,767,470	\$ 1,656,928	\$ 1,528,748
Revenue:						
Per Pupil Revenue	3,028,591	3,010,034	3,010,034	3,320,766	3,431,467	3,488,880
Mill Levy/Override	281,783	267,577	267,577	279,203	292,918	290,647
Tuition	-	187,000	187,000	187,000	171,000	171,000
Interest Income	2,482	-	-	-	-	-
Student Participation Fees	292,390	80,000	100,000	95,000	97,375	99,809
Child Care Fees	-	-	-	-	-	-
Rental/Lease	-	-	1,150	-	-	-
Contributions/Donations	-	-	-	-	-	-
Categorical Revenue	42,897	35,352	50,000	88,531	88,531	88,531
Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	35,753	54,140	100,000	54,140	55,494	56,881
Total Revenue	\$ 3,683,896	\$ 3,634,103	\$ 3,715,761	\$ 4,024,640	\$ 4,136,785	\$ 4,195,748
Total Sources	\$ 5,793,584	\$ 5,543,270	\$ 5,624,928	\$ 5,792,110	\$ 5,793,713	\$ 5,724,496
Expenditures:						
Salaries	1,808,219	1,897,588	1,897,588	1,971,827	2,025,315	2,050,025
Benefits	568,229	660,509	660,509	716,163	699,117	706,108
Purchased Services	106,444	100,000	100,000	108,680	109,767	110,864
Purchased Prop Svcs	84,944	104,700	104,700	114,700	111,996	113,155
Other Purch. Svcs	216,192	222,642	222,642	262,125	264,746	267,393
Supplies & Materials	174,511	207,000	207,000	183,000	184,830	186,678
Property	293,438	65,000	65,000	85,000	165,850	86,709
Other Expenses	6,364	60,957	105,000	80,668	87,325	85,276
Other Uses of Funds	131,057	118,000	-	118,000	121,000	124,000
Grant Expense	-	-	-	-	-	-
Bond Rental Payments	495,019	495,019	495,019	495,019	495,019	495,019
Total Expenditures	\$ 3,884,417	\$ 3,931,415	\$ 3,857,458	\$ 4,135,182	\$ 4,264,965	\$ 4,225,227
Balance on Hand June 30	\$ 1,909,167	\$ 1,611,855	\$ 1,767,470	\$ 1,656,928	\$ 1,528,748	\$ 1,499,269
Fund Balance as a % of Revenue	51.82%	44.35%	47.57%	41.17%	36.95%	35.73%

Challenge to Excellence Charter School

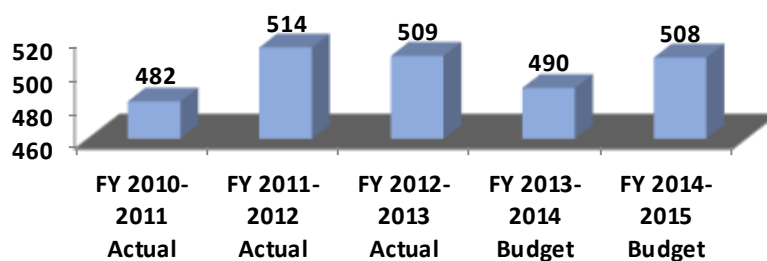
TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	0.0	2.1	1.9	0.0	0.0	2.1	-	-
Partially Proficient	13.5	8.3	36.5	48.9	9.6	4.3	-	-
Proficient	76.9	79.2	55.8	40.4	46.2	53.2	-	-
Advanced	9.6	10.4	5.8	10.6	44.2	40.4	-	-
Grade 4								
Unsatisfactory	4.1	0.0	0.0	2.0	4.1	0.0	-	-
Partially Proficient	6.1	11.8	24.5	23.5	2.0	7.8	-	-
Proficient	81.6	88.2	49.0	70.6	42.9	56.9	-	-
Advanced	8.2	0.0	26.5	3.9	51.0	35.3	-	-
Grade 5								
Unsatisfactory	1.3	3.9	1.3	0.0	1.3	7.8	1.3	2.0
Partially Proficient	17.3	7.8	29.3	23.5	20.0	5.9	30.7	21.6
Proficient	74.7	76.5	54.7	51.0	41.3	49.0	48.0	56.9
Advanced	6.7	11.8	14.7	25.5	37.3	37.3	20.0	19.6
Grade 6								
Unsatisfactory	0.0	1.4	0.0	1.4	1.9	1.4	-	-
Partially Proficient	7.7	9.7	32.7	20.8	11.5	13.9	-	-
Proficient	82.7	77.8	57.7	61.1	48.1	30.6	-	-
Advanced	7.7	11.1	7.7	16.7	38.5	48.6	-	-
Grade 7								
Unsatisfactory	6.8	0.0	2.3	0.0	0.0	1.9	-	-
Partially Proficient	2.3	11.1	18.2	22.2	15.9	7.4	-	-
Proficient	84.1	75.9	63.6	66.7	38.6	31.5	-	-
Advanced	6.8	13.0	15.9	11.1	45.5	59.3	-	-
Grade 8								
Unsatisfactory	0.0	2.4	0.0	0.0	0.0	2.4	8.3	4.8
Partially Proficient	10.4	11.9	27.1	21.4	20.8	11.9	27.1	11.9
Proficient	85.4	78.6	64.6	73.8	33.3	42.9	60.4	69.0
Advanced	4.2	7.1	8.3	4.8	45.8	42.9	4.2	14.3

Source: Colorado Department of Education

<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment





311 East Castle Pines Parkway, Castle Rock, CO 80108
303.387.5625

Grades Pre K-8
Principal | Jeromy Johnson

Mission Statement

To acquire an education based on an authentic and accredited curriculum founded on the educational philosophy of Maria Montessori.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 1,375,479	\$ 1,397,180	\$ 1,397,180	\$ 652,816	\$ 702,816	\$ 758,573
Revenue:						
Per Pupil Revenue	2,329,110	2,391,889	2,391,889	2,570,850	2,622,267	2,674,712
Mill Levy/Override	215,037	211,741	211,741	219,785	220,884	221,988
Tuition	1,032,931	976,700	976,700	1,021,500	1,041,930	1,052,349
Interest Income	12,897	11,000	11,000	11,100	11,211	11,323
Student Participation Fees	-	-	-	-	-	-
Child Care Fees	266,372	271,000	271,000	282,000	287,640	291,955
Rental/Lease	18,831	19,000	19,000	18,000	18,360	18,635
Contributions/Donations	21,514	-	-	-	-	-
Categorical Revenue	32,955	32,140	32,140	40,000	40,400	40,804
Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	4,413	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	3,448	3,000	3,000	3,000	3,060	3,121
Total Revenue	\$ 3,937,508	\$ 3,916,470	\$ 3,916,470	\$ 4,166,235	\$ 4,245,752	\$ 4,314,888
Total Sources	\$ 5,312,987	\$ 5,313,650	\$ 5,313,650	\$ 4,819,051	\$ 4,948,568	\$ 5,073,462
Expenditures:						
Salaries	2,015,164	2,042,931	2,042,931	2,126,781	2,169,317	2,191,010
Benefits	538,224	592,474	592,474	655,525	671,913	688,711
Purchased Services	72,740	95,250	95,250	112,250	113,373	114,506
Purchased Prop Svcs	682,518	707,500	707,500	726,000	733,260	740,593
Other Purch. Svcs	156,376	182,469	182,469	191,469	194,341	197,256
Supplies & Materials	296,380	212,690	212,690	226,690	228,957	231,246
Property	140,274	803,920	803,920	53,920	54,998	55,548
Other Expenses	9,718	23,600	23,600	23,600	23,836	24,074
Other Uses of Funds	-	-	-	-	-	-
Grant Expense	4,413	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 3,915,807	\$ 4,660,834	\$ 4,660,834	\$ 4,116,235	\$ 4,189,995	\$ 4,242,945
Balance on Hand June 30	\$ 1,397,180	\$ 652,816	\$ 652,816	\$ 702,816	\$ 758,573	\$ 830,517
Fund Balance as a % of Revenue	35.48%	16.67%	16.67%	16.87%	17.87%	19.25%

DCS Montessori Charter School

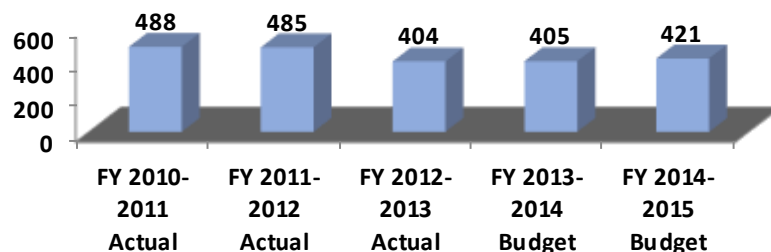
TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	0.0	1.7	0.0	0.0	0.0	3.4	-	-
Partially Proficient	4.6	12.1	15.4	20.7	7.7	12.1	-	-
Proficient	81.5	67.2	67.7	62.1	33.8	51.7	-	-
Advanced	12.3	19.0	16.9	17.2	58.5	32.8	-	-
Grade 4								
Unsatisfactory	0.0	0.0	0.0	1.5	0.0	0.0	-	-
Partially Proficient	4.9	10.6	12.2	13.6	9.8	1.5	-	-
Proficient	80.5	86.4	68.3	71.2	51.2	57.6	-	-
Advanced	14.6	3.0	19.5	13.6	39.0	40.9	-	-
Grade 5								
Unsatisfactory	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0
Partially Proficient	4.8	0.0	19.0	21.2	19.0	15.2	21.4	27.3
Proficient	85.7	84.8	66.7	42.4	47.6	39.4	64.3	36.4
Advanced	9.5	9.1	14.3	36.4	33.3	45.5	14.3	33.3
Grade 6								
Unsatisfactory	0.0	4.0	0.0	0.0	0.0	0.0	-	-
Partially Proficient	0.0	4.0	28.1	8.0	28.1	20.0	-	-
Proficient	90.6	76.0	56.3	80.0	46.9	56.0	-	-
Advanced	9.4	12.0	15.6	8.0	25.0	24.0	-	-
Grade 7								
Unsatisfactory	-	0.0	-	0.0	-	0.0	-	-
Partially Proficient	-	0.0	-	17.6	-	41.2	-	-
Proficient	-	94.1	-	64.7	-	29.4	-	-
Advanced	-	5.9	-	17.6	-	29.4	-	-
Grade 8								
Unsatisfactory	-	-	-	-	-	-	-	-
Partially Proficient	-	-	-	-	-	-	-	-
Proficient	-	-	-	-	-	-	-	-
Advanced	-	-	-	-	-	-	-	-

Source: Colorado Department of Education

<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment



HOPE

ONLINE LEARNING ACADEMY

373 Inverness Parkway Suite 205, Englewood, CO 80112
720.402.3000

Grades Pre K-12
Principal | Heather O'Mara

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 1,206,265	\$ 1,241,745	\$ 1,241,745	\$ 1,243,012	\$ 1,253,541	\$ 1,313,286
Revenue:						
Per Pupil Revenue	18,297,372	18,998,269	18,998,269	20,106,463	21,260,649	22,845,322
Mill Levy/Override	-	-	-	-	-	-
Tuition	-	-	-	-	-	-
Interest Income	281	200	200	200	1,313	1,389
Student Participation Fees	-	-	-	-	-	-
Child Care Fees	-	-	-	-	-	-
Rental/Lease	-	-	-	-	-	-
Contributions/Donations	6,070	10,254	10,254	-	-	-
Categorical Revenue	-	-	-	-	-	-
Other State Revenue	1,616,522	1,115,789	1,115,789	1,017,113	1,035,155	1,053,559
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	776,344	776,344	894,124	912,006	930,246
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	136,382	11,003	11,003	-	-	-
Total Revenue	\$ 20,056,627	\$ 20,911,859	\$ 20,911,859	\$ 22,017,900	\$ 23,209,123	\$ 24,830,516
Total Sources	\$ 21,262,892	\$ 22,153,604	\$ 22,153,604	\$ 23,260,912	\$ 24,462,664	\$ 26,143,802
Expenditures:						
Salaries	3,376,262	4,190,639	4,190,639	4,350,338	4,494,587	4,830,480
Benefits	842,579	1,112,423	1,112,423	1,193,040	1,118,706	1,266,081
Purchased Services	251,367	436,731	436,731	398,350	378,105	394,186
Purchased Prop Svcs	276,718	319,216	319,216	324,059	278,306	279,482
Other Purch. Svcs	14,414,282	12,763,525	12,763,525	13,411,910	14,697,843	15,566,925
Supplies & Materials	485,930	1,444,917	1,444,917	1,638,926	1,820,348	1,889,243
Property	390,562	439,543	439,543	441,170	306,073	453,504
Other Expenses	(16,553)	203,598	203,598	249,577	55,410	57,656
Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 20,021,147	\$ 20,910,592	\$ 20,910,592	\$ 22,007,371	\$ 23,149,378	\$ 24,737,557
Balance on Hand June 30	\$ 1,241,745	\$ 1,243,012	\$ 1,243,012	\$ 1,253,541	\$ 1,313,286	\$ 1,406,245
Fund Balance as a % of Revenue	6.19%	5.94%	5.94%	5.69%	5.66%	5.66%

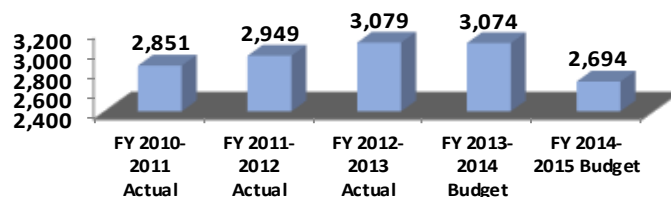
Hope Online Learning Academy Charter School

TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	22.4	29.3	24.1	23.6	25.8	21.9	-	-
Partially Proficient	32.9	24.0	57.8	57.4	34.7	38.4	-	-
Proficient	40.9	46.7	16.0	17.7	27.5	31.6	-	-
Advanced	2.5	0.0	0.4	0.8	10.6	8.0	-	-
Grade 4								
Unsatisfactory	29.2	31.0	31.6	26.8	34.0	31.1	-	-
Partially Proficient	35.4	31.0	52.2	57.9	32.1	32.5	-	-
Proficient	34.0	37.1	13.9	12.3	27.8	27.6	-	-
Advanced	1.0	0.4	1.9	2.2	5.7	8.3	-	-
Grade 5								
Unsatisfactory	26.7	30.0	17.6	18.8	32.6	29.6	40.1	37.2
Partially Proficient	29.4	30.0	59.9	58.7	36.4	35.9	36.9	44.4
Proficient	43.3	39.0	22.5	21.5	23.5	28.3	17.6	16.6
Advanced	0.5	0.9	0.0	0.9	7.5	4.9	3.2	1.8
Grade 6								
Unsatisfactory	25.0	15.4	17.8	8.8	43.3	31.1	-	-
Partially Proficient	29.8	36.6	58.2	62.6	40.4	36.0	-	-
Proficient	43.3	47.1	21.2	28.2	11.1	26.7	-	-
Advanced	1.4	0.9	1.9	0.4	4.3	5.8	-	-
Grade 7								
Unsatisfactory	29.7	29.8	7.2	10.6	41.6	44.3	-	-
Partially Proficient	28.7	30.2	54.1	63.1	38.3	37.6	-	-
Proficient	38.3	39.2	35.4	25.5	13.4	13.7	-	-
Advanced	2.9	0.8	2.9	0.8	6.2	3.5	-	-
Grade 8								
Unsatisfactory	36.8	22.6	15.7	9.0	64.2	48.1	65.7	55.2
Partially Proficient	31.4	33.5	62.7	63.7	22.5	30.7	19.6	23.6
Proficient	31.4	40.6	19.6	25.0	8.8	11.8	13.2	18.4
Advanced	0.0	2.4	0.5	1.4	3.9	8.0	0.0	1.9
Grade 9								
Unsatisfactory	19.3	14.6	8.9	10.9	74.1	69.3	-	-
Partially Proficient	45.9	42.3	69.6	63.5	17.8	21.9	-	-
Proficient	31.9	40.9	19.3	22.6	5.9	5.8	-	-
Advanced	0.7	0.7	0.7	0.7	0.7	1.5	-	-
Grade 10								
Unsatisfactory	21.0	11.0	17.4	10.3	76.0	67.1	64.7	54.5
Partially Proficient	40.1	39.4	71.3	72.3	19.2	25.8	19.2	26.6
Proficient	35.3	46.5	10.8	15.5	3.0	4.5	14.4	14.3
Advanced	2.4	2.6	0.0	0.6	1.2	1.9	1.8	3.2

Source: Colorado Department of Education
<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment





16700 Keystone Boulevard, Parker, CO 80134
720.851.7827

Grades Pre K-8
Principals | Kendra Hoffmann

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 1,417,776	\$ 1,515,692	\$ 1,515,692	\$ 1,517,052	\$ 1,517,943	\$ 1,519,004
Revenue:						
Per Pupil Revenue	3,806,194	3,930,651	3,982,053	4,149,386	4,252,275	4,357,620
Mill Levy/Override	353,463	370,620	357,348	362,173	363,876	365,579
Tuition	171,528	180,000	180,000	186,000	190,000	196,000
Interest Income	-	2,000	2,000	2,000	2,000	2,000
Student Participation Fees	50,540	63,900	62,950	63,800	70,510	77,280
Child Care Fees	-	-	-	-	-	-
Rental/Lease	-	-	-	-	-	-
Contributions/Donations	-	25,000	25,000	-	-	-
Categorical Revenue	-	-	-	-	-	-
Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	53,987	55,704	55,704	55,704	55,704	55,704
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	190,942	150,000	188,100	150,000	150,000	150,000
Total Revenue	\$ 4,626,654	\$ 4,777,875	\$ 4,853,155	\$ 4,969,063	\$ 5,084,365	\$ 5,204,183
Total Sources	\$ 6,044,430	\$ 6,293,567	\$ 6,368,847	\$ 6,486,115	\$ 6,602,308	\$ 6,723,187
Expenditures:						
Salaries	2,218,724	2,218,604	2,217,405	2,298,491	2,343,533	2,389,476
Benefits	642,967	715,225	714,989	793,449	871,903	940,147
Purchased Services	220,984	228,435	253,127	263,528	272,260	281,279
Purchased Prop Svcs	1,164,315	1,183,870	1,183,870	1,189,447	1,195,191	1,201,107
Other Purch. Svcs	14,964	30,094	29,801	30,376	30,791	31,216
Supplies & Materials	184,773	216,638	214,062	194,067	200,153	206,429
Property	60,919	128,709	131,809	100,000	101,500	103,045
Other Expenses	1,092	52,732	106,732	98,814	67,973	50,137
Other Uses of Funds	20,000	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 4,528,738	\$ 4,774,307	\$ 4,851,795	\$ 4,968,172	\$ 5,083,304	\$ 5,202,836
Balance on Hand June 30	\$ 1,515,692	\$ 1,519,260	\$ 1,517,052	\$ 1,517,943	\$ 1,519,004	\$ 1,520,351
Fund Balance as a % of Revenue	32.76%	31.80%	31.26%	30.55%	29.88%	29.21%

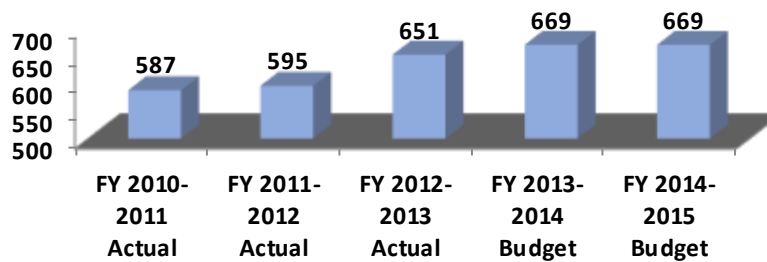
North Star Academy Charter School

TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	0.0	0.0	0.0	0.0	0.0	1.3	-	-
Partially Proficient	9.6	6.2	30.1	20.0	2.7	6.3	-	-
Proficient	83.6	85.2	61.6	70.0	50.7	28.8	-	-
Advanced	6.8	8.6	8.2	10.0	46.6	63.8	-	-
Grade 4								
Unsatisfactory	2.9	0.0	1.4	0.0	0.0	0.0	-	-
Partially Proficient	10.1	7.5	24.6	18.8	5.8	2.5	-	-
Proficient	82.6	87.5	68.1	72.5	40.6	48.8	-	-
Advanced	4.3	5.0	5.8	8.8	53.6	48.8	-	-
Grade 5								
Unsatisfactory	4.1	2.5	1.0	1.2	1.0	3.7	2.1	2.5
Partially Proficient	2.1	4.9	7.2	17.3	8.2	8.6	13.4	28.4
Proficient	70.1	76.5	67.0	65.4	32.0	40.7	43.3	45.7
Advanced	23.7	16.0	24.7	16.0	58.8	46.9	41.2	23.5
Grade 6								
Unsatisfactory	1.4	2.7	0.0	1.4	1.4	1.4	-	-
Partially Proficient	5.7	8.1	20.0	14.9	10.0	13.5	-	-
Proficient	70.0	63.5	62.9	63.5	42.9	40.5	-	-
Advanced	22.9	25.7	17.1	20.3	45.7	44.6	-	-
Grade 7								
Unsatisfactory	2.9	0.0	0.0	0.0	0.0	3.6	-	-
Partially Proficient	11.4	8.9	11.4	12.5	34.3	12.5	-	-
Proficient	60.0	76.8	40.0	57.1	17.1	26.8	-	-
Advanced	25.7	14.3	48.6	30.4	48.6	57.1	-	-
Grade 8								
Unsatisfactory	-	3.4	-	3.4	-	0.0	-	3.4
Partially Proficient	-	6.9	-	17.2	-	41.4	-	17.2
Proficient	-	72.4	-	55.2	-	20.7	-	37.9
Advanced	-	17.2	-	24.1	-	37.9	-	41.4

Source: Colorado Department of Education
<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment





11661 Pine Drive, Parker, CO 80138
303.840.7070

Grades K-8
Principal | Teri Aplin

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 1,232,290	\$ 1,405,487	\$ 1,405,487	\$ 1,390,066	\$ 1,447,802	\$ 1,540,388
Revenue:						
Per Pupil Revenue	3,376,371	3,627,290	3,627,373	3,971,504	4,110,507	4,233,822
Mill Levy/Override	313,705	321,590	321,584	300,000	309,000	318,270
Tuition	652,463	700,175	669,607	694,475	715,309	736,769
Interest Income	2,140	2,420	1,580	1,605	1,653	1,703
Student Participation Fees	65,999	68,910	66,941	67,975	70,014	72,115
Child Care Fees	-	-	-	-	-	-
Rental/Lease	3,455	4,000	4,000	4,000	4,120	4,244
Contributions/Donations	9,349	60,160	59,538	1,260	1,298	1,337
Categorical Revenue	47,894	54,300	54,300	100,939	103,967	107,086
Other State Revenue	-	3,270	3,270	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	102,659	101,630	102,515	103,331	106,431	109,624
Total Revenue	\$ 4,574,035	\$ 4,943,745	\$ 4,910,708	\$ 5,245,089	\$ 5,422,299	\$ 5,584,968
Total Sources	\$ 5,806,325	\$ 6,349,232	\$ 6,316,195	\$ 6,635,155	\$ 6,870,101	\$ 7,125,356
Expenditures:						
Salaries	2,366,498	2,622,000	2,627,500	2,733,504	2,815,509	2,899,974
Benefits	644,423	783,000	765,000	848,653	874,113	900,336
Purchased Services	147,895	109,190	109,590	96,300	99,189	102,165
Purchased Prop Svcs	174,899	193,500	204,314	233,500	240,505	247,720
Other Purch. Svcs	227,294	243,360	242,080	265,757	273,730	281,942
Supplies & Materials	276,183	354,130	331,000	363,000	373,890	385,107
Property	85,607	146,700	168,300	167,139	172,153	177,318
Other Expenses	33,610	37,000	36,500	37,000	38,110	39,253
Other Uses of Funds	2,342	8,439	100	500	515	530
Grant Expense	-	-	-	-	-	-
Transfers for Bond Payments	442,087	449,400	441,745	442,000	442,000	455,260
Total Expenditures	\$ 4,400,838	\$ 4,946,719	\$ 4,926,129	\$ 5,187,353	\$ 5,329,714	\$ 5,489,605
Balance on Hand June 30	\$ 1,405,487	\$ 1,402,513	\$ 1,390,066	\$ 1,447,802	\$ 1,540,388	\$ 1,635,751
Fund Balance as a % of Revenue	30.73%	28.37%	28.31%	27.60%	28.41%	29.29%

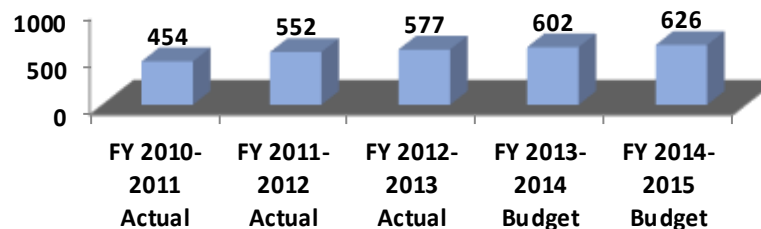
Parker Core Knowledge Charter School

TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	-	-
Partially Proficient	7.0	2.8	19.7	15.3	2.8	0.0	-	-
Proficient	78.9	87.5	56.3	68.1	42.3	26.4	-	-
Advanced	14.1	9.7	23.9	16.7	54.9	73.6	-	-
Grade 4								
Unsatisfactory	2.8	0.0	1.4	0.0	0.0	0.0	-	-
Partially Proficient	2.8	6.9	13.9	16.7	2.8	2.8	-	-
Proficient	91.7	83.3	68.1	55.6	31.9	36.1	-	-
Advanced	2.8	9.7	16.7	27.8	65.3	61.1	-	-
Grade 5								
Unsatisfactory	0.0	1.4	0.0	0.0	0.0	0.0	0.0	1.4
Partially Proficient	6.3	2.8	10.4	9.7	2.1	4.2	22.9	9.7
Proficient	70.8	90.3	58.3	73.6	35.4	36.1	45.8	61.1
Advanced	22.9	5.6	31.3	16.7	62.5	58.3	31.3	27.8
Grade 6								
Unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	-	-
Partially Proficient	4.2	2.0	6.3	2.0	2.1	2.0	-	-
Proficient	64.6	71.4	62.5	65.3	31.3	30.6	-	-
Advanced	31.3	26.5	31.3	32.7	66.7	67.3	-	-
Grade 7								
Unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	-	-
Partially Proficient	10.4	4.2	2.1	4.2	18.8	6.3	-	-
Proficient	83.3	64.6	68.8	47.9	33.3	22.9	-	-
Advanced	6.3	31.3	29.2	47.9	47.9	70.8	-	-
Grade 8								
Unsatisfactory	0.0	0.0	0.0	0.0	2.1	6.4	2.1	4.3
Partially Proficient	2.1	4.3	6.3	17.0	8.3	6.4	6.3	19.1
Proficient	75.0	80.9	54.2	66.0	18.8	29.8	60.4	48.9
Advanced	22.9	14.9	39.6	17.0	70.8	57.4	31.3	27.7

Source: Colorado Department of Education
<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment





4085 Lark Sparrow Street, Highlands Ranch, CO 80126
303.221.1070

Grades K-8
Principal | Mike Munier

Mission Statement

PRA believes in a challenging curriculum, that is mastered by students, creates high self-esteem and involvement in active learning.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 1,902,775	\$ 1,902,246	\$ 1,902,246	\$ 1,803,219	\$ 1,695,423	\$ 1,519,105
Revenue:						
Per Pupil Revenue	3,141,242	3,230,813	3,258,391	3,425,941	3,528,593	3,634,326
Mill Levy/Override	293,101	286,673	289,227	279,400	271,780	269,240
Tuition	74,831	76,500	76,500	78,300	78,300	81,000
Interest Income	22,203	22,000	27,000	26,000	30,000	34,000
Student Participation Fees	186,698	107,500	108,360	107,500	107,500	107,500
Child Care Fees	39,737	29,000	38,000	50,000	50,000	50,000
Rental/Lease	30,949	25,000	22,000	25,000	25,000	25,000
Contributions/Donations	-	44,905	40,000	25,000	25,000	25,000
Categorical Revenue	44,659	46,500	48,800	87,000	84,000	81,000
Hot Lunch Program	96,613	97,500	74,000	94,000	94,000	94,000
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	1,592	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	17,042	5,000	19,000	14,905	14,905	14,905
Total Revenue	\$ 3,948,666	\$ 3,971,391	\$ 4,001,278	\$ 4,213,046	\$ 4,309,078	\$ 4,415,971
Total Sources	\$ 5,851,441	\$ 5,873,637	\$ 5,903,524	\$ 6,016,265	\$ 6,004,501	\$ 5,935,076
Expenditures:						
Salaries	2,079,298	2,156,534	2,156,534	2,286,070	2,366,082	2,448,895
Benefits	485,316	571,200	520,000	630,803	695,014	764,716
Purchased Services	109,898	116,499	116,499	116,687	116,877	117,072
Purchased Prop Svcs	178,437	144,330	144,330	114,493	117,317	120,203
Other Purch. Svcs	226,223	253,079	253,079	260,465	270,210	280,521
Hot Lunch Program	78,049	75,000	65,000	75,000	75,000	75,000
Supplies & Materials	162,065	229,027	215,000	195,511	203,083	208,307
Property	114,553	127,450	120,000	127,450	127,450	127,450
Other Expenses	515,355	509,863	509,863	514,363	514,363	514,363
Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 3,949,195	\$ 4,182,982	\$ 4,100,305	\$ 4,320,842	\$ 4,485,396	\$ 4,656,527
Balance on Hand June 30	\$ 1,902,246	\$ 1,690,655	\$ 1,803,219	\$ 1,695,423	\$ 1,519,105	\$ 1,278,549
Fund Balance as a % of Revenue	48.17%	42.57%	45.07%	40.24%	35.25%	28.95%

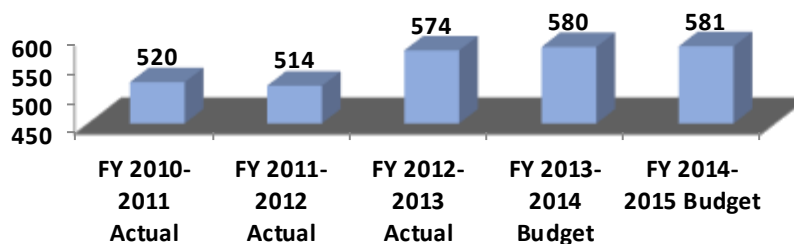
Platte River Academy Charter School

TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	0.0	0.0	0.0	0.0	0.0	0.0	-	-
Partially Proficient	3.8	3.8	9.6	11.5	3.8	11.5	-	-
Proficient	67.3	71.2	67.3	76.9	40.4	48.1	-	-
Advanced	28.8	23.1	23.1	11.5	55.8	40.4	-	-
Grade 4								
Unsatisfactory	0.0	2.0	0.0	0.0	0.0	2.0	-	-
Partially Proficient	3.9	5.9	19.6	19.6	0.0	0.0	-	-
Proficient	82.4	78.4	52.9	60.8	31.4	41.2	-	-
Advanced	13.7	13.7	27.5	19.6	68.6	56.9	-	-
Grade 5								
Unsatisfactory	3.8	0.0	0.0	0.0	0.0	0.0	3.8	0.0
Partially Proficient	3.8	3.8	17.3	5.8	5.8	0.0	17.3	13.5
Proficient	67.3	65.4	53.8	51.9	38.5	28.8	44.2	46.2
Advanced	25.0	30.8	28.8	42.3	55.8	69.2	34.6	38.5
Grade 6								
Unsatisfactory	0.0	1.9	0.0	0.0	1.9	0.0	-	-
Partially Proficient	7.7	7.7	21.2	17.3	9.6	5.8	-	-
Proficient	73.1	59.6	57.7	61.5	34.6	34.6	-	-
Advanced	19.2	30.8	21.2	21.2	53.8	59.6	-	-
Grade 7								
Unsatisfactory	0.0	1.9	0.0	0.0	2.0	3.7	-	-
Partially Proficient	6.0	11.1	10.0	13.0	10.0	25.9	-	-
Proficient	74.0	66.7	54.0	48.1	28.0	16.7	-	-
Advanced	20.0	20.4	36.0	38.9	60.0	53.7	-	-
Grade 8								
Unsatisfactory	0.0	0.0	0.0	0.0	0.0	4.3	3.8	2.2
Partially Proficient	5.8	6.5	19.2	4.3	11.5	4.3	11.5	6.5
Proficient	69.2	76.1	44.2	54.3	28.8	34.8	69.2	76.1
Advanced	25.0	17.4	36.5	41.3	59.6	56.5	15.4	15.2

Source: Colorado Department of Education
<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment





6161 Business Drive, Highlands Ranch, CO 80132
303.471.8439

Grades K-12
Principal | Lisa Nolan

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 477,704	\$ 807,499	\$ 807,499	\$ 913,118	\$ 1,588,405	\$ 2,602,184
Revenue:						
Per Pupil Revenue	4,859,793	6,315,189	6,308,032	8,305,966	8,943,392	9,657,573
Mill Levy/Override	451,840	557,683	558,585	682,438	700,397	719,658
Tuition	824,241	918,499	924,431	1,152,548	1,201,454	1,216,883
Interest Income	-	-	-	-	-	-
Student Participation Fees	92,705	198,509	196,522	301,840	307,900	316,075
Child Care Fees	-	-	-	-	-	-
Rental/Lease	4,430	98,931	96,095	40,000	40,000	40,000
Contributions/Donations	3,567	-	286,439	-	-	-
Categorical Revenue	68,935	92,047	94,333	211,310	222,360	234,260
Other State Revenue	-	-	-	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	-	-	-	-	-	-
Grants Federal	-	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	74,407	324,712	35,185	160,000	152,500	155,125
Total Revenue	\$ 6,379,916	\$ 8,505,570	\$ 8,499,622	\$ 10,854,102	\$ 11,568,003	\$ 12,339,574
Total Sources	\$ 6,857,620	\$ 9,313,069	\$ 9,307,121	\$ 11,767,220	\$ 13,156,408	\$ 14,941,758
Expenditures:						
Salaries	3,376,670	4,195,696	4,194,646	5,087,042	5,369,653	5,530,743
Benefits	858,883	1,146,462	1,131,784	1,378,273	1,549,432	1,645,331
Purchased Services	105,762	156,062	159,264	172,301	185,832	194,079
Purchased Prop Svcs	581,431	1,670,309	1,667,466	2,199,220	2,190,272	2,502,186
Other Purch. Svcs	356,772	458,052	499,153	575,233	603,633	658,517
Supplies & Materials	512,019	514,110	547,558	558,197	533,812	555,232
Property	246,506	185,871	179,654	99,610	50,250	65,513
Other Expenses	12,079	73,388	14,478	108,939	71,341	81,257
Other Uses of Funds	-	-	-	-	-	-
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 6,050,122	\$ 8,399,950	\$ 8,394,003	\$ 10,178,814	\$ 10,554,224	\$ 11,232,858
Balance on Hand June 30	\$ 807,499	\$ 913,118	\$ 913,118	\$ 1,588,405	\$ 2,602,184	\$ 3,708,900
Fund Balance as a % of Revenue	12.66%	10.74%	10.74%	14.63%	22.49%	30.06%

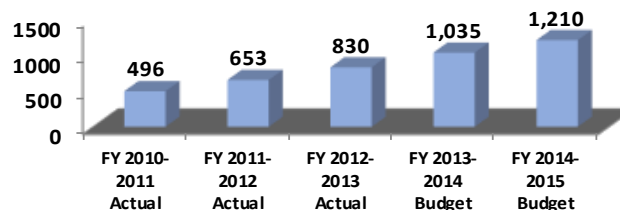
SkyView Academy Charter School

TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 3								
Unsatisfactory	2.0	1.0	2.0	0.0	2.0	0.0	-	-
Partially Proficient	3.0	7.1	29.3	31.3	11.1	8.1	-	-
Proficient	76.8	77.8	56.6	60.6	50.5	48.5	-	-
Advanced	18.2	14.1	12.1	8.1	36.4	43.4	-	-
Grade 4								
Unsatisfactory	2.8	2.0	0.0	1.0	0.0	2.0	-	-
Partially Proficient	8.3	9.2	26.0	28.6	5.6	12.2	-	-
Proficient	84.7	82.7	61.6	62.2	50.0	50.0	-	-
Advanced	4.2	6.1	11.0	8.2	44.4	35.7	-	-
Grade 5								
Unsatisfactory	4.1	2.0	1.4	2.0	1.4	3.1	6.8	1.0
Partially Proficient	11.0	6.1	30.1	22.4	21.9	7.1	26.0	36.7
Proficient	72.6	85.7	52.1	68.4	30.1	46.9	49.3	49.0
Advanced	11.0	6.1	15.1	7.1	45.2	42.9	16.4	13.3
Grade 6								
Unsatisfactory	2.0	1.4	0.0	0.0	4.1	4.1	-	-
Partially Proficient	10.2	10.8	20.4	27.0	18.4	18.9	-	-
Proficient	67.3	73.0	61.2	66.2	44.9	32.4	-	-
Advanced	20.4	14.9	16.3	6.8	32.7	44.6	-	-
Grade 7								
Unsatisfactory	-	4.7	-	0.0	-	4.7	-	-
Partially Proficient	-	9.3	-	18.6	-	23.3	-	-
Proficient	-	79.1	-	46.5	-	41.9	-	-
Advanced	-	7.0	-	34.9	-	30.2	-	-
Grade 8								
Unsatisfactory	-	-	-	-	-	-	-	-
Partially Proficient	-	-	-	-	-	-	-	-
Proficient	-	-	-	-	-	-	-	-
Advanced	-	-	-	-	-	-	-	-
Grade 9								
Unsatisfactory	3.9	4.2	0.0	2.1	17.6	29.2	-	-
Partially Proficient	9.8	16.7	19.6	29.2	27.5	29.2	-	-
Proficient	86.3	72.9	66.7	56.3	41.2	29.2	-	-
Advanced	0.0	6.3	11.8	12.5	13.7	12.5	-	-
Grade 10								
Unsatisfactory	-	3.5	-	1.8	-	24.6	-	19.3
Partially Proficient	-	14.0	-	35.1	-	42.1	-	21.1
Proficient	-	68.4	-	49.1	-	22.8	-	50.9
Advanced	-	14.0	-	14.0	-	10.5	-	8.8

Source: Colorado Department of Education
<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment



8773 South Ridgeline Boulevard, Highlands Ranch, CO 80129
303.683.7836

Conventional Calendar | Grades 6-12
Principal | Penny Eucker

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.

	Audited Actual 2012-2013	Revised Budget 2013-2014	Estimated Actual 2013-2014	Proposed Budget 2014-2015	Projected Budget 2015-2016	Projected Budget 2016-2017
Balance on Hand July 1	\$ 308,402	\$ 555,888	\$ 555,888	\$ 792,122	\$ 1,150,058	\$ 4,743,314
Revenue:						
Per Pupil Revenue	3,754,777	4,731,654	4,720,872	6,414,400	11,535,792	12,520,639
Mill Levy/Override	354,042	424,116	420,828	498,750	879,375	946,800
Tuition	-	-	-	-	-	-
Interest Income	143	500	500	700	800	1,000
Student Participation Fees	96,154	159,465	112,020	142,840	-	-
Child Care Fees	-	-	-	-	-	-
Rental/Lease	-	-	-	10,984	38,734	41,625
Contributions/Donations	29,405	-	35,841	10,000	45,000	49,500
Categorical Revenue	-	-	73,112	-	-	-
Other State Revenue	-	-	6,775	-	-	-
Cap Reserve Bond Revenue	-	-	-	-	-	-
Grants Local	56,472	64,328	-	161,500	284,750	306,000
Grants Federal	196,500	-	-	-	-	-
Other Sources	-	-	-	-	-	-
Miscellaneous Revenue	523	-	-	-	-	-
Total Revenue	\$ 4,488,016	\$ 5,380,062	\$ 5,369,948	\$ 7,239,174	\$ 12,784,451	\$ 13,865,564
Total Sources	\$ 4,796,418	\$ 5,935,950	\$ 5,925,836	\$ 8,031,297	\$ 13,934,509	\$ 18,608,877
Expenditures:						
Salaries	2,080,406	2,659,525	2,772,366	3,486,501	4,796,989	5,215,104
Benefits	638,810	758,003	630,681	974,975	1,487,067	1,668,833
Purchased Services	199,158	168,000	93,288	185,369	284,788	340,302
Purchased Prop Svcs	671,886	977,874	1,048,168	1,272,685	1,362,761	1,428,491
Other Purch. Svcs	208,636	415,867	308,775	418,700	522,775	575,428
Supplies & Materials	227,407	192,068	175,466	310,889	388,611	427,472
Property	204,035	136,428	90,955	190,000	286,750	376,400
Other Expenses	10,123	27,480	7,015	41,220	59,025	73,781
Other Uses of Funds	67	500	7,000	900	2,430	3,038
Grant Expense	-	-	-	-	-	-
Cap Reserve Expense	-	-	-	-	-	-
Total Expenditures	\$ 4,240,530	\$ 5,335,745	\$ 5,133,714	\$ 6,881,239	\$ 9,191,196	\$ 10,108,849
Balance on Hand June 30	\$ 555,888	\$ 600,205	\$ 792,122	\$ 1,150,058	\$ 4,743,314	\$ 8,500,029
Fund Balance as a % of Revenue	12.39%	11.16%	14.75%	15.89%	37.10%	61.30%

STEM Academy Charter School

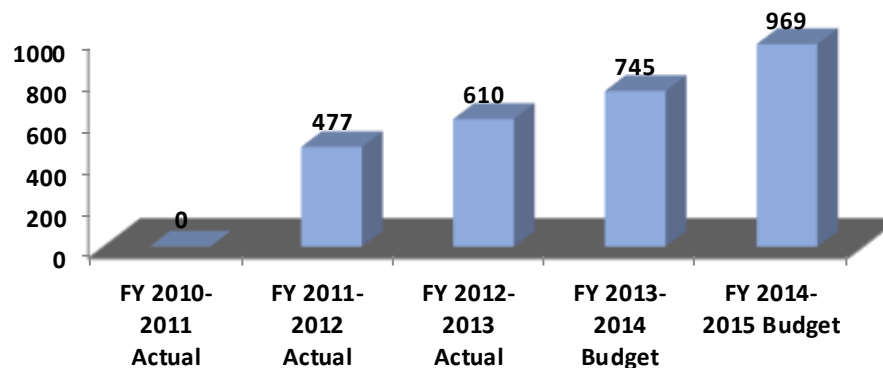
TCAP Results

	Reading %		Writing %		Math %		Science %	
	2012	2013	2012	2013	2012	2013	2012	2013
Grade 6								
Unsatisfactory	0.6	2.5	0.6	1.3	1.3	3.8	-	-
Partially Proficient	7.7	10.6	23.7	24.4	14.7	16.3	-	-
Proficient	73.7	68.8	63.5	59.4	40.4	35.0	-	-
Advanced	17.3	18.1	11.5	15.0	42.9	45.0	-	-
Grade 7								
Unsatisfactory	2.0	1.9	0.7	0.6	3.4	3.2	-	-
Partially Proficient	6.8	13.4	10.1	19.1	14.9	21.0	-	-
Proficient	76.4	73.2	60.8	61.8	35.1	29.9	-	-
Advanced	14.9	11.5	26.4	18.5	45.3	45.9	-	-
Grade 8								
Unsatisfactory	5.2	1.9	1.3	0.6	7.8	2.6	11.7	6.4
Partially Proficient	13.0	8.3	28.6	20.5	20.8	14.7	19.5	23.1
Proficient	70.1	79.5	55.8	68.6	33.8	32.7	54.5	60.9
Advanced	9.1	10.3	13.0	9.6	35.1	50.0	11.7	9.6
Grade 9								
Unsatisfactory	5.0	0.0	2.5	0.0	35.0	3.9	-	-
Partially Proficient	32.5	10.4	47.5	15.6	30.0	32.5	-	-
Proficient	57.5	80.5	50.0	67.5	25.0	31.2	-	-
Advanced	0.0	6.5	0.0	14.3	10.0	29.9	-	-
Grade 10								
Unsatisfactory	-	0.0	-	0.0	-	19.4	-	11.1
Partially Proficient	-	13.9	-	38.9	-	44.4	-	33.3
Proficient	-	80.6	-	55.6	-	25.0	-	47.2
Advanced	-	5.6	-	5.6	-	11.1	-	8.3

Source: Colorado Department of Education

<http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

Enrollment

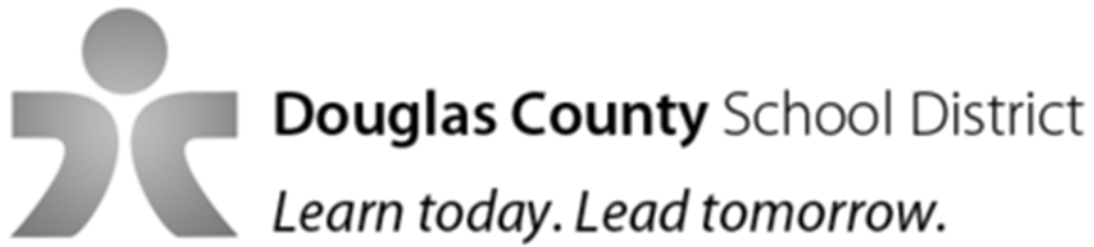


SCHOOL BY SCHOOL SUMMARY | CHARTER SCHOOLS**FY 2014-2015 Adopted Budget**

CHARTER SCHOOL	Beginning Fund Balance	Budgeted Revenues	Budgeted Expenditures	Ending Fund Balance
Academy Charter	\$ 1,956,723	\$ 4,769,550	\$ 4,737,020	\$ 1,989,253
American Academy Charter	1,360,134	15,104,079	14,714,840	1,749,374
Aspen View Academy	400,983	5,959,851	5,760,208	600,626
Ben Franklin Academy	1,811,754	6,819,155	6,440,755	2,190,154
Challenge to Excellence Charter	1,767,470	4,024,640	4,135,182	1,656,928
DCS Montessori Charter	652,816	4,166,235	4,116,235	702,816
HOPE Online Learning Academy	1,243,012	22,017,900	22,007,371	1,253,541
North Star Academy Charter	1,517,052	4,969,063	4,968,172	1,517,943
Parker Core Knowledge Charter	1,390,066	5,245,089	5,187,353	1,447,802
Platte River Academy Charter	1,803,219	4,213,046	4,320,842	1,695,423
SkyView Academy Charter	913,118	10,854,102	10,178,814	1,588,405
STEM Charter	792,122	7,239,174	6,881,239	1,150,058
TOTAL	\$ 15,608,470	\$ 95,381,884	\$ 93,448,031	\$ 17,542,324



DEPARTMENTS

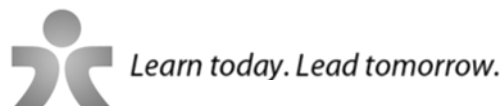


Adopted Budget Book

FY 2014-2015

DEPARTMENTS

Douglas County School District



- Assessment and System Performance
- Athletics, Activities, Student Leadership & Stadiums
- Board of Education
- Business Services
- Chief Operating Officer
- Communications & Community Relations/ Partnerships
- Development and Innovation
- District Library and Media Center
- Human Resources
- Information Technology
- Legal Counsel
- Literacy
- Operations and Maintenance
- Personalized Learning
- Planning and Construction
- Pre K-12 Education (Elementary)
- Pre K-12 Education (Secondary)
- Purchasing and Contracting
- School Safety and Security
- Superintendents Office
- World Class Education



ASSESSMENT AND SYSTEM PERFORMANCE



System Performance Officer |

Matt Reynolds

620 Wilcox Street, Castle Rock, CO 80104

303.387.0095

The Office of Assessment and 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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 377,039	\$ 471,022	\$ 573,894	\$ 1,310,635	\$ 1,687,745
Benefits	89,708	113,832	150,903	299,524	394,754
Purchased Services	225,860	184,509	707,080	869,719	753,925
Supplies and Materials	6,151	7,399	15,369	27,505	14,100
Capital Equipment	-	-	-	75,400	-
Other Expense	16,164	17,495	17,767	21,592	17,000
Total Expenditures	\$ 714,922	\$ 794,257	\$ 1,465,013	\$ 2,604,375	\$ 2,867,524
Carry Over Awarded into Subsequent Year*	\$ 331,795	\$ 398,009	\$ 98,801	\$ -	\$ -
FTE					
Administrative	0.00	1.00	1.00	1.00	1.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	0.50	1.00	1.00	1.00	1.00
Professional/Technical	3.44	3.43	5.43	7.50	6.50
Total FTE	3.94	5.43	7.43	9.50	8.50

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

ATHLETICS, ACTIVITIES, STUDENT LEADERSHIP & STADIUMS



Director | Derek Chaney

620 Wilcox Street, Castle Rock, CO 80104
303.387.0095

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 476,670	\$ 466,791	\$ 509,980	\$ 540,110	\$ 512,075
Benefits	97,299	103,902	120,996	134,555	138,413
Purchased Services	135,425	163,622	160,057	186,143	217,933
Supplies and Materials	95,808	121,487	94,291	42,674	154,695
Capital Equipment	-	12,184	-	-	-
Other Expense	8,147	9,268	4,790	10,586	10,320
Total Expenditures	\$ 813,349	\$ 877,254	\$ 890,113	\$ 914,067	\$ 1,033,436
Carry Over Awarded into Subsequent Year*	\$ 170,244	\$ 181,089	\$ 193,399	\$ -	\$ -
FTE					
Administrative	1.00	1.00	1.00	1.00	1.00
Certified	1.00	0.00	0.00	0.00	0.00
Classified	1.72	3.72	3.72	4.12	4.00
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	3.72	4.72	4.72	5.12	5.00

*Note: Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

BOARD OF EDUCATION



President | Kevin Larsen

620 Wilcox Street Castle Rock, CO 80104
303.387.258

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.

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 78,194	\$ 62,086	\$ 64,373	\$ 67,402	\$ 69,931
Benefits	17,986	16,165	17,847	19,480	21,410
Purchased Services	246,025	230,305	271,793	310,992	302,600
Supplies and Materials	13,935	22,322	25,269	39,297	21,500
Capital Equipment	27,202	-	-	-	-
Other Expense	87	3,193	5,004	3,504	25,500
Total Expenditures	\$ 383,429	\$ 334,071	\$ 384,286	\$ 440,675	\$ 440,941
Carry Over Awarded into Subsequent Year*	\$ 221,564	\$ 305,702	\$ 77,307	\$ -	\$ -
FTE					
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
Total FTE	1.00	1.00	1.00	1.00	1.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

BUSINESS SERVICES



Chief Financial Officer | Bonnie Betz

701 Prairie Hawk Drive Castle Rock, CO 80109
720.433.1095

Our purpose is to continuously improve the quality of business and financial services to all internal and external customers through timely communication, accurate financial data and effective use of resources. Business Services includes: Accounting, Accounts Payable, Budget, Payroll, Purchasing and Contracting, Employee Benefits, Nutrition Services, Before & After School Enterprise (B.A.S.E.), and Student Data and Information Services.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 1,348,528	\$ 1,341,810	\$ 1,446,103	\$ 1,563,225	\$ 1,637,942
Benefits	378,754	384,973	400,957	458,748	548,400
Purchased Services	491,473	559,593	138,287	96,114	88,380
Supplies and Materials	60,043	44,037	48,836	15,450	35,950
Capital Equipment	3,685	-	-	-	-
Other Expense	30,549,701	29,166,623	13,035	16,882	18,200
Total Expenditures	\$ 32,832,183	\$ 31,497,037	\$ 2,047,219	\$ 2,150,419	\$ 2,328,872
Carry Over Awarded into Subsequent Year*	\$ 167,421	\$ 238,633	\$ 219,319	\$ -	\$ -
FTE					
Administrative	2.00	2.00	1.00	3.00	3.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	16.50	14.30	12.73	13.80	15.80
Professional/Technical	6.00	7.20	9.20	9.50	10.50
Total FTE	24.50	23.50	22.93	26.30	30.30

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

Note: Prior year actuals included interest expense from the Bond Redemption and Capital Reserve Funds. Starting in FY 2012-2013 the expense from these funds was moved to the District level and is no longer recorded in Business Services. These amounts include a total of \$28,257,496 in FY 2012-2013, an estimated total of \$30,606,107 in FY 2013-2014, and a budgeted total of \$31,019,095 in FY 2014-2015.

CHIEF OPERATING OFFICER



Chief Operations Officer | Thomas Tsai

620 Wilcox Street Castle Rock, CO 80104
720.433.1260

The Operations Department is dedicated to supporting student achievement by effectively and efficiently using resources to deliver quality student transportation, technology, facilities management, security, capital planning, and risk management services.

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 194,960	\$ 238,996	\$ 234,591	\$ 224,066	\$ 230,935
Benefits	48,091	56,286	53,882	53,334	60,817
Purchased Services	4,271	12,098	23,506	3,810	164,600
Supplies and Materials	2,717	2,790	9,049	7,688	3,700
Capital Equipment	2,687	-	-	-	1,245,000
Other Expense	229	308	24	163	200
Total Expenditures	\$ 252,954	\$ 310,479	\$ 321,052	\$ 289,061	\$ 1,705,252
Carry Over Awarded into Subsequent Year*	\$ 23,704	\$ 127,580	\$ 106,207	\$ -	\$ -
FTE					
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	0.00	0.00	0.00	0.00	0.00
Total FTE	2.00	2.00	2.00	2.00	2.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

Note: For the FY 2014-2015 Adopted Budget \$1,245,000 in capital equipment is budgeted in Fund 43 for capital needs across the district but reflected in the COO budget.

COMMUNICATIONS & COMMUNITY RELATIONS/PARTNERSHIPS



Community Relations Officer |
Cinamon Watson
Internal Communications Officer |
Randy Barber

620 Wilcox Street Castle Rock, CO 80104
 303.387.0033

Amazing things are happening within the District every day. It is our job to spark conversations with students, parents, employees and community about the District; what we have accomplished and where we are going. The Office of Community Relations strives to provide up-to-the-minute communication that provides the concise information our stakeholders need. Always with the focus of doing what is best for our students.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 402,067	\$ 516,830	\$ 557,819	\$ 630,021	\$ 579,551
Benefits	96,662	122,261	131,260	156,734	167,440
Purchased Services	7,620	55,702	92,145	404,765	135,933
Supplies and Materials	14,186	30,538	45,575	34,708	33,389
Capital Equipment	11,593	-	-	-	-
Other Expense	6,424	839	858	373	17,400
Total Expenditures	\$ 538,551	\$ 726,171	\$ 827,658	\$ 1,226,601	\$ 933,713
Carry Over Awarded into Subsequent Year*	\$ 175,905	\$ 185,278	\$ 168,872	\$ -	\$ -
FTE					
Administrative	1.00	2.00	2.00	2.00	2.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	4.00	9.16	8.16	9.54	9.00
Professional/Technical	1.00	2.00	3.00	3.00	3.00
Total FTE	6.00	13.16	13.16	14.54	14.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

DEVELOPMENT AND INNOVATION



Development and Innovation Officer | Pat McGraw

312 Cantril Street Castle Rock, CO 80104
303.387.9500

Our purpose is to continuously improve DCSD so that all employees can maximize their potential and achieve the District's desired outcomes – providing each child the maximum opportunity for success, achieving sustainable learning for the 21st century and defining and measuring what matters most.

Center for Professional Development

Students aren't the only people learning in Douglas County! An extensive variety of courses are available for all staff members in Douglas County, providing opportunities for learning on both a personal and a professional level.

Home Education Partnerships

Five options are available for students pursuing their education at home. DCSD provides support for these students based on their needs, as well as assistance with testing and state requirements.

Choice Programming:

The Douglas County School District prides itself in innovative programs designed to meet the educational desires and needs of students, parents and the community. We embrace school choice by offering a wide variety of neighborhood school programs, option schools, charter schools and online learning.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 630,234	\$ 724,660	\$ 2,253,331	\$ 2,952,218	\$ 2,231,473
Benefits	136,068	174,133	475,454	641,352	572,408
Purchased Services	72,199	104,076	167,741	212,523	244,075
Supplies and Materials	68,273	100,502	138,019	141,378	325,445
Capital Equipment	22,079	-	-	-	-
Other Expense	56,200	37,144	27,869	42,202	8,252
Total Expenditures	\$ 985,054	\$ 1,140,515	\$ 3,062,414	\$ 3,989,672	\$ 3,381,653
Carry Over Awarded into Subsequent Year*	\$ 550,312	\$ 652,826	\$ 81,333	\$ -	\$ -
FTE					
Administrative	0.50	0.50	1.00	1.50	2.50
Certified	2.00	1.00	0.00	0.00	1.00
Classified	3.45	5.52	6.51	6.70	6.00
Professional/Technical	0.50	3.00	6.50	10.00	10.00
Total FTE	6.45	10.02	14.01	18.20	19.50

*Note: Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

DISTRICT LIBRARY AND MEDIA CENTER



District Library Media Programming Director | Linda Conway

985 South Plum Creek Boulevard Castle Rock, CO 80104
303.387.0600

Our Mission is to serve the Douglas County School District staff and community by providing access to quality resources, information and training, thereby enhancing 21st century instruction and student achievement.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 330,325	\$ 241,040	\$ 262,665	\$ 284,720	\$ 335,949
Benefits	99,366	74,408	76,372	84,872	119,741
Purchased Services	42,098	37,562	42,802	39,038	26,911
Supplies and Materials	70,046	51,818	59,742	92,789	58,925
Capital Equipment	4,858	9,396	-	-	-
Other Expense	1,332	794	1,833	1,375	1,695
Total Expenditures	\$ 548,025	\$ 415,019	\$ 443,415	\$ 502,795	\$ 543,221
Carry Over Awarded into Subsequent Year*	\$ 21,595	\$ 17,788	\$ 3,900	\$ -	\$ -
FTE					
Administrative	0.00	0.00	1.00	1.00	1.00
Certified	1.00	0.00	0.00	0.00	0.00
Classified	5.00	5.00	4.00	4.00	4.00
Professional/Technical	1.00	1.00	1.00	1.00	1.00
Total FTE	7.00	6.00	6.00	6.00	6.00

*Note: Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

HUMAN RESOURCES



Chief Human Resources Officer | Brian Ceasre

620 Wilcox Street Castle Rock, CO 80104
303.387.0100

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 1,803,842	\$ 1,427,753	\$ 1,645,386	\$ 1,856,069	\$ 2,072,235
Benefits	12,591,767	5,286,208	349,449	521,831	1,163,284
Purchased Services	27,708,513	29,923,340	35,835,246	36,753,310	38,056,503
Supplies and Materials	152,925	28,677	37,819	49,864	88,274
Capital Equipment	-	-	-	-	-
Other Expense	8,357	7,817	34,731	113,142	87,469
Total Expenditures	\$ 42,265,404	\$ 36,673,795	\$ 37,902,632	\$ 39,294,216	\$ 41,467,765
Carry Over Awarded into Subsequent Year*	\$ 155,096	\$ 180,622	\$ 106,705	\$ -	\$ -
FTE					
Administrative	7.00	6.00	5.00	6.00	6.00
Certified	3.60	0.00	0.00	0.59	0.59
Classified	15.35	9.96	10.20	9.70	9.70
Professional/Technical	0.50	4.50	5.50	7.00	8.00
Total FTE	26.45	20.46	20.70	23.29	24.29

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

INFORMATION TECHNOLOGY



Chief Technology Officer | Gautam Sethi

701 Prairie Hawk Drive Castle Rock, CO 80109
720.433.0010

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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 3,738,499	\$ 3,610,590	\$ 3,900,727	\$ 3,323,884	\$ 3,900,656
Benefits	923,655	917,705	941,586	914,329	1,181,683
Purchased Services	2,076,297	554,298	3,585,763	6,008,897	4,771,250
Supplies and Materials	89,603	4,995,879	5,293,490	5,916,668	8,757,689
Capital Equipment	8,227,429	6,145,222	8,191,698	6,806,593	-
Other Expense	(159,049)	(160,813)	28,171	16,461	11,825
Total Expenditures	\$ 14,896,433	\$ 16,062,880	\$ 21,941,434	\$ 22,986,831	\$ 18,623,103
Carry Over Awarded into Subsequent Year*	\$ 535,900	\$ 1,041,807	\$ 1,288,237	\$ -	\$ -
FTE					
Administrative	2.00	2.00	2.00	2.00	2.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	26.60	27.20	20.70	20.70	22.70
Professional/Technical	23.00	21.00	24.00	27.00	29.00
Total FTE	51.60	50.20	46.70	49.70	53.70

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

LEGAL COUNSEL



Legal Counsel | Robert Ross

620 Wilcox Street Castle Rock, CO 80104
303.387.0116

Legal Counsel serves the Douglas County School District by providing trusted, objective, confidential advice and legal representation to the leaders and Board of Education of DCSD. We advocate for the best interests of students by making sure that the actions of the District reflect its values. We provide counsel on a daily basis to schools and District Administrators, and perform other duties at the request of the Superintendent and the Board of Education.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 216,687	\$ 196,839	\$ 213,895	\$ 223,701	\$ 213,273
Benefits	55,853	52,242	45,637	52,877	57,335
Purchased Services	106,497	894,107	709,879	340,849	507,855
Supplies and Materials	287	1,570	1,101	842	1,350
Capital Equipment	-	-	-	-	-
Other Expense	6,842	32,309	8,590	8,360	11,545
Total Expenditures	\$ 386,166	\$ 1,177,067	\$ 979,102	\$ 626,629	\$ 791,358
Carry Over Awarded into Subsequent Year*	\$ 15,382	\$ (41,742)	\$ (90,503)	\$ -	\$ -
FTE					
Administrative	0.82	1.00	1.00	1.00	1.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	1.00	1.00	0.00	0.00	0.00
Professional/Technical	0.00	0.00	1.00	1.00	1.00
Total FTE	1.82	2.00	2.00	2.00	2.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

LITERACY



Curriculum Coordinator | Tammy Whipple

620 Wilcox Street Castle Rock, CO 80104
303.387.0186

Our purpose is to guide and support schools in providing quality literacy instruction for all students. We provide additional literacy support through District-funded instructional programs and literacy training for school staff and individual students that align with K-12 and are based on researched best practices. Our vision is for all students to have a right to independent literacy and the power, joy and freedom it can provide. Our process is threefold:

To LEAD our professional community by:

- maintaining our personal commitment to literate lives
- sharing our passion and enthusiasm regarding literacy
- building interpersonal relationships

To INSPIRE by actions and attitudes that include:

- encouraging a positive, rational approach to literacy expectations
- teaching and modeling best practices in literacy instruction
- affirming already skilled practitioners and encouraging the desire for growth

To SERVE administrators, teachers and students by:

- collaborating with colleagues in reflective, purposeful literacy instruction
- sharing of expertise, examples, and resources

Funding Snapshot

	FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
	Audited Actuals	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget		
Direct School Expenditures								
Salaries	\$ 176,754	\$ 255,990	\$ 115,121	\$ 3,090	\$ 123,899			
Benefits	40,695	50,701	24,192	570	31,926			
Purchased Services	60,411	21,329	886	2,189	32,700			
Supplies and Materials	28,395	72,715	276	826	15,651			
Capital Equipment	1,772	-	-	-	-			
Other Expense	248	4	-	-	12,450			
Total Expenditures	\$ 308,275	\$ 400,738	\$ 140,475	\$ 6,675	\$ 216,626			
Carry Over Awarded into Subsequent Year*	\$ 190,685	\$ 60,052	\$ 168,886	\$ -	\$ -			
FTE								
Administrative	0.00	0.00	0.00	0.00	0.00			
Certified	1.00	1.00	0.00	0.00	0.00			
Classified	0.00	0.00	0.00	0.00	0.00			
Professional/Technical	1.00	1.00	1.00	0.00	1.00			
Total FTE	2.00	2.00	1.00	0.00	1.00			

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

Note: For FY 2013-2014 estimated actuals for 2 FTE were moved to World Class Education, to move toward recategorizing Literacy as part of the World Class Education Department.

Note: For FY 2014-2015 the Adopted Budget was allocated based on Literacy still having its own budget, going forward for FY 2014-2015 Literacy will now be a part of World Class Education.

OPERATIONS AND MAINTENANCE



Chief Operations Officer | Thomas Tsai
Executive Director | Bo Bacon

620 Wilcox Street Castle Rock, CO 80104
 720.433.1260

The Operations Department's mission is to maximize District resources, through continuous improvement, to provide services that enhance student achievement and create physical and learning environments that are safe and conducive to learning. *The Operations Department is dedicated to supporting student achievement by effectively and efficiently using resources to deliver quality student transportation, technology, facilities management, security, capital planning and risk management services.*

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 4,729,240	\$ 4,885,783	\$ 4,906,131	\$ 5,241,933	\$ 5,585,881
Benefits	1,407,552	1,465,525	1,542,619	1,742,177	2,069,165
Purchased Services	1,127,346	1,312,896	1,849,836	1,511,574	4,910,992
Supplies and Materials	1,174,659	2,281,209	1,821,172	2,046,358	10,868,429
Capital Equipment	345,707	238,869	344,037	98,429	516,920
Other Expense	(655,071)	(645,296)	(65,982)	(279,002)	(124,927)
Total Expenditures	\$ 8,129,433	\$ 9,538,986	\$ 10,397,812	\$ 10,361,469	\$ 23,826,460
Carry Over Awarded into Subsequent Year*	\$ 1,388,857	\$ 2,353,842	\$ 1,908,441	\$ -	\$ -
FTE					
Administrative	0.00	0.00	1.00	1.00	1.00
Certified	0.00	0.00	1.00	0.00	0.00
Classified	104.32	100.50	108.50	106.80	119.60
Professional/Technical	3.30	4.00	5.00	6.00	6.00
Total FTE	107.62	104.50	115.50	113.80	126.60

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

Note: For the FY 2014-2015 Adopted Budget purchased services increased by \$3,417,290 due to vacuuming increasing from 2 days a week to 5 days a week and for custodial services held within the O&M department that will be disbursed to individual school budgets during the year.

Note: For FY 2014-2015 O&M has an additional \$8,666,397 allocated in Fund 45 from the 2014 COP for capital improvement projects across the District.

PERSONALIZED LEARNING



Chief Student Advocacy Officer | Dr. Jason Germain

620 Wilcox Street Castle Rock, CO 80104
303.387.0077

Personalized Learning is a new addition to departments for the District for FY 2014-2015. Personalized learning encompasses Early Childhood Education, Special Education, Gifted and Talented, English as a Second Language, Health Services with Medicaid, School Counselors, Reading Recovery, and Homeless Liaison. All of which serve a mutual specific purpose of working to personalize learning to the specific needs of our students. In the snapshot all are represented except Special Education and Special Education-Early Childhood Education, which are included on page 289.

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 2,931,121	\$ 2,962,063	\$ 4,264,327	\$ 2,998,215	\$ 4,675,730
Benefits	689,611	729,964	1,102,878	819,565	1,782,216
Purchased Services	232,874	349,829	351,056	534,113	214,679
Supplies and Materials	296,762	328,698	308,765	383,844	480,654
Capital Equipment	6,757	17,181	4,292	-	-
Other Expense	24,969	19,919	21,915	17,713	26,813
Total Expenditures	\$ 4,182,094	\$ 4,407,654	\$ 6,053,234	\$ 4,753,449	\$ 7,180,092
Carry Over Awarded into Subsequent Year*	\$ 1,568,149	\$ 1,313,417	\$ 1,000,519	\$ -	\$ -
FTE					
Administrative	2.00	3.00	4.50	5.50	5.50
Certified	38.10	38.40	45.69	25.30	24.10
Classified	6.18	6.78	9.06	12.95	70.75
Professional/Technical	2.00	2.00	3.00	4.00	5.00
Total FTE	48.28	50.18	62.25	47.75	103.35

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

Note: For FY 2014-2015 Adopted Budget ECE instructors are budgeted within the ECE department and will be distributed to individual school locations throughout the year. This accounts for approximately 57.23 of the FY 2014-2015 Adopted Budget FTE and \$2,695,378 in salaries and benefits distributed to schools making ECE more in line with historical norms.

PLANNING AND CONSTRUCTION



Director | Richard Cosgrove

620 Wilcox Street Castle Rock, CO 80104
303.387.0116

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.

Funding Snapshot

	FY 2013-2014				
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ -	\$ 304,962	\$ 290,969	\$ 475,903	\$ 497,998
Benefits	139	61,883	64,295	122,551	145,956
Purchased Services	14,174	18,792	39,619	42,589	42,076
Supplies and Materials	8,307	1,727	3,025	274,883	2,600
Capital Equipment	5,035	-	1,230,595	1,692,871	1,286,370
Other Expense	7	1,784	306	110,142	201,762
Total Expenditures	\$ 27,660	\$ 389,148	\$ 1,628,809	\$ 2,718,938	\$ 2,176,762
Carry Over Awarded into Subsequent Year*	\$ 19,881	\$ 7,744	\$ 9,974	\$ -	\$ -
FTE					
Administrative	0.00	1.00	1.00	1.00	1.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	0.00	1.00	0.00	0.00	0.00
Professional/Technical	0.00	3.00	3.00	4.00	5.25
Total FTE	0.00	5.00	4.00	5.00	6.25

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

Note: In FY 2012-2013 Planning and Construction received \$1,270,235 from Fund 43 for land acquisition and improvement.

PRE K-12 EDUCATION

ASSISTANT SUPERINTENDENT ELEMENATRY EDUCATION



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.

Funding Snapshot

	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	FY 2013-2014	
				Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 371,954	\$ 704,394	\$ 686,134	\$ 553,846	\$ 621,676
Benefits	88,348	170,804	155,959	123,596	168,227
Purchased Services	29,818	67,150	104,871	113,571	38,637
Supplies and Materials	19,085	58,776	27,515	6,093	99,211
Capital Equipment	4,013	-	-	-	-
Other Expense	1,623	53,208	121,362	58,400	3,100
Total Expenditures	\$ 514,841	\$ 1,054,332	\$ 1,095,840	\$ 855,505	\$ 930,851
Carry Over Awarded into Subsequent Year*	\$ 438,036	\$ 283,286	\$ 43,940	\$ -	\$ -
FTE					
Administrative	2.00	4.00	4.00	3.00	4.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	2.00	3.00	2.00	2.00	2.00
Professional/Technical	0.00	0.00	0.00	0.00	0.00
Total FTE	4.00	7.00	6.00	5.00	6.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

PRE K-12 EDUCATION

ASSISTANT SUPERINTENDENT SECONDARY EDUCATION



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.

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries	\$ 684,767	\$ 939,960	\$ 1,044,012	\$ 1,035,139	\$ 983,614
Benefits	159,071	226,894	260,952	269,287	286,558
Purchased Services	363,029	1,414,179	1,294,151	1,431,786	315,289
Supplies and Materials	115,113	133,424	78,676	112,710	149,258
Capital Equipment	11,299	-	-	144,873	-
Other Expense	(176)	52,706	125,909	62,762	10,335
Total Expenditures	\$ 1,333,104	\$ 2,767,163	\$ 2,803,700	\$ 3,056,556	\$ 1,745,054
Carry Over Awarded into Subsequent Year*	\$ 520,390	\$ 490,549	\$ 201,436	\$ -	\$ -
FTE					
Administrative	2.00	3.00	3.00	3.00	3.00
Certified	3.00	3.00	4.00	3.00	3.00
Classified	2.89	3.89	3.89	3.89	5.00
Professional/Technical	1.00	1.00	1.00	2.00	2.00
Total FTE	8.89	10.89	11.89	11.89	13.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

Note: Prior year expenditures include concurrent enrollment tuition payments that are self-supported by revenue generated throughout the year. The FY 2014-2015 Adopted Budget does not include these revenues at this time nor does it include the related expenditures.

PURCHASING AND CONTRACTING



Director | Theresa Rausch

701 Prairie Hawk Drive Castle Rock, CO 80109
720.433.0061

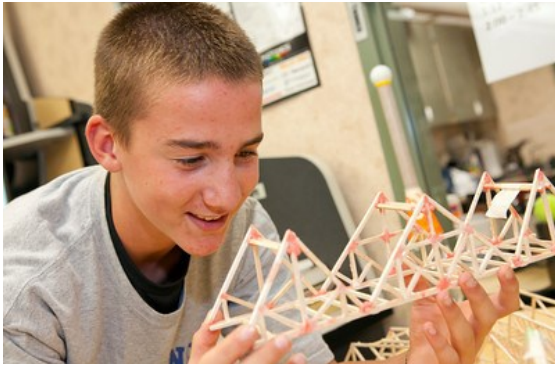
Our mission is to support today's learners and tomorrow's leaders by promoting open and fair competition using efficient and effective procurement practices, in securing best value services and products, in accordance with the policies and procedures of the Board of Education. Snapshot includes Purchasing, Warehouse and Mail.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 662,570	\$ 718,013	\$ 701,973	\$ 659,728	\$ 684,041
Benefits	198,464	217,098	226,457	224,668	247,227
Purchased Services	149,861	114,241	133,391	120,808	216,232
Supplies and Materials	21,141	15,202	50,130	8,428	17,445
Capital Equipment	82,580	-	-	14,829	-
Other Expense	(157,940)	(115,434)	(113,192)	(106,110)	(196,850)
Total Expenditures	\$ 956,677	\$ 949,120	\$ 998,759	\$ 922,352	\$ 968,095
Carry Over Awarded into Subsequent Year*	\$ 40,250	\$ 47,442	\$ 52,860	\$ -	\$ -
FTE					
Administrative	1.30	2.00	2.00	1.00	1.95
Certified	0.00	0.00	0.00	0.00	0.00
Classified	9.70	9.70	9.70	9.75	9.70
Professional/Technical	3.70	3.70	2.70	2.70	2.70
Total FTE	14.70	15.40	14.40	13.45	14.35

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

SPECIAL EDUCATION



Director of Personalized Learning | Donna Trujillo
Director of Personalized Learning | Nancy Ingalls

620 Wilcox Street Castle Rock, CO 80109
 303.387.0192

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 are categorized as cognitively disabled, learning disabled, emotionally disturbed, visually impaired, hearing impaired, physically disabled, speech/language impaired, chronically ill, or multiplied disabled. The vast majority of special education students are in the mainstream, attending neighborhood schools, and spend at least part of the day in a general education classroom.

The schools undertake the responsibility of:

- 1) identifying all disabled children and offering them educational services;
- 2) assessing each disabled child individually and, when appropriate, formulating a written Individualized Education Program (IEP);
- 3) ensuring that disabled students are placed in the "least restrictive environment" commensurate with their needs;
- 4) notifying parents in writing about identification, evaluation and school placement of their child; and
- 5) providing those "related services" required for children to benefit from special education.

Funding Snapshot

	Funding Snapshot			FY 2013-2014	
	FY 2010-2011 Audited Actuals	FY 2011-2012 Audited Actuals	FY 2012-2013 Audited Actuals	Estimated Actuals	FY 2014-2015 Adopted Budget
Direct School Expenditures					
Salaries	\$ 11,598,455	\$ 11,868,126	\$ 12,861,417	\$ 13,892,903	\$ 17,385,340
Benefits	3,115,838	3,422,502	3,690,000	4,166,189	6,316,206
Purchased Services	1,465,260	1,387,780	1,684,729	1,775,397	1,638,436
Supplies and Materials	738,396	364,209	127,343	388,047	312,236
Capital Equipment	1,284,782	-	2,618	-	-
Other Expense	787,460	235,092	613,028	38,404	22,529
Total Expenditures	\$ 18,990,190	\$ 17,277,709	\$ 18,979,135	\$ 20,260,940	\$ 25,674,747
Carry Over Awarded into Subsequent Year*	\$ 613,724	\$ 607,644	\$ 250,000	\$ -	\$ -

FTE

Administrative	2.00	1.00	1.50	2.50	2.50
Certified	138.45	151.84	158.34	165.45	165.45
Classified	79.50	88.64	89.58	102.93	99.98
Professional/Technical	2.50	2.50	2.50	1.50	1.50
Total FTE	222.45	243.98	251.92	272.38	269.43

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

SCHOOL SAFETY AND SECURITY



Director | Richard Payne

2812 North Highway 85, Building E Castle Rock, CO 80109
303.387.0377

Our Purpose is to protect the educational environment in Douglas County Schools; to deter criminal and disruptive conduct on District property; to protect the physical plant for its intended use; to ensure timely, efficient and effective response to requests for security and other emergency services.

Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries	\$ 1,623,609	\$ 1,011,771	\$ 1,095,988	\$ 978,416	\$ 988,440
Benefits	392,807	277,244	298,628	282,224	347,599
Purchased Services	541,860	613,409	648,303	1,131,134	1,278,040
Supplies and Materials	25,829	119,406	133,384	295,419	153,220
Capital Equipment	123,326	8,443	46,038	54,570	-
Other Expense	(184,453)	(168,263)	(158,017)	(195,421)	1,350
Total Expenditures	\$ 2,522,978	\$ 1,862,010	\$ 2,064,323	\$ 2,546,343	\$ 2,768,649
Carry Over Awarded into Subsequent Year*	\$ 49,921	\$ 110,789	\$ 80,173	\$ -	\$ -
FTE					
Administrative	6.70	3.00	3.00	3.00	2.00
Certified	0.00	0.00	0.00	0.00	0.00
Classified	14.50	13.10	9.60	11.56	11.00
Professional/Technical	6.00	2.10	5.10	4.00	3.00
Total FTE	27.20	18.20	17.70	18.56	16.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

SUPERINTENDENT'S OFFICE



Superintendent | Dr. Elizabeth Celania-Fagen

620 Wilcox Street Castle Rock, CO 80104
303.387.0123

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.

Funding Snapshot

	FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014		FY 2014-2015	
	Audited Actuals		Audited Actuals		Audited Actuals		Estimated Actuals		Adopted Budget	
Direct School Expenditures										
Salaries	\$	356,156	\$	335,094	\$	349,634	\$	350,151	\$	328,677
Benefits		72,947		64,916		62,475		67,471		80,088
Purchased Services		17,252		5,816		2,563		8,246		69,425
Supplies and Materials		19,421		30,406		50,458		117,313		89,830
Capital Equipment		-		-		-		14,074		-
Other Expense		5,602		7,277		9,132		12,314		13,700
Total Expenditures	\$	471,379	\$	443,509	\$	474,262	\$	569,569	\$	581,720
Carry Over Awarded into Subsequent Year*	\$	165,774	\$	235,988	\$	326,372	\$	-	\$	-
FTE										
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		0.00		0.00		0.00		0.00		0.00
Total FTE		2.00		2.00		2.00		2.00		2.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

WORLD CLASS EDUCATION



Chief Academic Officer | Dr. Dana Johnson-Strother

620 Wilcox Street, Castle Rock, CO 80104
303.387.0100

The mission of the World Class Education and Choice Programming department is to provide each student with a World Class Education in which all students will successfully meet or exceed all Colorado Academic Standards and 21st century skills.

Guaranteed and Viable Curriculum

- Ensures each student will receive a World Class Education based on the Colorado Academic Standards, the Common Core Standards, and the 21st Century Skills within the allotted course of study.

21st Century Skills Integration

- There are thirteen 21st Century Skills that have been compressed to the four C's of Communication, Collaboration, Creativity, and Critical Thinking. The four C's are integrated through all instruction.

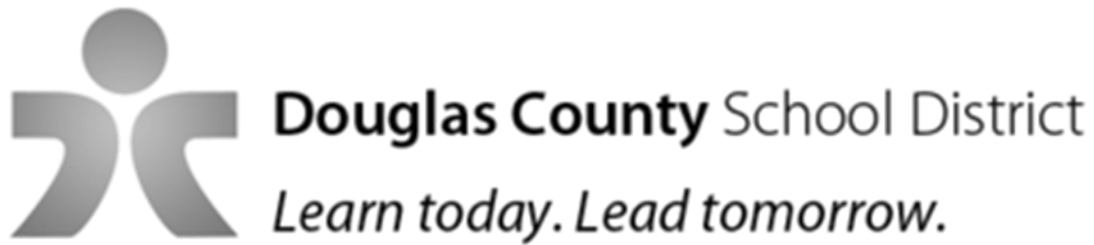
Funding Snapshot

	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	FY 2014-2015
	Audited Actuals	Audited Actuals	Audited Actuals	Estimated Actuals	Adopted Budget
Direct School Expenditures					
Salaries	\$ 484,744	\$ 743,198	\$ 1,150,890	\$ 1,470,859	\$ 1,129,029
Benefits	95,093	151,438	241,663	351,360	329,279
Purchased Services	155,592	123,367	83,283	292,053	144,927
Supplies and Materials	81,044	24,704	72,955	46,862	116,739
Capital Equipment	17,370	-	-	-	-
Other Expense	21,648	3,438	1,544	1,963	1,618
Total Expenditures	\$ 855,492	\$ 1,046,144	\$ 1,550,335	\$ 2,163,098	\$ 1,721,592
Carry Over Awarded into Subsequent Year*	\$ 900,628	\$ 1,109,581	\$ 175,704	\$ -	\$ -
FTE					
Administrative	1.00	1.00	2.00	1.00	2.00
Certified	0.30	2.00	0.00	0.00	0.00
Classified	1.50	2.50	3.50	1.50	4.00
Professional/Technical	1.75	0.50	3.00	8.00	8.00
Total FTE	4.55	6.00	8.50	10.50	14.00

*Carry over will be calculated at the conclusion of FY 2013-2014 and FY 2014-2015

Note: For FY 2014-2015 Adopted Budget does not include FTE transferred in from the Literacy department.

INFORMATIONAL SECTION

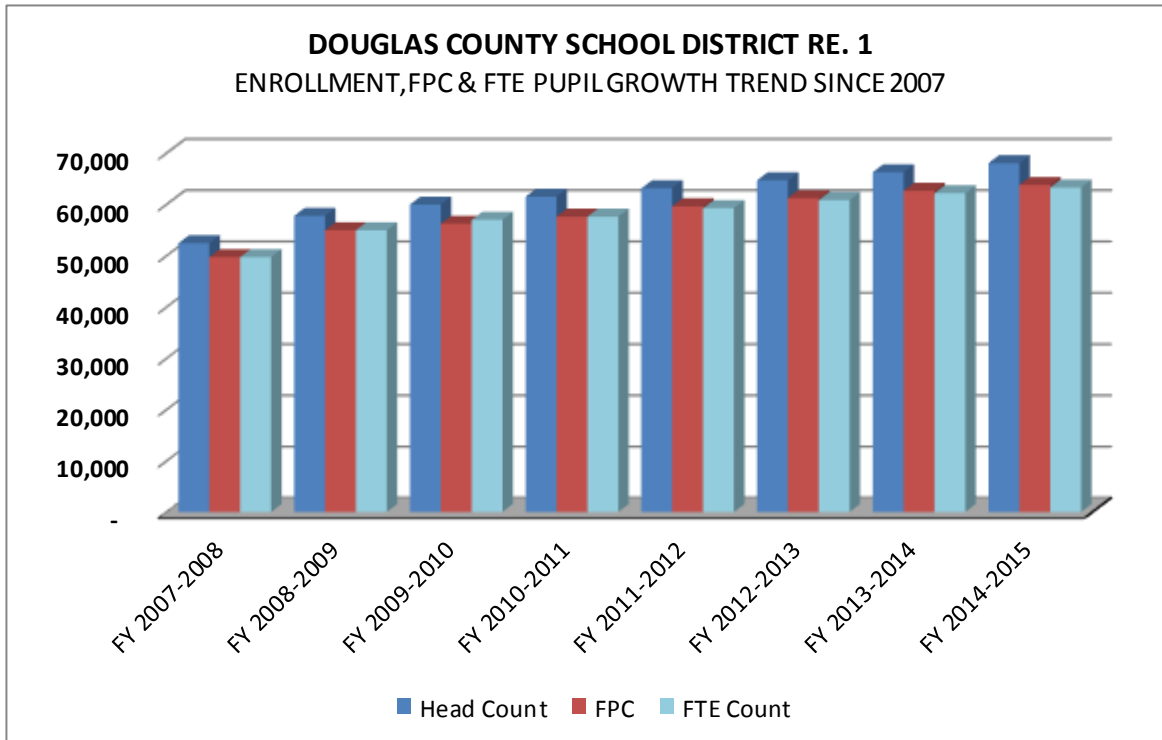


Adopted Budget Book

FY 2014-2015

ENROLLMENT HISTORY

Student growth remains an important factor in FY 2014-2015, and for the District's long-term future. The total head count for FY 2014-2015 is estimated to be 68,000 which includes 63,243 Pre K-12 Full Time Equivalent (FTE) (charter schools also included in FTE count) students as well as 3,148 On-line students. The Funded Pupil Count (FPC) for FY 2014-2015 is projected at 63,753, which includes the FTE count of 63,243, 369 pupils from the Full Day Kindergarten Factor and 141 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
Head Count	52,393	57,723	59,932	61,465	63,114	64,657	66,230	68,000
FPC	49,676	54,921	56,181	57,566	59,606	61,199	62,610	63,753
FTE Count	49,695	54,921	56,945	57,566	59,234	60,823	62,142	63,243

Source: Colorado Department of Education

<http://www.cde.state.co.us/cdefinance/SchoolFinanceFundingFY2014-15.htm>

TEACHER AND STAFF HISTORICAL INFORMATION

Administrative Staff

Includes your Principals, Superintendent, Assistant Superintendents, Directors, etc.

Certified Staff

Includes your classroom teachers, counselors, nurse, social worker, etc.

Professional/Technical Staff

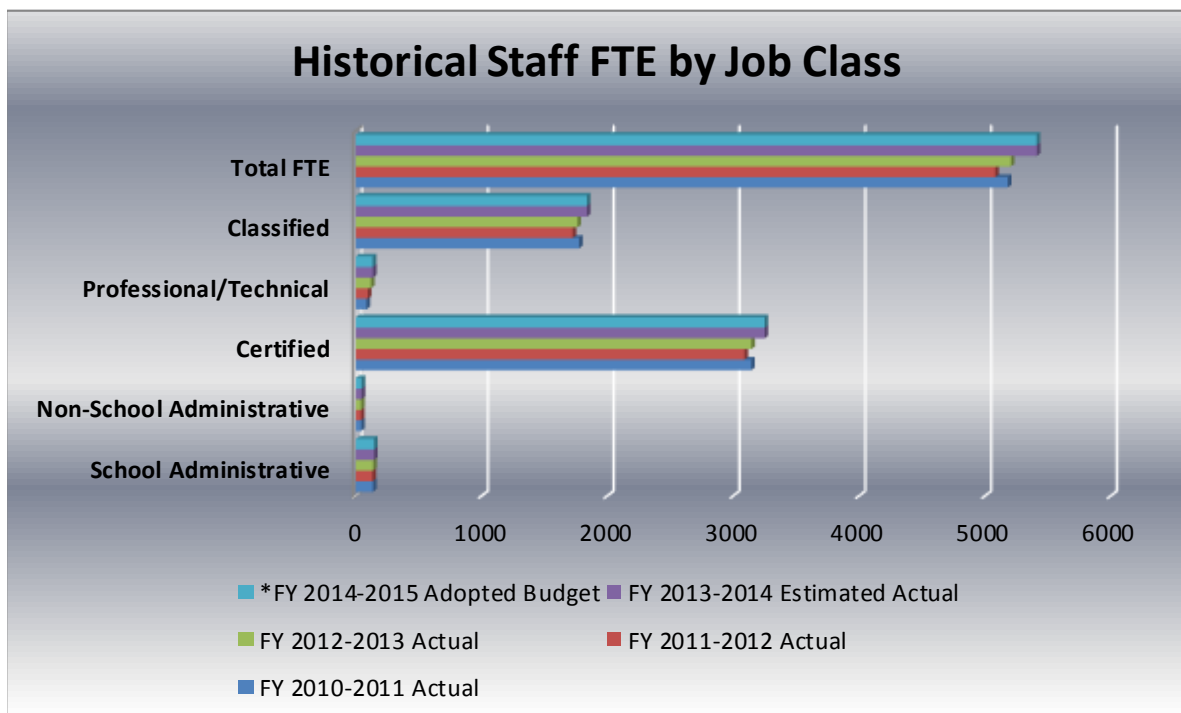
Includes the central office support.

Classified Staff

Includes your educational assistants, office support in the school buildings, crafts, trade, nutrition services staff and custodians.

Historical School District Staffing FTE					
Job Class	FY 2010-2011	FY 2011-2012	FY 2012-2013	FY 2013-2014	*FY 2014-2015
	Actual	Actual	Actual	Estimated Actual	Adopted Budget
School Administrative	137	133	138	145	145
Non-School Administrative	43	41	42	46	46
Certified	3,143	3,089	3,144	3,249	3,249
Professional/Technical	85	95	121	137	135
Classified	1,774	1,724	1,762	1,836	1,836
Total FTE	5,182	5,082	5,207	5,413	5,411

*At the time of the adopted budget for FY 2014-2015, school level staff has not been finalized. Therefore it is assumed that school level staff will remain flat.



DISTRICT AND SCHOOL ACCREDITATION

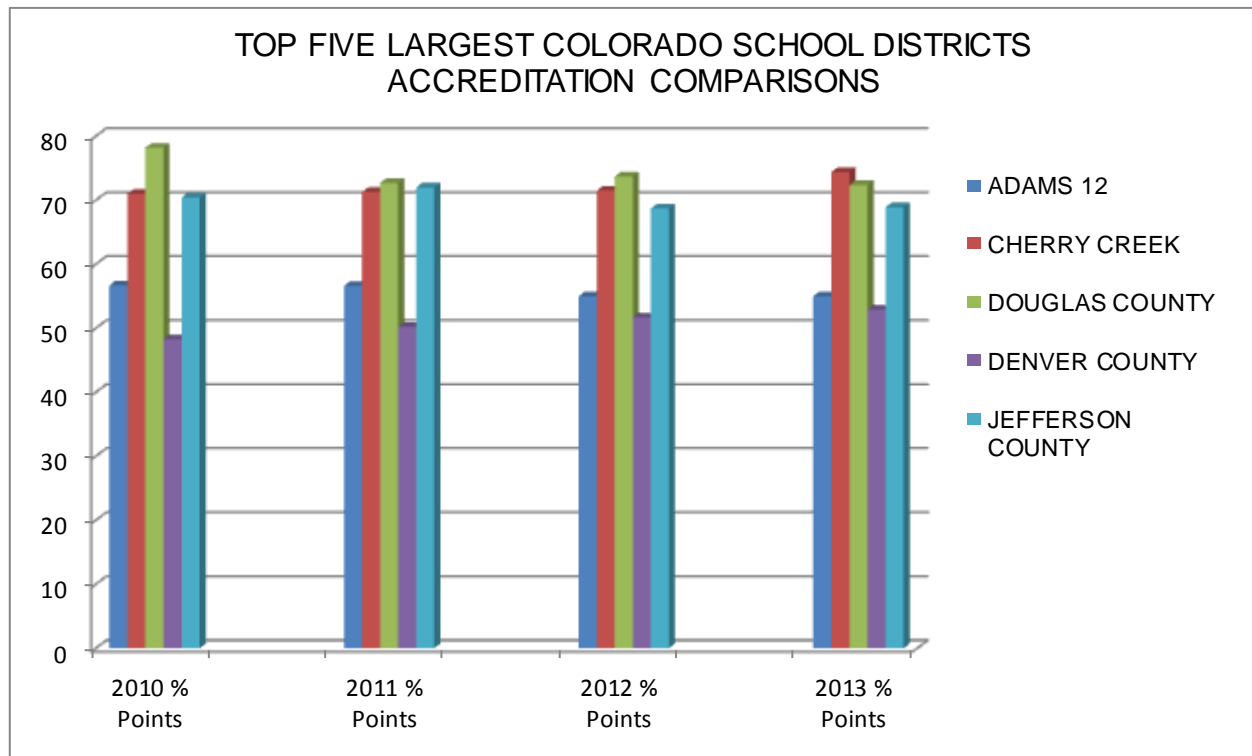
Background

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:



Colorado Department of Education
Source: <http://www.cde.state.co.us/>

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. The PARCC assessments are scheduled for implementation in 2014-2015.

New general and alternate assessments for science and social studies were field tested in 2013 and are scheduled for implementation 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[®] 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.

Tentative State Testing 2015

Assessment	Grade	Tentative Windows
CMAS and CoAlt: Science and Social Studies	12	11/03/14 to 11/21/14
CMAS: PARCC Performance-Based Assessment (PBA)*	3-8, High School	3/09/15 to 4/03/15
CMAS and CoAlt: Science and Social Studies	4 and 7 (Social Studies) 5 and 8 (Science)	4/13/15 to 5/01/15
CMAS: PARCC End-of-Year Assessment (EOY)*	3-8, High School	4/27/15 to 5/22/15
CoAlt: DLM	3 – 11	4/13/15 to 5/15/15
ACCESS for ELLs[®]		
Reading, Writing, Speaking and Listening	K-12	1/12/15 to 2/13/15
CO ACT	Initial Test Date	Make-up Test Date
Grade 11	Tues., April 28, 2015	Tues., May 12, 2015
11 th Grade Alternate (ESSU)	Test Window 3/30/15 to 4/24/15	Score Entry 4/24/15 to 5/8/15

ASSESSMENT—CONTINUED

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 (CELP) standards to support English language learners.

Source: Colorado Department of Education

<http://www.cde.state.co.us/assessment/coact-about>

<http://www.cde.state.co.us/standardsandinstruction/coloradostandards>

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?

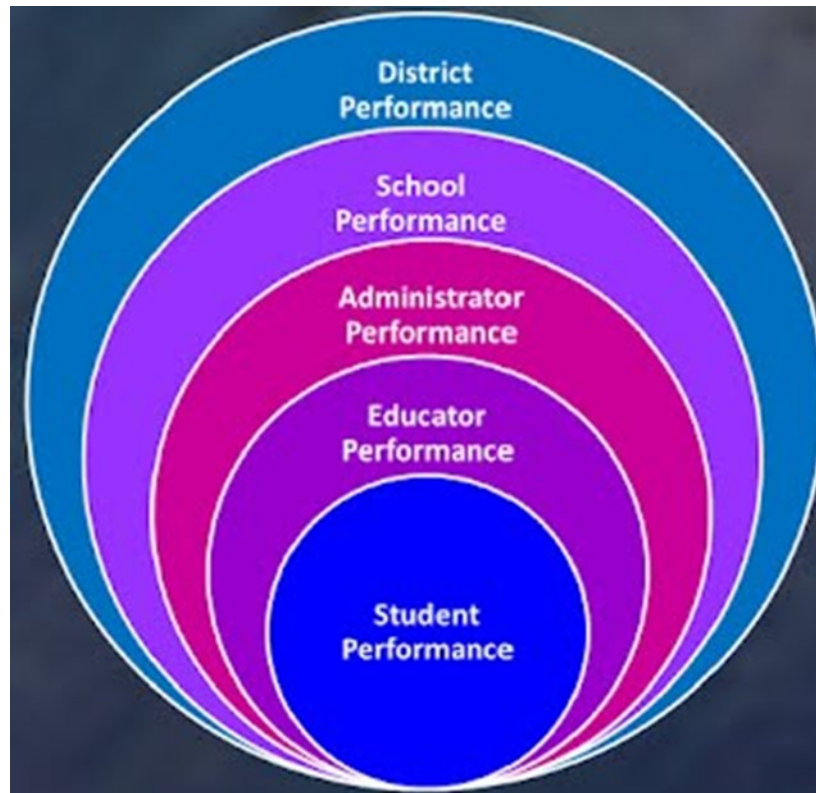
The term "balanced assessment" refers to the strategic use of formative, interim, and summative measures of student performance in a way that addresses immediate student needs, informs ongoing instructional adjustments, and guides long-term educational improvement. A balanced approach to assessment recognizes 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



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

Reading Performance Level Percentages

	Spring 2013		Spring 2014	
	DCSD %	State %	DCSD %	State %
Grade 3				
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
Grade 4				
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
Grade 5				
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
Grade 6				
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
Grade 7				
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
Grade 8				
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
Grade 9				
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
Grade 10				
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: <http://www.cde.state.co.us/assessment/coassess-dataandresults>

TCAP ASSESSMENT RESULTS SUMMARY—WRITING

Writing Performance Level Percentages

	Spring 2013		Spring 2014	
	DCSD %	State %	DCSD %	State %
Grade 3				
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
Grade 4				
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
Grade 5				
Unsatisfactory	2.3	5.0	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
Grade 6				
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
Grade 7				
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
Grade 8				
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
Grade 9				
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
Grade 10				
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: <http://www.cde.state.co.us/assessment/coassess-dataandresults>

TCAP ASSESSMENT RESULTS SUMMARY—MATH

Math Performance Level Percentages

	Spring 2013		Spring 2014	
	DCSD %	State %	DCSD %	State %
Grade 3				
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
Grade 4				
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
Grade 5				
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
Grade 6				
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
Grade 7				
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
Grade 8				
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
Grade 9				
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
Grade 10				
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: <http://www.cde.state.co.us/assessment/coassess-dataandresults>

TCAP ASSESSMENT RESULTS SUMMARY—SCIENCE

TCAP assessment results for Spring 2014 are not yet available for Science.

Science Performance Level Percentages

	Spring 2012		Spring 2013	
	DCSD %	State %	DCSD %	State %
Grade 5				
Unsatisfactory	6.6	14.5	6.5	13.9
Partially Proficient	30.8	36.7	31.1	37.3
Proficient	43.2	34.6	45.0	35.4
Advanced	19.2	13.9	17.2	13.1
Grade 8				
Unsatisfactory	13.2	22.6	11.8	20.8
Partially Proficient	26.4	27.8	24.8	26.8
Proficient	51.0	41.5	52.7	43.1
Advanced	8.5	7.4	10.3	8.6
Grade 10				
Unsatisfactory	15.2	26.3	15.1	25.5
Partially Proficient	21.4	22.2	19.0	21.1
Proficient	53.2	42.7	53.7	43.1
Advanced	7.7	6.7	9.7	8.2

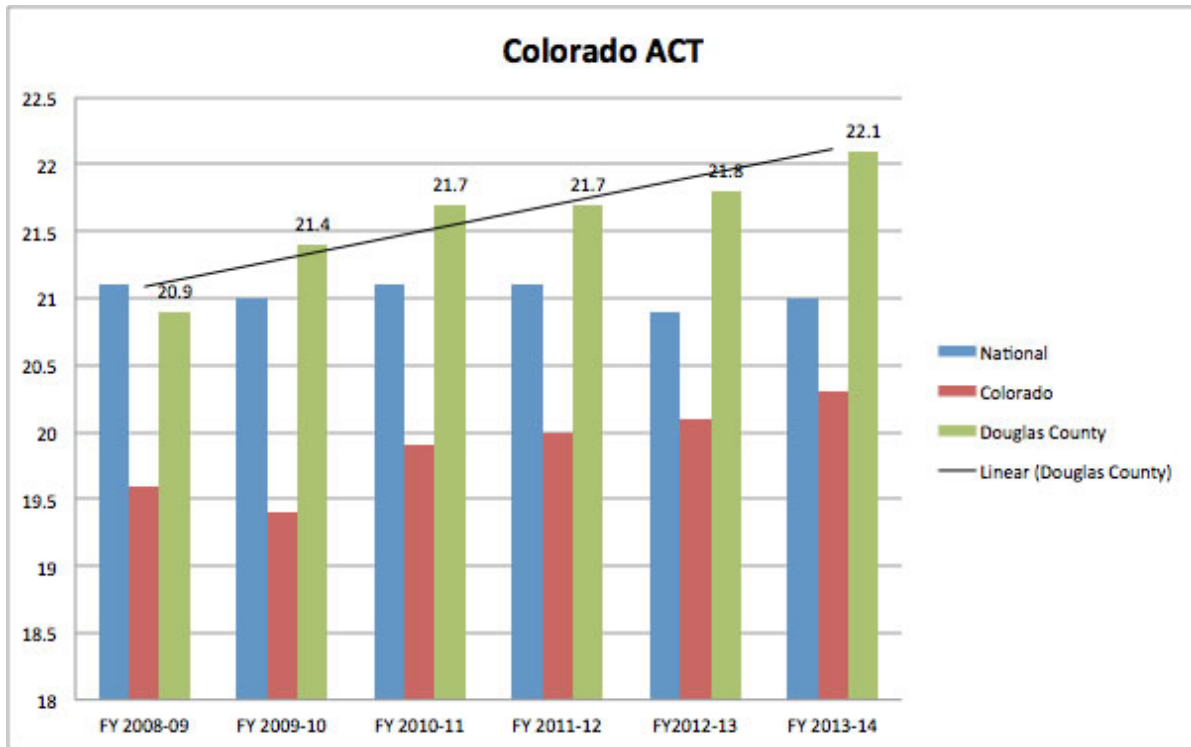
Source: <http://www.cde.state.co.us/assessment/CoAssess-DataAndResults>

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. 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

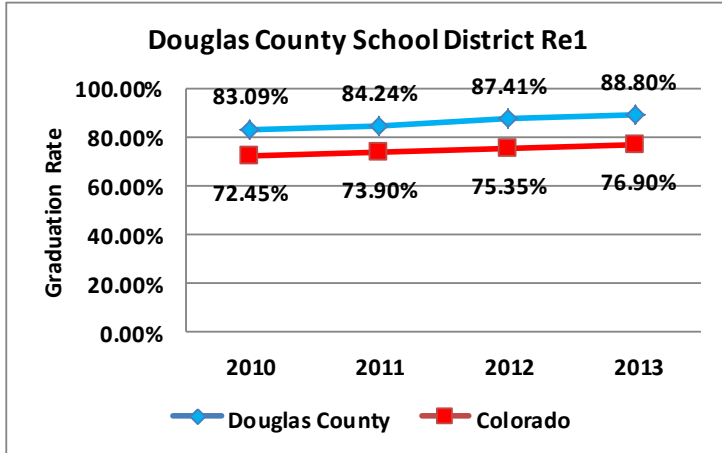
<http://www.act.org/newsroom/data/2013/trends.html>

Summary

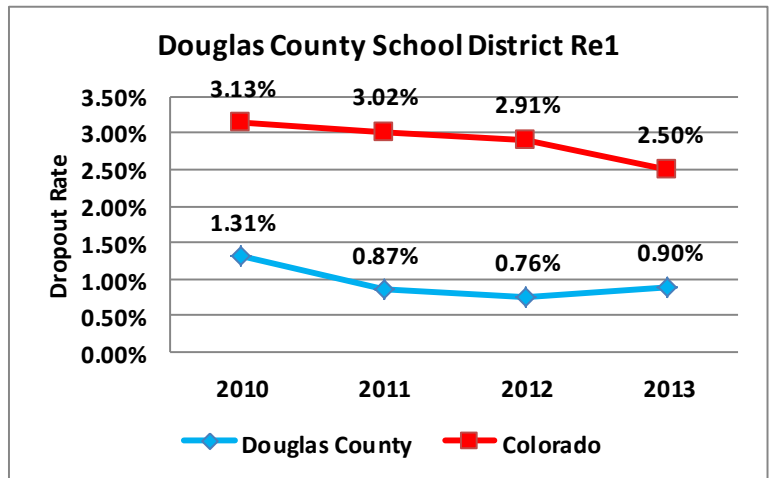
Results from all these tests validate when the District is doing well and point to where improvement is needed. This information, gathered over time, gives the District a good picture of how well our students are meeting state and District academic content standards.

GRADUATION, DROP OUT & FREE AND REDUCED LUNCH MEASURES

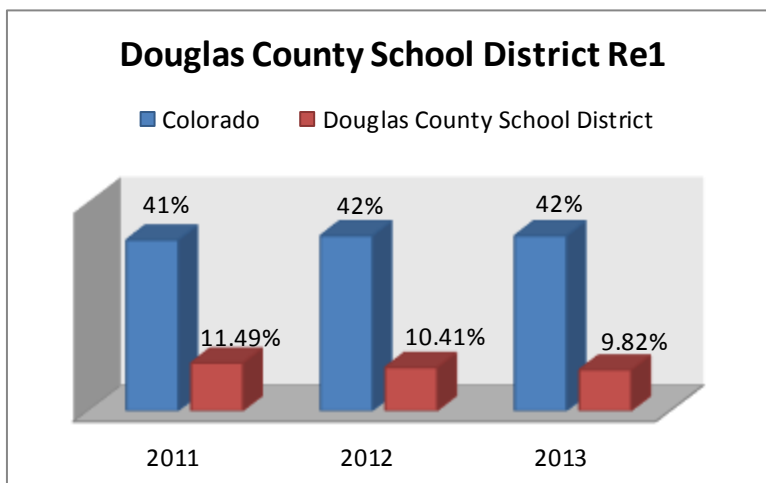
Graduation Rates



Dropout Rates

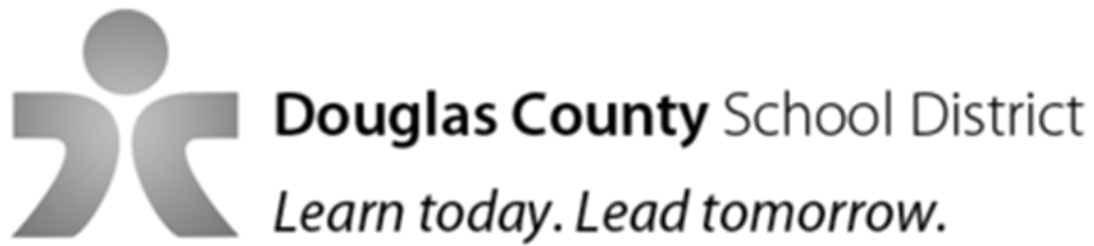


Free & Reduced Lunch Percent of Enrollment



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 2014-2015

DOUGLAS COUNTY OVERVIEW

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

Douglas County Demographic Summary 2014

Population

The Douglas County population estimate for January 1, 2014 is 302,464 persons, a 2.3% increase from the previous year's estimate of 295,682. Between 2000 and 2010, the population of Douglas County increased 62.4%, which made Douglas County the fastest growing county in Colorado, and the 16th fastest growing county in the nation. The population age 65 and over increased 177.8% during the same time. Seniors now make up 7.1% of the population, compared to 4.2% in 2000. By the year 2030, seniors are expected to be 20% of the total County population.

Permit Trends

Permits issued for new housing in all of Douglas County increased 7.7% compared to 2012, with 2,679 housing units permitted in 2013. The amount of new commercial space permitted in 2013 was an 80% increase over 2012. Some notable examples of the new commercial construction in 2013 are the Charles Schwab office campus in Lone Tree with over 500,000 square feet of space, seven new flex buildings totaling nearly 400,000 square feet located throughout the County, and the addition to Sky Ridge Medical Center.

Residential Development

Douglas County added 2,488 new housing units in 2013, which was a 2.3% increase in the County's housing stock. The County's total housing stock as of January 1, 2014, is 112,354 units. Single family detached houses account for 78% of that total. The incorporated cities and towns in Douglas County contain 41% of the total housing stock. Ninety 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 2013 was \$339,900, which is an 8.6% increase compared to the same quarter last year. The number of sales of newly built and existing single-family houses, townhouses, and condominiums in 2013 increased 31% compared to 2012. The total number of foreclosure filings initiated in 2013 decreased 50% from 2012 for a total of 769.

Annual Income

The 2012 average annual wage for jobs located in Douglas County was \$60,989, which was a 15% increase from the previous year. When the industry of Management of Companies and Enterprises is excluded from the total, the 2012 average annual wage is \$50,163, which is a 4.6% increase from 2011. According to the 2012 American Community Survey, the median household income in Douglas County was \$95,324, which ranks 9th in the nation for highest median household income among counties with populations of 65,000 or more. The 2012 American Community Survey also shows that 4.7% of the population has incomes below the poverty level.

Annual Employment

The number of jobs located in Douglas County increased 4.4% from 2011 to 2012, bringing the average annual total to 95,223 jobs. The retail trade industry continues to be the County's largest employer in 2012 with 16.6% of jobs, followed by government (11.7%), accommodation and food services (10.6%), and professional and technical services (10.3%).

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

Year	Estimated Population [1]	Personal Income Per Capita [2]	Total Personal Income (In Thousands) [2]	Median Age [4]	Average Household Size [4]	Public School Enrollment [3]	School Enrollment % of Population	Unemploy- ment Rate % [1]
2004	236,524	41,136	9,657,842	33.7	2.87	44,762	18.90%	4.30%
2005	252,988	46,115	11,347,684	33.7	2.88	48,043	19.00%	3.60%
2006	268,506	50,127	12,993,222	35.4	2.8	50,370	18.80%	4.90%
2007	281,418	54,261	14,706,467	33.5	2.85	51,689	18.40%	3.20%
2008	286,780	60,361	16,969,723	35.7	2.88	58,723	20.50%	5.10%
2009	290,059	59,358	17,108,472	34.3	2.9	56,031	19.00%	6.60%
2010	288,430	60,723	17,514,402	36.6	2.86	59,932	23.00%	6.70%
2011	291,083	71,463	20,801,664	36.6	2.79	61,465	21.00%	6.10%
2012	295,689	73,516	21,737,873	37.4	2.95	63,114	21.00%	5.90%
2013	302,464	75,574	22,858,414	37.5	2.8	64,600	21.00%	5.60%

[1] Douglas County Budget Book

[2] Bureau of Economic Analysis, Washington D.C.

[3] Douglas County School District

[4] US Census Bureau

Figures included in this schedule represents the most recent data available.

Data is estimated and is subject to change based on updated information.

**2012 Per Capita Income was adjusted (in 2013) for actuals from Bureau of Economic Analysis.

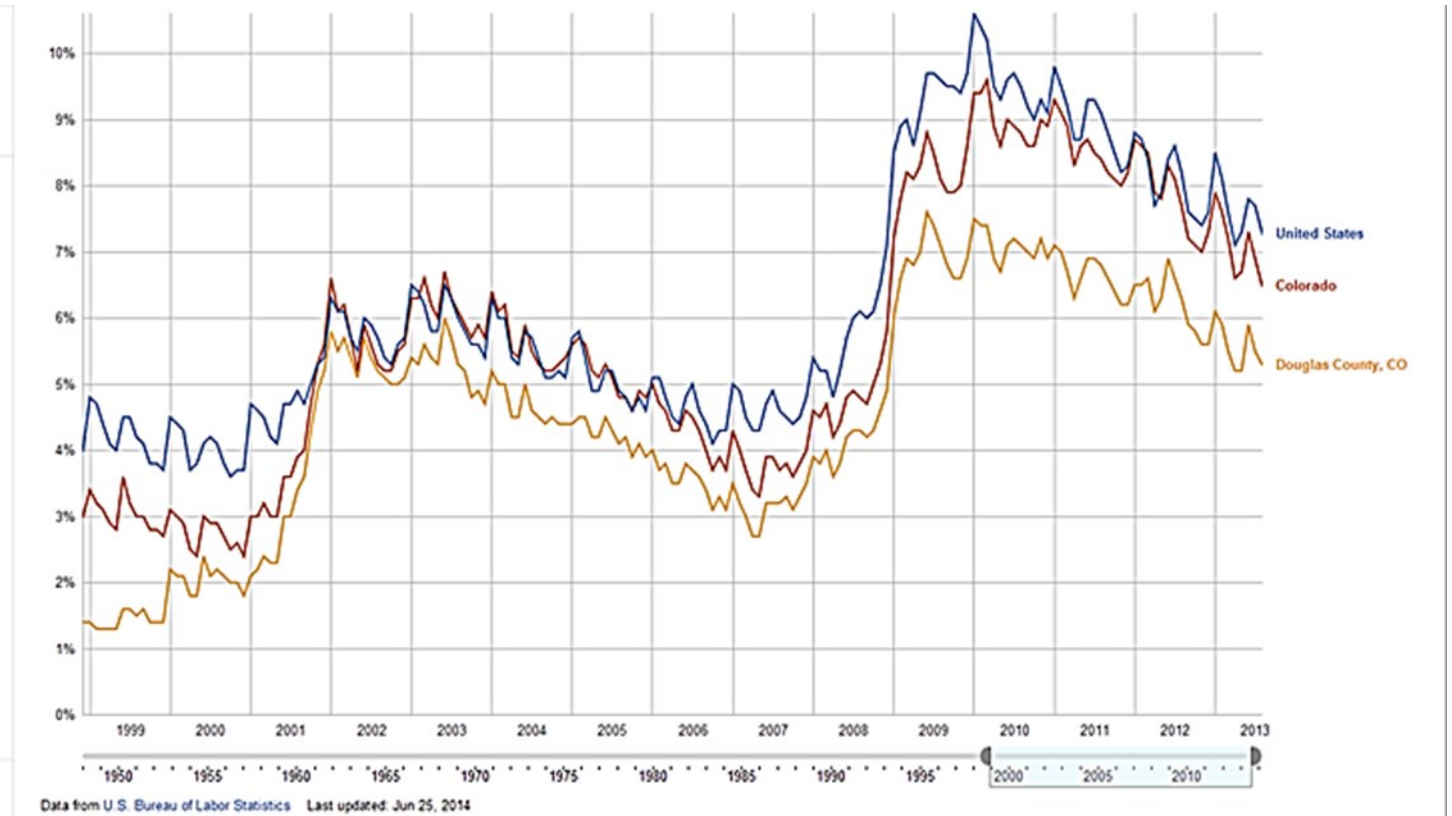
**2013 Personal Income Per Capita and Total Personal income estimated using the 2.8% change for personal income from '12 to '13

Source: Douglas County Treasurer

<http://www.douglas.co.us/finance/documents/2013-comprehensive-financial-report.pdf>

UNEMPLOYMENT RATE

United States Vs. Colorado Vs. Douglas County Unemployment Rates
(not seasonally adjusted)

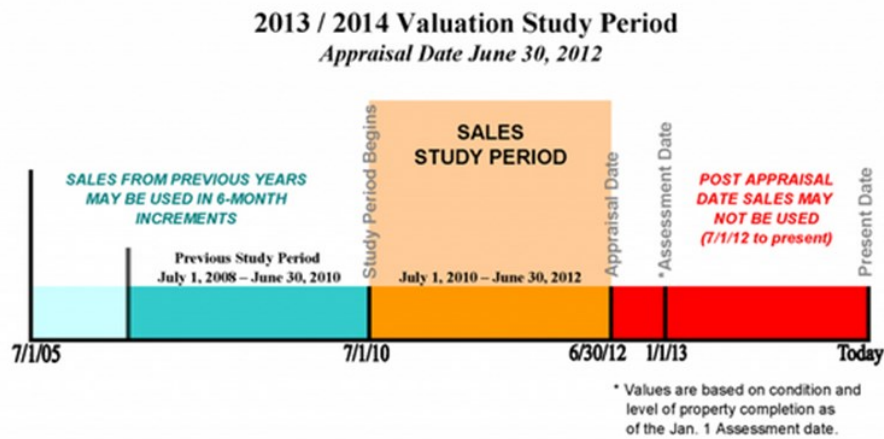


http://www.google.com/publicdata/explore?ds=z1ebjgk2654c1_&met_y=unemployment_rate&hl=en&dl=en&idim=state:ST080000:ST060000&fdim_y=seasonality:S#!ctype=l&strail=false&bcs=d&nسلم=h&met_y=unemployment_rate&fdim_y=seasonality:U&scale_y=lin&ind_y=false&rdim=country&idim=country:US&idim=state:ST080000000000&idim=county:CN0803500000000&ifdim=country&tstart=913186800000&tend=1376028000000&hl=en_US&dl=en&ind=false

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:

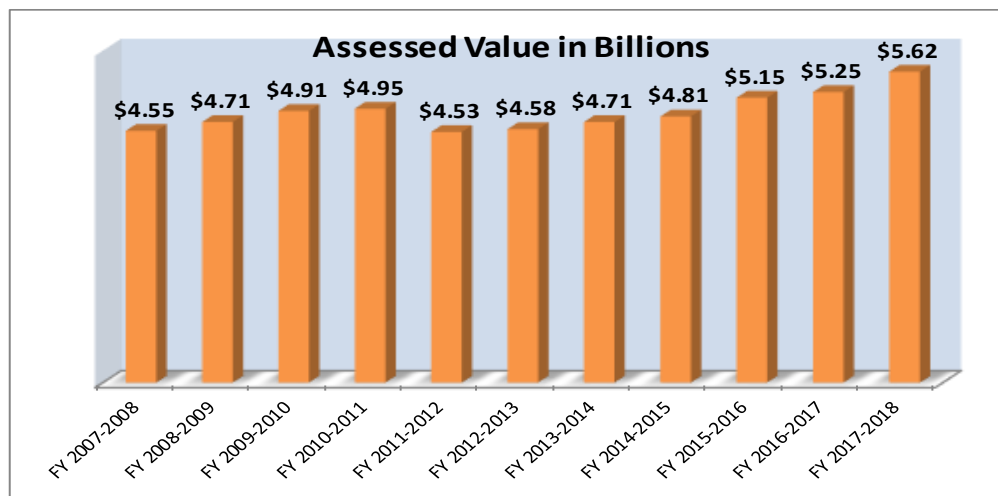
- Real property must be revalued every odd numbered year.
- The actual value of real property is based on its value as of the appraisal date, which is the June 30th of the year prior to the reappraisal year.
- Residential property may be valued using only the market approach to value. In this approach, 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.



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 2013-2014 are as certified in December of that year. From FY 2014-2015 through FY 2016-2017 is estimated at 2% each non-assessment year and 7% each assessment year.

Source: School District Financials

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

Douglas County School District Re. 1
Assessed Value and Estimated Actual Value of Taxable Property
Last Ten Calendar Years
(Unaudited)

		<u>Residential Property</u>		<u>Other Property Classes</u>			
<u>Tax Year</u>	<u>Collection Year</u>	<u>Assessed Value</u>	<u>Actual Value</u>	<u>Vacant Land</u>	<u>Commercial</u>	<u>Industrial</u>	<u>Agricultural</u>
2013	2014	\$2,700,797,330	\$33,929,614,698	\$212,708,100	\$1,409,372,620	\$113,493,760	\$17,339,320
2012	2013	2,633,649,430	33,086,048,116	230,484,200	1,352,916,980	107,361,790	16,897,990
2011	2012	2,605,060,140	32,726,886,181	237,907,000	1,352,671,890	106,996,720	16,967,090
2010	2011	2,835,278,200	35,619,072,864	328,390,830	1,461,043,520	114,075,070	18,733,120
2009	2010	2,804,614,750	35,233,853,643	338,451,120	1,465,556,170	98,981,380	17,633,480
2008	2009	2,712,177,010	34,072,575,503	352,466,660	1,398,061,420	51,894,240	19,303,880
2007	2008	2,630,673,430	33,048,661,181	334,701,420	1,334,996,740	57,097,880	18,486,600
2006	2007	2,356,476,840	29,603,980,402	266,327,340	1,220,874,170	49,165,040	14,281,410
2005	2006	2,206,389,260	27,718,458,040	268,822,740	1,168,970,503	49,576,470	13,926,590
2004	2005	1,973,699,670	24,795,221,985	240,207,920	1,036,495,860	46,368,840	14,023,380

<u>Tax Year</u>	<u>Collection Year</u>	<u>Natural Resources</u>		<u>Other Property Classes Assessed</u>	<u>Other Property Classes Actual Value</u>	<u>Total Assessed Value</u>	<u>Grand Total Actual Value</u>	<u>Direct Tax Rate</u>
2013	2014	\$422,900	\$235,325,500	\$1,752,913,800	\$6,044,530,345	\$4,689,459,530	\$39,974,145,043	48.277
2012	2013	435,290	209,659,400	1,917,755,650	6,612,950,517	4,551,405,080	39,698,998,633	48.727
2011	2012	425,920	184,707,000	1,899,675,620	6,550,605,586	4,504,735,760	39,277,491,767	48.788
2010	2011	343,730	158,980,100	2,081,566,370	7,177,815,069	4,916,844,570	42,796,887,933	46.890
2009	2010	219,050	154,083,000	2,074,924,200	7,154,911,034	4,879,538,950	42,388,764,678	46.681
2008	2009	318,030	143,966,400	1,966,010,630	6,779,347,000	4,678,187,640	40,851,922,503	47.103
2007	2008	380,290	137,184,200	1,882,847,130	6,492,576,310	4,513,520,560	39,541,237,491	46.500
2006	2007	401,120	115,320,030	1,666,369,110	5,746,100,379	4,022,845,950	35,350,080,781	46.500
2005	2006	471,970	116,537,000	1,618,305,273	5,580,363,010	3,824,694,533	33,298,821,051	46.500
2004	2005	530,440	109,736,300	1,447,362,740	4,990,906,000	3,421,062,410	29,786,127,985	46.500

Source: Douglas County Assessor

<http://www.douglas.co.us/assessor/property-assessment-and-taxes/>

TAX RATE ANALYSIS

DOUGLAS COUNTY, COLORADO Direct and Overlapping Property Tax Rates, Last Ten Fiscal Years

Fiscal Year	County Direct Rates				Total Direct
	General Fund	Special Revenue Funds	Capital Projects Funds		
2005	13.465	5.809	0.500		19.774
2006	13.465	5.809	0.500		19.774
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

Fiscal Year	Overlapping Rates						
	School ^[1] District	Cities & ^[1] Towns	Douglas County ^[1] Law Enforcement Authority	Fire ^[1] Protection	Water ^[1] and Sanitation	Metropolitan [1]	Other [1]
2005	46.500	0.544	3.112	7.007	1.345	17.433	5.460
2006	46.500	0.548	3.063	7.026	1.341	17.478	5.421
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

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.

^[1] Mill Levies provide for cities / towns and special districts are weighted-average rates based on the total general property tax revenue levied.

Source: Douglas County Treasurer
<http://www.douglas.co.us/finance/documents/2013-comprehensive-financial-report.pdf>

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 assessment value is calculated by taking actual value of property multiplied by the assessment rate, which is 7.96% for residential property value and 29% for commercial property. Total required mills from the School Finance Act stay constant at of 25.440 each year whilst Mill Levy Override and Bond Redemption mills fluctuate based on Assessed Value and revenue requirements.

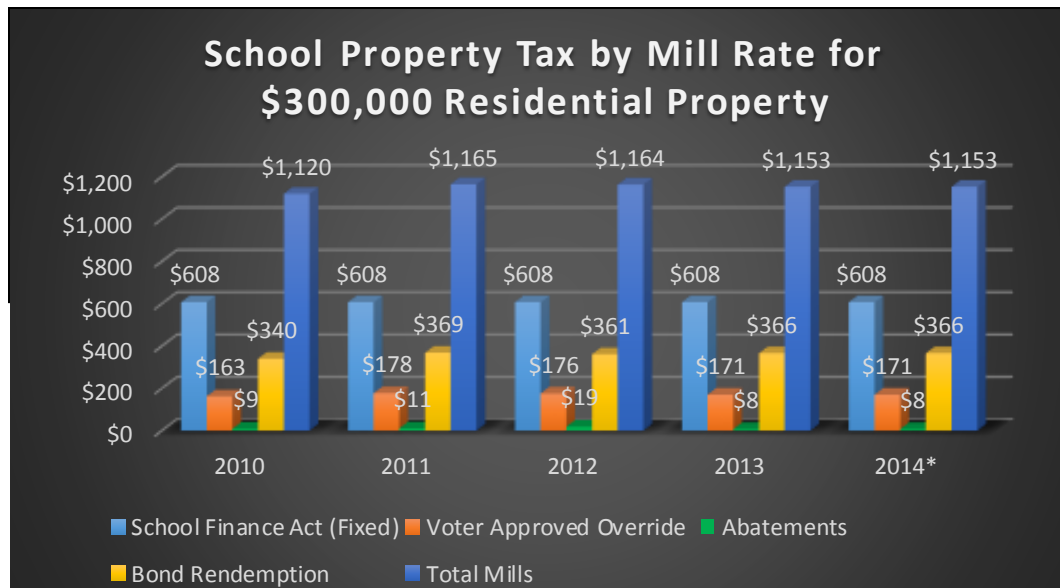
Mill Rates					
	2010	2011	2012	2013	2014*
State Required	25.440	25.440	25.440	25.440	25.440
Voter Approved Override	06.814	07.441	07.365	07.151	07.151
Abatements	00.390	00.460	00.794	00.344	00.344
Bond Rendemption	14.246	15.447	15.128	15.342	15.342
Total Mills	46.890	48.788	48.727	48.277	48.277

*2014 Mills are estimated and will not be finalized until December 2014

Below shows the formula used to calculate school property tax for a residential property valued at \$300,000 for the past 5 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 5 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*
Residential Property Value	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
X					
Assessment Rate	7.96%	7.96%	7.96%	7.96%	7.96%
X					
Total Mills	46.890	48.788	48.727	48.277	48.277
÷					
1000	1000	1000	1000	1000	1000
=					
School Property Tax	\$1,120	\$1,165	\$1,164	\$1,153	\$1,153

*2014 Mills are estimated and will not be finalized until December 2014



PRINCIPAL EMPLOYERS IN DOUGLAS COUNTY

Company	Products/Service	Industry Cluster
Avaya	Telecommunications Software	Telecom
Baxa Corp	Medical Technology	Medical
Centura Health: Parker Adventist Hospital	Healthcare	Medical
Ch2M Hill	Engineering and Architectural Services	Professional/Technical Services
DISH Network	Satellite and TV Equipment	Telecom
Douglas County School District	Education	Government
Douglas County Government	Government	Government
HealthONE: Sky Ridge Medical Center	Healthcare	Medical
Information Handling Services Group Inc.	Indexed Technical Data	Software
Liberty Media	Telecommunications Holding Company	Telecom
Sprint Nextel Corporation	Cellular and Wireless Phones	Telecom
TeleTech	Call Center Management	Professional/Technical Services
TW Telecom	Telecommunications	Telecom
Western Union	Financial Services	Financial Services

Source: Douglas County Government

<http://www.douglas.co.us/business/major-employers-industry-clusters/>

Employer	Douglas County, Colorado Principal Employers Current Year and Ten Years Ago					
	2013			2004		
	Employees	Rank	% of Total County Employment	Employees	Rank	% of Total County Employment
Douglas County School District	5,863	1	6.25%	5,102	1	5.75%
CH2M Hill	1,980	2	2.11%	1,200	2	1.28%
Echostar Communications	1,960	3	2.09%	1,765	5	1.88%
Healthone: Sky Ridge Medical	1,170	4	1.25%			
Western Union	1,140	5	1.22%			
Douglas County Government	1,061	6	1.13%	987	6	1.05%
Centura: Parker Adventist Hospital	980	7	1.05%			
The Trizetto Group	900	8	0.96%			
Information Handling Services	810	9	0.86%	680	10	0.73%
AVAYA	650	10	0.69%	1,500	4	1.60%
First Data Corporation				1,700	3	1.81%
Teletec Holdings				970	7	1.03%
Time Warner				940	8	1.00%
Expanets				920	9	0.98%
Total for Principal Employers	16,514		17.61%	15,764		17.12%
Total Average Employment in Douglas County	120,280			93,766		

Source: Douglas County Government

<http://www.douglas.co.us/finance/documents/2013-comprehensive-financial-report.pdf>

PRINCIPAL PROPERTY TAX PAYERS

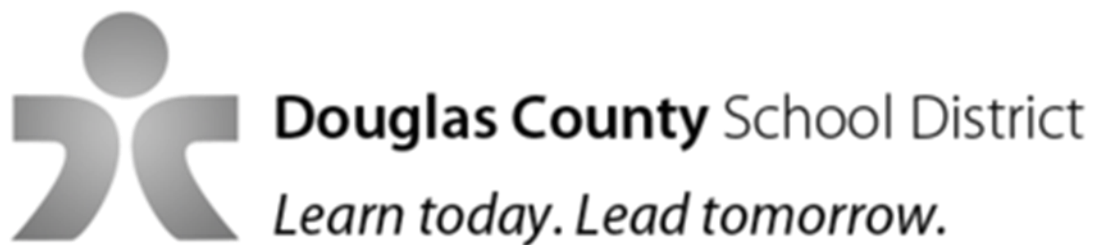
Taxpayer	Douglas County, Colorado Principal Property Tax Payers Current Year and Ten Years Ago			2004 Assessed		
	2013 Assessed Value Valuation	% of Total Cty Assessed Value	Rank	Value Valuation	% of Total Cty Assessed Value	Rank
Park Meadows Mall LLC	69,119,490	1.47%	1	44,900,630	1.30%	1
Intermountain Rural Elec Assn	63,148,700	1.35%	2	23,401,800	0.68%	4
Public Service Co. of Colo (Xcel)	55,901,900	1.19%	3	22,680,100	0.66%	5
HCA HealthOne LLC	50,141,360	1.07%	4	24,201,490	0.70%	3
Century Link (was Qwest Corporation)	42,138,340	0.90%	5	36,500,100	1.06%	2
Qwest Communications	21,403,600	0.46%	6			
Plaza Drive Properties LLC	16,968,240	0.36%	7	18,850,000	0.55%	7
Target Corporation	15,888,290	0.34%	8			
Kaiser Foundation Hospitals	15,159,480	0.32%	9			
Wells Reit II South Jamaica Street LLC	11,785,520	0.25%	10			
TGS Realty Inc				20,299,880	0.59%	6
Visa USA Inc				17,100,930	0.50%	8
BTM Capital Corporation				12,768,810	0.37%	9
Echostar Real Estate Corporation IV				12,473,670	0.36%	10
Total Principal Taxpayers	\$ 361,654,920	6.44%		\$ 233,177,410	6.75%	
Total Taxable Assessed Value	\$ 4,689,459,530			\$ 3,454,019,190		

Source: Douglas County Treasurer

<http://www.douglas.co.us/finance/documents/2013-comprehensive-financial-report.pdf>

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GLOSSARY OF TERMS



Adopted Budget Book

FY 2014-2015

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, 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. The bold terms are defined within this Glossary.

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 Chapter I, Chapter 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.

Membership

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 purposed 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.

Total Program

Is the total amount of money each school district receives under the School Finance Act. Total program includes both state and local share. The local share is generated through property taxes and specific ownership taxes (vehicle ownership taxes).

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

ACT	American College Testing	GO	General Obligation
AED	Amortization Equalization Disbursement	HB	House Bill
ASB	Association of School Business Officials	HSA	Health Savings Account
BFB	Beginning Fund Balance	IB	International Baccalaureate
BFR	Budgeting for Results	IDEA	Individuals with Disabilities Act
BOE	Board of Education	IEP	Individual Educational Plan
CAFR	Comprehensive Annual Financial Report	ILP	Individual Literacy Plan
CDE	Colorado Department of Education	K-12	Kindergarten through 12 th Grade
CHSAA	Colorado High School Athletics and Activities	LRPC	Long Range Planning Committee
COP	Certificates of Participation	NCLB	No Child Left Behind
CPI	Consumer Price Index	PDPA	Public Deposit Protection Act
CRS	Colorado Revised Statutes	PERA	Public Employee Retirement Act
CSAP	Colorado Student Assessment Program	PPA	Per Pupil Allocation
CSI	Charter School Institute	SAED	Supplemental Amortization Equalization Disbursement
CSR	Cohort Survival Ratio	SAT	Scholastic Assessment Test
DAC	District Advisory Committee	SB	Senate Bill
DCEF	Douglas County Education Foundation	SBB	Student Based Budgeting
ECP	Educational and Career Planning	SBBPA	Student Based Budgeting Pupil Allocation
EFB	Ending Fund Balance	STAR	Success Through Automated Resources
EL	Executive Limitation	SWAP	School to Work Alliance Program
ESL	English as a Second Language	TABOR	Taxpayers' Bill of Rights
FDK	Full Day Kindergarten	TCAP	Transitional Colorado Assessment Program
FOC	Fiscal Oversight Committee		
FPC	Funded Pupil Count		
FTE	Full Time Equivalent		
FY	Fiscal Year		
GF	General Fund		
GFOA	Government Finance Officers Association		

APPENDIX A

SUPPLEMENTAL INFORMATION



Douglas County School District

Learn today. Lead tomorrow.

Adopted Budget Book

FY 2014-2015

UNIFORM BUDGET SUMMARY

FY2014-15 SUMMARY BUDGET

SCHOOL DISTRICT	DISTRICT CODE	10 General Fund	13 Outdoor Education	15 Full Day Kindergarten	18 Insurance Reserve / Risk-Management	21 Nutrition Service	22 Governmental Designated Grants Fund	25 Transportation
DOUGLAS COUNTY SCHOOL DISTRICT RE-1	900	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget
Budgeted Pupil Count	63,753.0							
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/Source	43,095,956.00	225,565.00	3,868,316.00	1,598,902.00	118,605.00	185,120.00	482,865.00
REVENUES								
Local Sources	1000 - 1999	194,542,577.00	598,721.00	4,740,793.00		12,510,061.00	274,132.00	2,868,234.00
Intermediate Sources	2000 - 2999	0.00						
State Sources	3000 - 3999	311,549,893.00				105,900.00	9,764.00	4,523,980.00
Federal Sources	4000 - 4999	895,336.00				2,726,831.00	10,885,180.00	
TOTAL REVENUES		506,987,806.00	598,721.00	4,740,793.00	0.00	15,342,792.00	11,169,076.00	7,392,214.00
TOTAL BEGINNING FUND BALANCE & REVENUES		550,083,762.00	824,286.00	8,609,109.00	1,598,902.00	15,461,397.00	11,354,196.00	7,875,079.00
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700,5800	(84,916,187.00)						
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300	(27,186,878.00)			3,654,644.00			12,975,650.00
Other Sources	5100,5400,5500,5900,5990,5991	0.00						
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)		437,980,697.00	824,286.00	8,609,109.00	5,253,546.00	15,461,397.00	11,354,196.00	20,850,729.00
EXPENDITURES							TOTAL Local, State, Federal Expenditures	
Instruction - Program 0010 to 2099								
Salaries	0100	188,818,400.00		4,388,544.00			7,088,406.00	
Employee Benefits	0200	59,656,231.00		1,486,399.00			2,363,983.00	
Purchased Services	0300,0400,0500	3,160,079.00					1,159,350.00	
Supplies and Materials	0600	15,541,538.00		2,167,635.00			373,047.00	
Property	0700	0.00					123,977.00	
Other	0800, 0900	212,403.00					60,313.00	
Total Instruction		267,388,651.00	0.00	8,042,578.00	0.00	0.00	11,169,076.00	0.00
Supporting Services								
Students - Program 2100			PROGRAM 2100-3300					Programs 2100-4000
Salaries	0100	13,326,836.00	291,895.00					11,177,200.00
Employee Benefits	0200	4,482,086.00	93,914.00					5,572,119.00
Purchased Services	0300,0400,0500	463,113.00	68,320.00					812,935.00
Supplies and Materials	0600	182,108.00	73,383.00					3,889,954.00
Property	0700	0.00	27,000.00					671,853.00
Other	0800, 0900	9,083.00	13,678.00					(1,786,321.00)
Total Students		18,463,226.00	568,190.00	0.00	0.00	0.00	0.00	20,337,740.00
Instructional Staff - Program 2200								
Salaries	0100	13,278,571.00						
Employee Benefits	0200	3,634,048.00						
Purchased Services	0300,0400,0500	1,716,151.00						
Supplies and Materials	0600	990,378.00						
Property	0700							
Other	0800, 0900	80,779.00						
Total Instructional Staff		19,699,927.00	0.00	0.00	0.00	0.00	0.00	0.00
General Administration - Program 2300								
Salaries	0100	992,984.00						
Employee Benefits	0200	268,056.00						
Purchased Services	0300,0400,0500	892,580.00						
Supplies and Materials	0600	115,619.00						
Property	0700	0.00						
Other	0800, 0900	56,308.00						
Total School Administration		2,325,547.00	0.00	0.00	0.00	0.00	0.00	0.00

Note: Uniform Budget Summary is required under Colorado statute C.R.S. 22-44-105 (1)(d.5)

Source: School District Financials

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

SCHOOL DISTRICT	DISTRICT CODE	10 General Fund	13 Outdoor Education	15 Full Day Kindergarten	18 Insurance Reserve / Risk-Management	21 Nutrition Service	22 Governmental Designated Grants Fund	25 Transportation	26 Athletics and Activities
DOUGLAS COUNTY SCHOOL DISTRICT RE-1	900	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget
School Administration - Program 2400									
Salaries	0100	20,714,836.00							
Employee Benefits	0200	6,951,811.00							
	0300,0400,								
Purchased Services	0500	183,102.00							
Supplies and Materials	0600	808,155.00							
Property	0700	0.00							
Other	0800, 0900	111,628.00							
Total School Administration		28,769,532.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Services - Program 2500									
Salaries	0100	3,683,043.00							
Employee Benefits	0200	1,243,587.00							
	0300,0400,								
Purchased Services	0500	714,092.00							
Supplies and Materials	0600	88,845.00							
Property	0700	0.00							
Other	0800, 0900	(160,450.00)							
Total Business Services		5,569,117.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations and Maintenance - Program 2600									
Salaries	0100	11,685,161.00							
Employee Benefits	0200	4,116,378.00							
	0300,0400,								
Purchased Services	0500	8,247,070.00			675,003.00				
Supplies and Materials	0600	11,935,762.00							
Property	0700	0.00							
Other	0800, 0900	(118,492.00)							
Total Operations and Maintenance		35,865,879.00	0.00	0.00	675,003.00	0.00	0.00	0.00	0.00
Student Transportation - Program 2700									
Salaries	0100	0.00							
Employee Benefits	0200	0.00							
	0300,0400,								
Purchased Services	0500	0.00							
Supplies and Materials	0600	0.00							
Property	0700	0.00							
Other	0800, 0900	0.00							
Total Student Transportation		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Central Support - Program 2800									
Salaries	0100	8,380,597.00							
Employee Benefits	0200	3,234,449.00							
	0300,0400,								
Purchased Services	0500	2,806,562.00			3,641,707.00				
Supplies and Materials	0600	6,009,397.00							
Property	0700	0.00							
Other	0800, 0900	123,396.00							
Total Central Support		20,554,401.00	0.00	0.00	3,641,707.00	0.00	0.00	0.00	0.00
Other Support - Program 2900									
Salaries	0100	158,667.00							
Employee Benefits	0200	53,675.00							
	0300,0400,								
Purchased Services	0500	2,870.00							
Supplies and Materials	0600	1,300.00							
Property	0700	0.00							
Other	0800, 0900	3,900.00							
Total Other Support		220,412.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Food Service Operations - Program 3100									
Salaries	0100	0.00				4,704,244.00			
Employee Benefits	0200	0.00				1,549,812.00			
	0300,0400,								
Purchased Services	0500	0.00			200,000.00	383,030.00			
Supplies and Materials	0600	0.00				7,230,000.00			
Property	0700	0.00				496,000.00			
Other	0800, 0900	0.00				582,500.00			
Total Other Support		0.00	0.00	0.00	200,000.00	14,945,586.00	0.00	0.00	0.00
Enterprise Operations - Program 3200									
Salaries	0100	97,091.00							
Employee Benefits	0200	42,074.00							
	0300,0400,								
Purchased Services	0500								
Supplies and Materials	0600	11,000.00							
Property	0700	0.00							
Other	0800, 0900	0.00							
Total Enterprise Operations		150,165.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT DOUGLAS COUNTY SCHOOL DISTRICT RE-1	DISTRICT CODE 900	10	13	15	18	21	22	25
		General Fund FY2014-2015 Revised Budget	Outdoor Education FY2014-2015 Revised Budget	Full Day Kindergarten FY2014-2015 Revised Budget	Insurance Reserve / Risk-Management FY2014-2015 Revised Budget	Nutrition Service FY2014-2015 Revised Budget	Governmental Designated Grants Fund FY2014-2015 Revised Budget	Transportation FY2014-2015 Revised Budget
Community Services - Program 3300								
Salaries	0100	0.00						
Employee Benefits	0200	0.00						
	0300,0400							
Purchased Services	,0500	0.00						
Supplies and Materials	0600	0.00						
Property	0700	0.00						
Other	0800, 0900	0.00						
Total Community Services		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Education for Adults - Program 3400								
Salaries	0100	0.00						
Employee Benefits	0200	0.00						
	0300,0400							
Purchased Services	,0500	0.00						
Supplies and Materials	0600	0.00						
Property	0700	0.00						
Other	0800, 0900	0.00						
Total Education for Adults Services		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Supporting Services		131,618,206.00	568,190.00	0.00	4,516,710.00	14,945,586.00	0.00	20,337,740.00
Property - Program 4000								
Salaries	0100	230,935.00						
Employee Benefits	0200	60,817.00						
	0300,0400							
Purchased Services	,0500	404,600.00						
Supplies and Materials	0600	3,700.00						
Property	0700	0.00						
Other	0800, 0900	200.00						
Total Property		700,252.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900	5,000,000.00						
Total Other Uses		5,000,000.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL EXPENDITURES		404,707,109.00	568,190.00	8,042,578.00	4,516,710.00	14,945,586.00	11,169,076.00	20,337,740.00
RESERVES								
Other Reserved Fund Balance - Program 9900	0840	0.00						
Other Restricted Reserves: 932X	0840	0.00						
Reserved Fund Balance - Program 9100	0840	0.00	256,096.00	566,531.00	736,836.00	515,811.00	185,120.00	512,989.00
District Emergency Reserve - Program 9315	0840	18,724,000.00						
Reserve for TABOR 3% - Program 9321	0840	14,043,000.00						
Res. for TABOR - Multi-Year Obligations Program 9322	0840	0.00						
TOTAL RESERVES		32,767,000.00	256,096.00	566,531.00	736,836.00	515,811.00	185,120.00	512,989.00
TOTAL EXPENDITURES & RESERVES		437,474,109.00	824,286.00	8,609,109.00	5,253,546.00	15,461,397.00	11,354,196.00	20,850,729.00
NON-APPROPRIATED RESERVE - Program 9200		506,588.00						
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0))		0.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT DOUGLAS COUNTY SCHOOL DISTRICT RE-1	DISTRICT CODE 900	26	31	39	41 and 44	43	45	52
		Athletics and Activities FY2014-2015 Revised Budget	Bond Redemption FY2014-2015 Revised Budget	Non-voter Approved Debt FY2014-2015 Revised Budget	Building Fund FY2014-2015 Revised Budget	Capital Reserve Capital Projects FY2014-2015 Revised Budget	COP Building Fund FY2014-2015 Revised Budget	Child Care FY2014-2015 Revised Budget
Budgeted Pupil Count	63,753.0							
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/Source	854,081.00	62,999,278.00	422,836.00		13,268,234.00	16,389,830.00	4,500,909.00
REVENUES								
Local Sources	1000 - 1999	10,042,462.00	68,535,638.00	463,681.00			10,038.00	10,441,674.00
Intermediate Sources	2000 - 2999							
State Sources	3000 - 3999							
Federal Sources	4000 - 4999							
TOTAL REVENUES		10,042,462.00	68,535,638.00	463,681.00	0.00	0.00	10,038.00	10,441,674.00
TOTAL BEGINNING FUND BALANCE & REVENUES		10,896,543.00	131,534,916.00	886,517.00	0.00	13,268,234.00	16,399,868.00	14,942,583.00
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700,5800							
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300	3,887,406.00		3,423,075.00		3,246,103.00		
Other Sources	5100,5400,5500,5900,5990,5991			117,500.00				
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)		14,783,949.00	131,534,916.00	4,427,092.00	0.00	16,514,337.00	16,399,868.00	14,942,583.00
EXPENDITURES					PROGRAMS 0010-2099	PROGRAMS 0010-2099	PROGRAMS 0010-2099	PROGRAMS 0010-9900
Instruction - Program 0010 to 2099								
Salaries	0100	4,124,667.00						5,361,682.00
Employee Benefits	0200	764,187.00						2,174,915.00
Purchased Services	0500	2,399,241.00						952,852.00
Supplies and Materials	0600	5,533,280.00				1,756,129.00		558,671.00
Property	0700	100,000.00				1,255,000.00		215.00
Other	0800, 0900	348,124.00						1,393,339.00
Total Instruction		13,269,499.00	0.00	0.00	0.00	3,011,129.00	0.00	10,441,674.00
Supporting Services								
Students - Program 2100		PROGRAM 2100-3300			PROGRAMS 2100-4000	PROGRAMS 2100-4000	PROGRAMS 2100-4000	
Salaries	0100	335,214.00						
Employee Benefits	0200	128,520.00						
Purchased Services	0500	40,325.00				2,867,381.00		
Supplies and Materials	0600	6,720.00				4,547,113.00	8,666,397.00	
Property	0700	0.00				4,982,236.00	516,920.00	
Other	0800, 0900	336,939.00				862,659.00		
Total Students		847,718.00	0.00	0.00	0.00	13,259,389.00	9,183,317.00	0.00
Instructional Staff - Program 2200								
Salaries	0100							
Employee Benefits	0200							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Instructional Staff		0.00	0.00	0.00	0.00	0.00	0.00	0.00
General Administration - Program 2300								
Salaries	0100							
Employee Benefits	0200							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total School Administration		0.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT DOUGLAS COUNTY SCHOOL DISTRICT RE-1	DISTRICT CODE 900	26	31	39	41 and 44	43	45	52
		Athletics and Activities FY2014-2015 Revised Budget	Bond Redemption FY2014-2015 Revised Budget	Non-voter Approved Debt FY2014-2015 Revised Budget	Building Fund FY2014-2015 Revised Budget	Capital Reserve Capital Projects FY2014-2015 Revised Budget	COP Building Fund FY2014-2015 Revised Budget	Child Care FY2014-2015 Revised Budget
School Administration - Program 2400								
Salaries	0100							
Employee Benefits	0200							
	0300,0400,							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total School Administration		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Business Services - Program 2500								
Salaries	0100							
Employee Benefits	0200							
	0300,0400,							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Business Services		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operations and Maintenance - Program 2600								
Salaries	0100							
Employee Benefits	0200							
	0300,0400,							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Operations and Maintenance		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Student Transportation - Program 2700								
Salaries	0100							
Employee Benefits	0200							
	0300,0400,							
Purchased Services	0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Student Transportation		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Central Support - Program 2800								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Central Support		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Support - Program 2900								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Other Support		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Food Service Operations - Program 3100								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Other Support		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Enterprise Operations - Program 3200								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Enterprise Operations		0.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT	DISTRICT CODE	26 Athletics and Activities	31 Bond Redemption	39 Non-voter Approved Debt	41 and 44 Building Fund	43 Capital Reserve Capital Projects	45 COP Building Fund	52 Child Care
DOUGLAS COUNTY SCHOOL DISTRICT RE-1	900	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget
Community Services - Program 3300								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Community Services		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Education for Adults - Program 3400								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Education for Adults Services		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Supporting Services		847,718.00	0.00	0.00	0.00	13,259,389.00	9,183,317.00	0.00
Property - Program 4000								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500							
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900							
Total Property		0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure								
Salaries	0100							
Employee Benefits	0200							
	0300,0400							
Purchased Services	,0500		5,000.00	2,000.00				
Supplies and Materials	0600							
Property	0700							
Other	0800, 0900	0.00	68,471,638.00	4,004,256.00		243,819.00		
Total Other Uses		0.00	68,476,638.00	4,006,256.00	0.00	243,819.00	0.00	0.00
TOTAL EXPENDITURES		14,117,217.00	68,476,638.00	4,006,256.00	0.00	16,514,337.00	9,183,317.00	10,441,674.00
RESERVES								
Other Reserved Fund Balance - Program 9900	0840							
Other Restricted Reserves: 932X	0840							
Reserved Fund Balance - Program 9100	0840	666,732.00		420,836.00			7,216,551.00	4,500,909.00
District Emergency Reserve - Program 9315	0840							
Reserve for TABOR 3% - Program 9321	0840							
Res. for TABOR - Multi-Year Obligations Program 9322	0840							
TOTAL RESERVES		666,732.00	0.00	420,836.00	0.00	0.00	7,216,551.00	4,500,909.00
TOTAL EXPENDITURES & RESERVES		14,783,949.00	68,476,638.00	4,427,092.00	0.00	16,514,337.00	16,399,868.00	14,942,583.00
NON-APPROPRIATED RESERVE - Program 9200			63,058,278.00					
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON-APPROPRIATED RESERVES (Should Equal Zero (0))		0.00	0.00	0.00	0.00	0.00	0.00	0.00

SCHOOL DISTRICT	DISTRICT CODE	65 Internal Service Medical Fund	66 Internal Service STDI	74 Pupil Activity Agency	75 Private-Purpose Trust	Component Units	TOTAL
DOUGLAS COUNTY SCHOOL DISTRICT RE-1	900	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget
Budgeted Pupil Count	63,753.0						
BEGINNING FUND BALANCE (Includes ALL Reserves)	Object/ Source	9,566,390.00		4,116,059.00	45,666.00	15,608,470.00	177,347,082.00
REVENUES							0.00
Local Sources	1000 - 1999	39,745,525.00	627,295.00	2,438,467.00	61,600.00	35,386,679.00	383,287,577.00
Intermediate Sources	2000 - 2999						0.00
State Sources	3000 - 3999					59,995,205.00	376,184,742.00
Federal Sources	4000 - 4999						14,507,347.00
TOTAL REVENUES		39,745,525.00	627,295.00	2,438,467.00	61,600.00	95,381,884.00	773,979,666.00
TOTAL BEGINNING FUND BALANCE & REVENUES		49,311,915.00	627,295.00	6,554,526.00	107,266.00	110,990,354.00	951,326,748.00
TOTAL ALLOCATIONS TO/FROM OTHER FUNDS	5600,5700, 5800					0.00	(84,916,187.00)
TRANSFERS TO/FROM OTHER FUNDS	5200 - 5300					0.00	0.00
Other Sources	5100,5400, 5500,5900, 5990, 5991					0.00	117,500.00
AVAILABLE BEGINNING FUND BALANCE & REVENUES (Plus or Minus (if Revenue) Allocations and Transfers)		49,311,915.00	627,295.00	6,554,526.00	107,266.00	110,990,354.00	866,528,061.00
EXPENDITURES		PROGRAMS 0010-9900	PROGRAMS 0010-9900	PROGRAMS 0010-2099		PROGRAMS 0010-4000	0.00
Instruction - Program 0010 to 2099							0.00
Salaries	0100	16,400.00				39,414,191.00	249,212,290.00
Employee Benefits	0200	3,039.00				11,498,183.00	77,946,937.00
Purchased Services	0300,0400, 0500	40,692,261.00	615,000.00			30,936,313.00	79,915,096.00
Supplies and Materials	0600	55,561.00		3,201,752.00		5,701,943.00	34,889,556.00
Property	0700	0.00				2,527,491.00	4,006,683.00
Other	0800, 0900	0.00			69,000.00	1,441,495.00	3,524,674.00
Total Instruction		40,767,261.00	615,000.00	3,201,752.00	69,000.00	91,519,616.00	449,495,236.00
Supporting Services							0.00
Students - Program 2100							0.00
Salaries	0100						25,131,145.00
Employee Benefits	0200						10,276,639.00
Purchased Services	0300,0400, 0500						4,252,074.00
Supplies and Materials	0600						17,365,675.00
Property	0700						6,198,009.00
Other	0800, 0900						(563,962.00)
Total Students		0.00	0.00	0.00	0.00	0.00	62,659,580.00
Instructional Staff - Program 2200							0.00
Salaries	0100						13,278,571.00
Employee Benefits	0200						3,634,048.00
Purchased Services	0300,0400, 0500						1,716,151.00
Supplies and Materials	0600						990,378.00
Property	0700						0.00
Other	0800, 0900						80,779.00
Total Instructional Staff		0.00	0.00	0.00	0.00	0.00	19,699,927.00
General Administration - Program 2300							0.00
Salaries	0100						992,984.00
Employee Benefits	0200						268,056.00
Purchased Services	0300,0400, 0500						892,580.00
Supplies and Materials	0600						115,619.00
Property	0700						0.00
Other	0800, 0900						56,308.00
Total School Administration		0.00	0.00	0.00	0.00	0.00	2,325,547.00

SCHOOL DISTRICT	DISTRICT CODE	65 Internal Service Medical Fund	66 Internal Service STDI	74 Pupil Activity Agency	75 Private-Purpose Trust	Component Units	TOTAL
DOUGLAS COUNTY SCHOOL DISTRICT RE-1	900	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget
							0.00
School Administration - Program 2400							0.00
Salaries	0100						20,714,836.00
Employee Benefits	0200						6,951,811.00
	0300,0400,						
Purchased Services	0500						183,102.00
Supplies and Materials	0600						808,155.00
Property	0700						0.00
Other	0800, 0900						111,628.00
Total School Administration		0.00	0.00	0.00	0.00	0.00	28,769,532.00
							0.00
Business Services - Program 2500							0.00
Salaries	0100						3,683,043.00
Employee Benefits	0200						1,243,587.00
	0300,0400,						
Purchased Services	0500						714,092.00
Supplies and Materials	0600						88,845.00
Property	0700						0.00
Other	0800, 0900						(160,450.00)
Total Business Services		0.00	0.00	0.00	0.00	0.00	5,569,117.00
							0.00
Operations and Maintenance - Program 2600							0.00
Salaries	0100						11,685,161.00
Employee Benefits	0200						4,116,378.00
	0300,0400,						
Purchased Services	0500						8,922,073.00
Supplies and Materials	0600						11,935,762.00
Property	0700						0.00
Other	0800, 0900						(118,492.00)
Total Operations and Maintenance		0.00	0.00	0.00	0.00	0.00	36,540,882.00
							0.00
Student Transportation - Program 2700							0.00
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400,						
Purchased Services	0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Student Transportation		0.00	0.00	0.00	0.00	0.00	0.00
							0.00
Central Support - Program 2800							0.00
Salaries	0100						8,380,597.00
Employee Benefits	0200						3,234,449.00
	0300,0400,						
Purchased Services	,0500						6,448,269.00
Supplies and Materials	0600						6,009,397.00
Property	0700						0.00
Other	0800, 0900						123,396.00
Total Central Support		0.00	0.00	0.00	0.00	0.00	24,196,108.00
							0.00
Other Support - Program 2900							0.00
Salaries	0100						158,667.00
Employee Benefits	0200						53,675.00
	0300,0400,						
Purchased Services	,0500						2,870.00
Supplies and Materials	0600						1,300.00
Property	0700						0.00
Other	0800, 0900						3,900.00
Total Other Support		0.00	0.00	0.00	0.00	0.00	220,412.00
							0.00
Food Service Operations - Program 3100							0.00
Salaries	0100						4,704,244.00
Employee Benefits	0200						1,549,812.00
	0300,0400,						
Purchased Services	,0500						583,030.00
Supplies and Materials	0600						7,230,000.00
Property	0700						496,000.00
Other	0800, 0900						582,500.00
Total Other Support		0.00	0.00	0.00	0.00	0.00	15,145,586.00
							0.00
Enterprise Operations - Program 3200							0.00
Salaries	0100						97,091.00
Employee Benefits	0200						42,074.00
	0300,0400,						
Purchased Services	,0500						0.00
Supplies and Materials	0600						11,000.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Enterprise Operations		0.00	0.00	0.00	0.00	0.00	150,165.00

SCHOOL DISTRICT	DISTRICT CODE	65 Internal Service Medical Fund	66 Internal Service STDI	74 Pupil Activity Agency	75 Private-Purpose Trust	Component Units	TOTAL
DOUGLAS COUNTY SCHOOL DISTRICT RE-1	900	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget	FY2014-2015 Revised Budget
							0.00
Community Services - Program 3300							0.00
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400						
Purchased Services	,0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Community Services		0.00	0.00	0.00	0.00	0.00	0.00
							0.00
Education for Adults - Program 3400							0.00
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400						
Purchased Services	,0500						0.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900						0.00
Total Education for Adults Services		0.00	0.00	0.00	0.00	0.00	0.00
							0.00
Total Supporting Services		0.00	0.00	0.00	0.00	0.00	195,276,856.00
							0.00
Property - Program 4000							0.00
Salaries	0100						230,935.00
Employee Benefits	0200						60,817.00
	0300,0400						
Purchased Services	,0500						404,600.00
Supplies and Materials	0600						3,700.00
Property	0700						0.00
Other	0800, 0900						200.00
Total Property		0.00	0.00	0.00	0.00	0.00	700,252.00
							0.00
Other Uses - Program 5000s - including Transfers Out and/or Allocations Out as an expenditure							0.00
Salaries	0100						0.00
Employee Benefits	0200						0.00
	0300,0400						
Purchased Services	,0500						7,000.00
Supplies and Materials	0600						0.00
Property	0700						0.00
Other	0800, 0900					1,928,415.00	79,648,128.00
Total Other Uses		0.00	0.00	0.00	0.00	1,928,415.00	79,655,128.00
							0.00
TOTAL EXPENDITURES		40,767,261.00	615,000.00	3,201,752.00	69,000.00	93,448,031.00	725,127,472.00
							0.00
RESERVES							0.00
Other Reserved Fund Balance - Program 9900	0840						0.00
Other Restricted Reserves: 932X	0840						0.00
Reserved Fund Balance - Program 9100	0840	8,544,654.00		3,352,774.00		17,542,323.00	45,018,162.00
District Emergency Reserve - Program 9315	0840						18,724,000.00
Reserve for TABOR 3% - Program 9321	0840						14,043,000.00
Res. for TABOR - Multi-Year Obligations Program 9322	0840						0.00
TOTAL RESERVES		8,544,654.00	0.00	3,352,774.00	0.00	17,542,323.00	77,785,162.00
							0.00
TOTAL EXPENDITURES & RESERVES		49,311,915.00	615,000.00	6,554,526.00	69,000.00	110,990,354.00	802,912,634.00
							0.00
NON-APPROPRIATED RESERVE - Program 9200			12,295.00		38,266.00	0.00	63,615,427.00
							0.00
TOTAL AVAILABLE BEGINNING FUND BALANCE & REVENUES LESS TOTAL EXPENDITURES & RESERVES LESS NON- APPROPRIATED RESERVES (Should Equal Zero (0))		0.00	0.00	0.00	0.00	0.00	0.00

CONVENTIONAL SCHOOL YEAR CALENDAR

Douglas County School District 2014-2015 School Calendar - Conventional



Month	Day	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
JULY	Aug 1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X										
	Aug 2																																								
	Aug 3																																								
	AUGUST	Aug 1																																							
		Aug 2																																							
		Aug 3																																							
		SEPTEMBER	Aug 31																																						
			Sept 1																																						
			Sept 2																																						
			OCTOBER	Sept 30																																					
				Oct 1																																					
				Oct 2																																					
				NOVEMBER	Oct 31																																				
					Nov 1																																				
					Nov 2																																				
					DECEMBER	Nov 30																																			
						Dec 1																																			
						Dec 2																																			
						JANUARY	Dec 31																																		
							Jan 1																																		
							Jan 2																																		
							FEBRUARY	Jan 31																																	
								Feb 1																																	
								Feb 2																																	
								MARCH	Feb 28																																
									Mar 1																																
									Mar 2																																
									APRIL	Mar 31																															
										Apr 1																															
										Apr 2																															
										MAY	Apr 30																														
May 1																																									
May 2																																									
JUNE											May 31																														
	Jun 1																																								
	Jun 2																																								

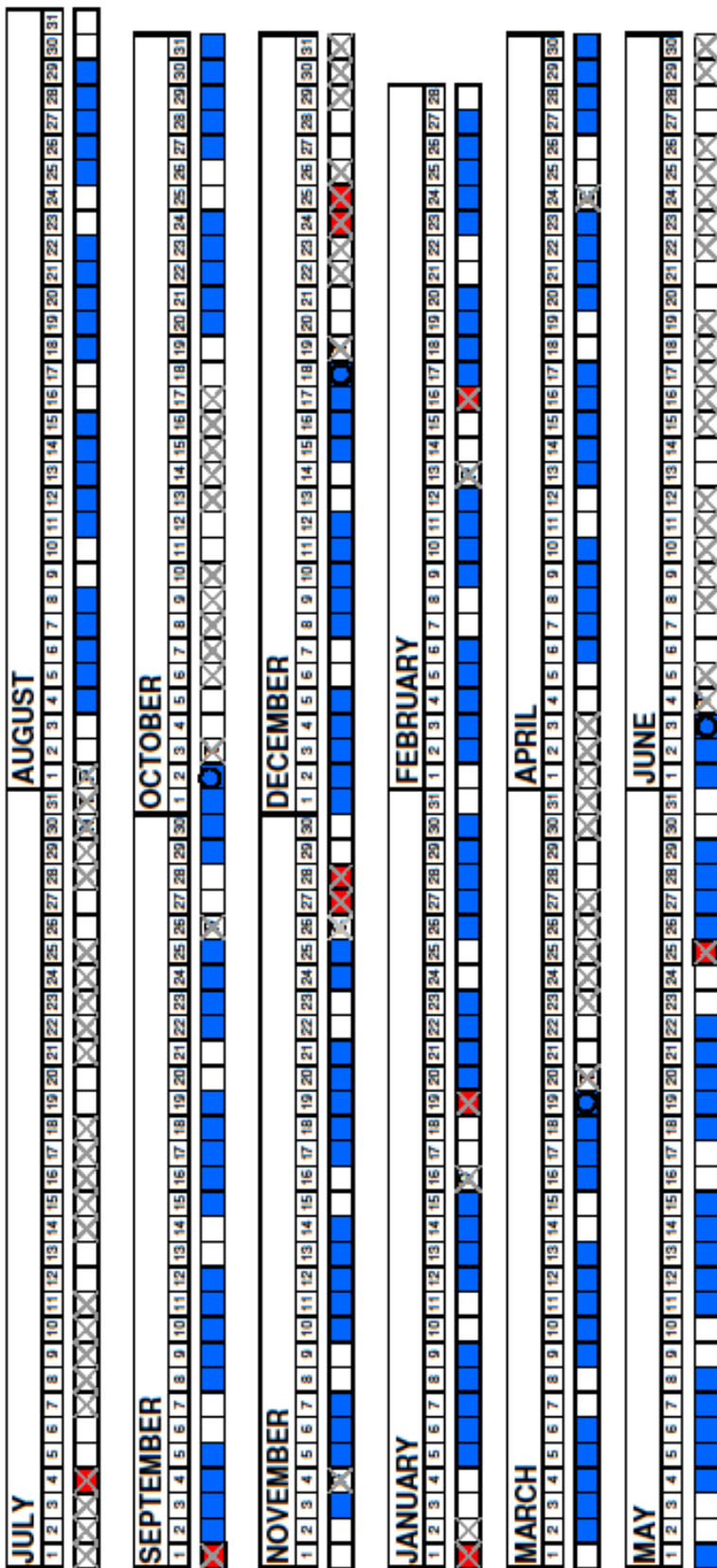
KEY:

- All-day session
- Saturdays and Sundays District Holidays
- New Teacher Orientation Day - (no students)
- Teacher Work Day - (no students) for Staff Development, Grading and/or Planning
- Compensation Day - (no students) for Parent Teacher Conferences
- Professional Development Day - (no students)
- No School
- End of grading period

If for any reason the school district must close schools, this calendar may be amended by the Board of Education to provide additional school days on Saturdays, during vacations or at the end of the present calendar.

MODIFIED SCHOOL YEAR CALENDAR

Douglas County School District 2014-2015 School Calendar - Modified

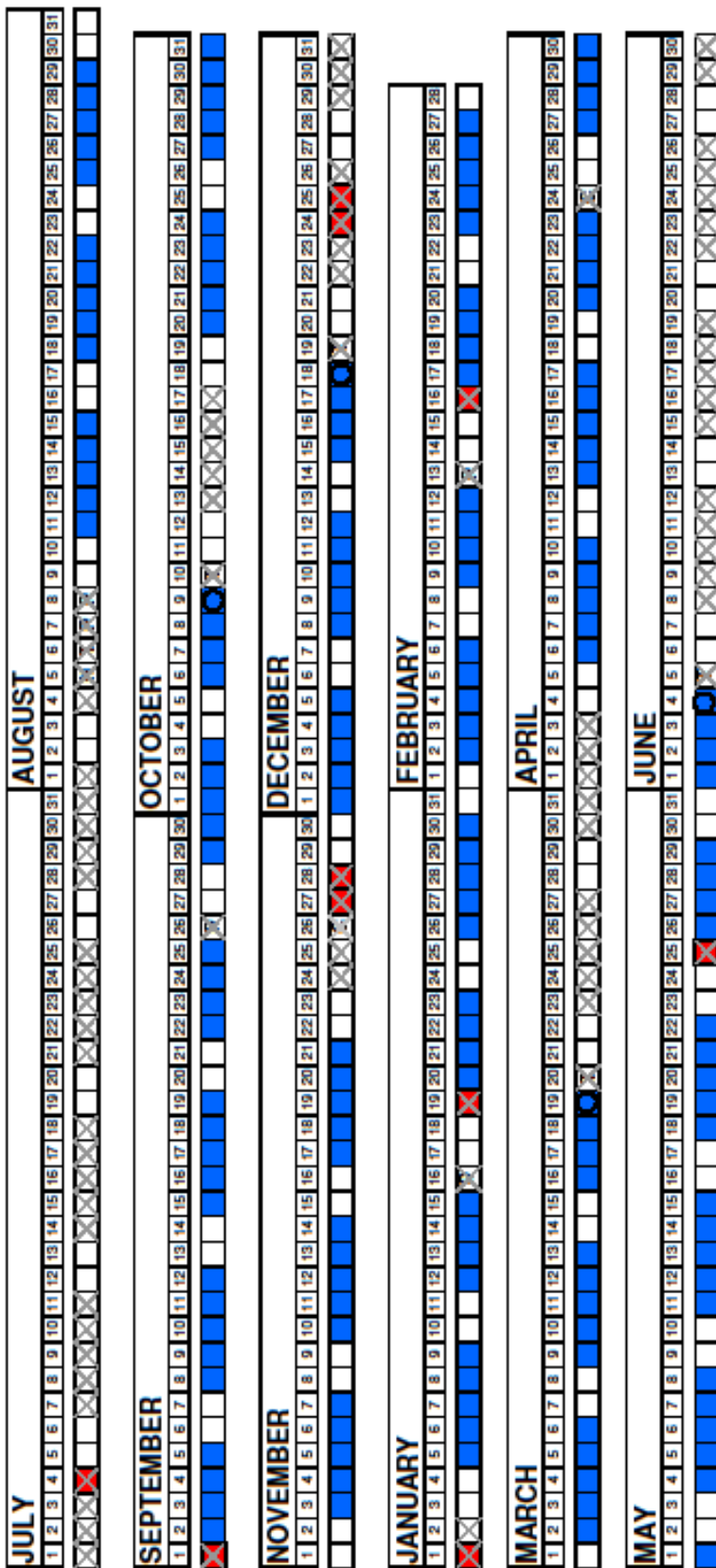


If for any reason the school district must close schools, this calendar may be amended by the Board of Education to provide additional school days on Saturdays, during vacations or at the end of the present calendar.

- KEY:**
- All-day session
 - X Saturdays and Sundays
District Holidays
 - N New Teacher Orientation Day - (no students)
 - T Teacher Work Day - (no students) for Staff Development, Grading and/or Planning
 - P Compensation Day - (no students) for Parent Teacher Conferences
 - G Professional Development Day - (no students)
 - X No School
 - O End of grading period

SPLIT FALL BREAK MODIFIED SCHOOL YEAR CALENDAR

Douglas County School District 2014-2015 School Calendar - Split Fall Break Modified



If for any reason the school district must close schools, this calendar may be amended by the Board of Education to provide additional school days on Saturdays, during vacations or at the end of the present calendar.

- KEY:**
- All-day session
 - Saturdays and Sundays District Holidays
 - New Teacher Orientation Day - (no students)
 - Teacher Work Day - (no students) for Staff Development, Grading and/or Planning
 - Compensation Day - (no students) for Parent Teacher Conferences
 - Professional Development Day - (no students)
 - No School
 - End of grading period

CDE—CHART OF ACCOUNTS

Colorado Department of Education

Source: <http://www.cde.state.co.us/assessment/GeneralInfo.asp>

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.

Codes for Boards of Cooperative Educational Services (BOCES)

Most of the narratives in this document refer to codes for district use rather than to codes for district/BOCES use. The word BOCES is omitted intentionally to reduce repetition and increase readability. *Account codes apply to both districts and BOCES, 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 that instance 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.*

Fund	22-44-102 (6) C.R.S.	". . . all of the financial transactions for a particular <i>fund</i> shall be recorded in said <i>fund</i> ."
	22-45-102 (1) C.R.S.	"Separate accounts shall be maintained for each of the several <i>funds</i> prescribed by this article."
	22-45-103 (1) C.R.S.	"The following <i>funds</i> are created for each school district for purposes specified in this article:" (a) General Fund (b) Bond Redemption Fund (c) Capital Reserve Fund (d) Special Building Fund (e) Insurance Reserve Fund (f) Transportation Fund (h) Full-day Kindergarten Fund
	2245-R-3.00 C.C.R.	"In addition to the <i>funds</i> created in statute (Section 22-45-103, C.R.S.), the following <i>funds</i> and account groups are available for school district financial accounting and reporting." 3.01 Charter School Fund 3.02 Special Revenue Funds Governmental Designated-Purpose Grants may be accounted for in special revenue funds. Pupil Activity Fund 3.04 Building Fund 3.05 Enterprise Fund 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

Location	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> ."
SRE	No Statutory Reference	
Program	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 & school site</i> ."
Source/Object	22-44-110(1) C.R.S.	". . . the board of education shall review the functions and <i>objects</i> of the proposed budget."
Job Classification	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."
Designated Grant	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. **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.
2. **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.
3. **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.
4. **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.
5. **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.

6. **Job Classification** - a dimension which enables school districts to break down expenditures for salaries and employee benefits by the employee’s job classification.
7. **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.
8. **Fiscal Year** - a twelve-month accounting period (July 1 through June 30) to which the annual budget applies.
9. **Instructional Organization** - the general type of school or other organizational entity providing instruction.
10. **Term** - a prescribed span of time when school is open and pupils are under the direction and guidance of teachers.
11. **Special Cost Center** - the smallest segment of a program that is separately recognized in the school district’s records, accounts and reports.
12. **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

Fund(2 digits)
Location(required for Charter Schools)(3 digits)
SRE.....(2 digits)
Program(4 digits)
Source(4 digits)
Job Classification (n/a)(3 digits)
Designated Grant/Project(4 digits)

Expenditure Dimensions

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)

Balance Sheet Dimensions

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)

Regardless of account type, this basic account code structure contains seven 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.

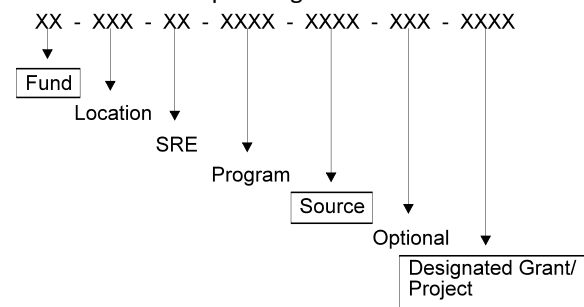
The districts may use non-bold dimensions for local reporting purposes; the Colorado Department of Education will ignore any such codes in these dimensions. An example follows. The program code is a non-bold dimension for revenue accounts; therefore, the program code can be used by the district to track 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 electronic data exchange.

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 electronic data exchange file is provided at the Automated Data Exchange website at: <https://cdeapps.cde.state.co.us/>

Revenue Accounts

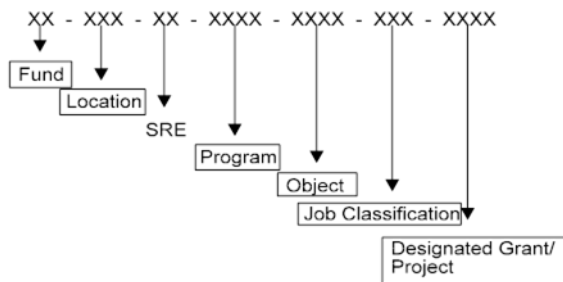
The format and sequencing of the elements in the revenue account code are:



* 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.

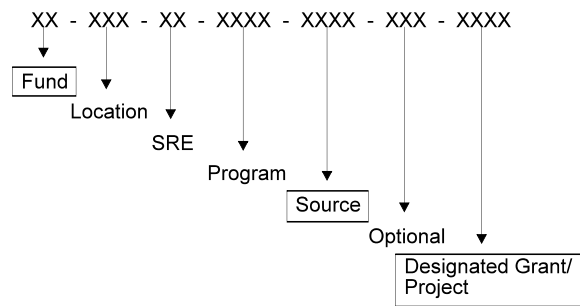
At the discretion of the district, the following are examples of expenditure account dimensions which may be added to the code structure:

- | | |
|--------------------------------------|--------------------------------|
| 1. Fiscal Year | 4. Special Cost Center |
| 2. Instructional Organization | 5. Level of Instruction |
| 3. Term | |

If these dimensions are used, they must be removed from account code strings prior to electronic data exchange.

Balance Sheet Accounts

The format and sequencing of the elements in the Balance Sheet account code are:



Districts must report ALL revenue and expenditure accounts to the Colorado Department of Education (CDE). However, it is not necessary to report all Balance Sheet accounts. Those Balance Sheet accounts which must be reported are shown in bold under the heading “Balance Sheet Codes” at the end of the Object/Source section of this Chart of 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, “RollingtotheBold.”*

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, E.L.P.A. (English Language Proficiency Act), Federal Impact Aid, and ROTC—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 revenues and expenditures of 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 Automated Data Exchange (ADE) reporting purposes. 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 allocations. 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 and 18 are the only funds available for risk-management purposes pursuant to 22-45-103(1)(e), C.R.S. Note: Funds 63 and 64 are available for risk-management purposes only if used as Internal Service Funds. Allocations and transfers are not allowed in Funds 60 through 69.
- 19 **Colorado Preschool Program Sub-Fund of the General Fund (optional).** If used, this fund allows a district to separate the Colorado Preschool Program accounting, and maintain a self-balancing set of records specific to the Colorado Preschool Program requirements for allocations. Used to account for the purposes and limitations specified by Section 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. 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" must be identified within the equity section of Fund 11 using the appropriate grant code.

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 **Capital Reserve Special Revenue 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 21 can be used for a capital reserve fund which is classified as a special revenue fund. THE USE OF FUND 21 IS LIMITED TO SPENDING DOWN RESTRICTED FUNDS HELD BY FUND 21 AS OF JUNE 30, 2008. A capital reserve fund which is classified as a capital projects fund Can be coded to fund 43. This Fund is no longer required due to the changes implemented under GASB Statement No. 54. 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 to Fund 43 (Capital Reserve/Capital Projects Fund) or Fund 18 (Risk-management sub-fund of the General Fund), or spent appropriately per statute.
- 22 **Governmental Designated-Purpose Grants Fund.** Used to record financial transactions for grants received for designated

programs funded by federal, state or local governments. If the program is identified by a Catalog of Federal Domestic Assistance (CFDA) number (except food service programs), 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 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.

- 23 **Pupil Activity Special Revenue Fund.** Used to record financial transactions related to school-sponsored pupil interscholastic 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.
- 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. **Note:** 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 ADE 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 **Non-Voter Approved Debt Service Fund.** Must be used to account for the accumulation of resources and payment of principal, interest and related expenses on any non-voter approved 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 inter-fund transfers.
- 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. A capital reserve fund which is classified as a special revenue fund Can be coded fund 21, BUT ITS ON-GOING USE IS LIMITED TO SPEND DOWN OF RESTRICTED FUNDS HELD BY THE FUND AS OF JUNE 30, 2008. This Fund is no longer required due to the changes implemented under GASB Statement No. 54. 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 **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. **Note:** Enterprise fund codes 52 through 59 are available for district use.

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. Note: District per-pupil allocations for Risk-Management are not to be recorded in Internal Service Funds.

- 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. (NOTE: THIS FUND MAY BE USED FOR EXPENDABLE OR NON-EXPENDABLE SCHOLASHIP 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 FUNDS

- 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.
- 85 **Foundations – Accounting for Foundations.** Funds 85-89 are used for reporting foundations. Funds 85-89 will roll to Fund 85.
- 90 **District Debt Fund.** 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.

Colorado Department of Education

Source: <http://www.cde.state.co.us/assessment/GeneralInfo.asp>

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APPENDIX B

SUMMARY OF APPROPRIATIONS/ RESOLUTIONS



Douglas County School District

Learn today. Lead tomorrow.

Adopted Budget Book

FY 2014-2015

SUMMARY OF APPROPRIATIONS

**DOUGLAS COUNTY SCHOOL DISTRICT Re. 1
FISCAL YEAR 2014-2015
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 \$12,000,000 and

WHEREAS, estimated pooled cash dollars available to be drawn during FY 2014-2015 by fund are:

Estimated Beginning Cash Balances July 1, 2014

Medical Fund	\$9,000,000
Agency	4,700,000
Child Care	<u>4,770,000</u>
Total	\$18,470,000

NOW, THEREFORE, BE IT RESOLVED:

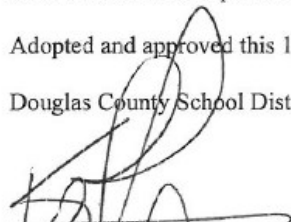
The Board authorizes from the funds below the borrowing of unencumbered monies in an amount up to, respectively:


Medical Fund	\$5,000,000
Agency	2,500,000
Child Care	<u>4,500,000</u>
Total	\$12,000,000

for the benefit of the General Fund, effective July 1, 2014, and further that any monies so borrowed are to be repaid to said funds not later than June 30, 2015.

Adopted and approved this 17th day of June 2014.

Douglas County School District Re. 1


Mr. Kevin Larsen, President
Board of Education


Ms. Nona Eichelberger, Secretary
Board of Education

DOUGLAS COUNTY SCHOOL DISTRICT Re. 1
FOR FISCAL YEAR 2014-2015
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 adopted 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 adopt 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 2014-2015 beginning fund balance from each respective fund for the purpose/s named.

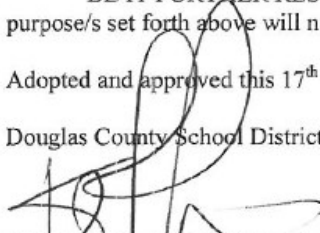
<u>Fund</u>	<u>Amount</u>	<u>Purpose of Spending Beginning Fund Balance</u>
General	\$43,095,956	Intentional draw-down of accumulated FB for operational expenses
Risk Insurance	1,598,902	Potential draw-down of accumulated FB due to unexpected property/liability or worker's compensation claims
Full Day Kindergarten	3,868,316	Intentional draw-down of accumulated FB for Full Day Kindergarten Program
Transportation	482,865	Potential draw-down of accumulated FB anticipating increases in fuel prices
Capital Projects	13,268,234	Intentional draw-down of accumulated FB for operational expenses
Governmental Designated Purpose Grants	185,120	Intentional draw-down of accumulated FB for operational expenses
Athletics & Activities	854,081	Intentional draw-down of accumulated FB for operational expenses
C.O.P. Capital Projects	16,389,830	Intentional draw-down of accumulated FB accounting for expected expenditures

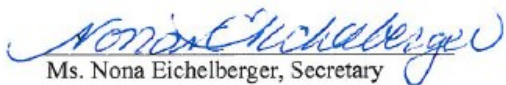
<u>Fund</u>	<u>Amount</u>	<u>Purpose of Spending Beginning Fund Balance</u>
Outdoor Education	225,565	Intentional draw-down of accumulated FB for capital expenditures associated with the expansion of this new program
C.O.P. Lease	10,000	Potential draw-down of accumulated FB due to miscellaneous fees
Nutrition Services	118,605	Potential draw-down of accumulated FB due to operational expenses
Child Care (BASE)	4,500,909	Potential draw-down of accumulated FB due to operational expenses
Medical	9,566,390	Potential draw-down of accumulated FB due to unexpected medical insurance claims
Agency	4,116,059	Intentional draw-down of accumulated FB for operational expenses
Private Purpose Trust	45,666	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.

Adopted and approved this 17th day of June, 2014.

Douglas County School District Re.1


 Mr. Kevin Larsen, President
 Board of Education


 Ms. Nona Eichelberger, Secretary
 Board of Education

DOUGLAS COUNTY SCHOOL DISTRICT Re. 1
FISCAL YEAR 2014-2015
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, 2014, and ending June 30, 2015:

Fund	Amount
General	\$489,623,296
Full Day Kindergarten	8,609,109
Risk Insurance	5,253,546
Transportation	20,850,729
Capital Projects	16,514,337
Bond Building	-
Certificates of Participation (COP) Building	16,399,868
Government Purpose Grants	11,354,196
Athletics and Activities	14,783,949
Bond Redemption/Debt Service	63,476,638
Certificates of Participation (COP) Lease Payments	4,006,256
Nutrition Services	15,461,397
Child Care (B.A.S.E.)	14,942,583
Outdoor Education Enterprise	824,286
Medical Self Insurance	49,311,915
Short Term Disability Insurance	627,295
Pupil Activity & School Discretionary	6,554,526
Private Purpose Trusts	69,000

BE IT FURTHER RESOLVED that amounts that were budgeted and appropriated for the 2013-2014 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 2013-2014 fiscal year, and that are unspent or uncompleted during that year be, and hereby are, ratified and re-appropriated for the 2014-2015 fiscal year for such purposes and projects; and

BE IT FURTHER RESOLVED that any and all 2013-2014 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 2014-2015 fiscal year and available for current and subsequent fiscal years' expenditures, but shall not be considered "emergency reserves" unless otherwise expressly provided in the 2014-2015 fiscal year budget; and

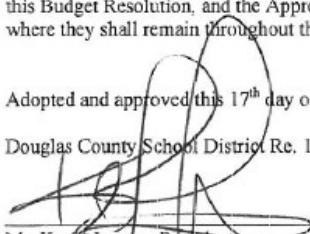
BE IT FURTHER RESOLVED that the adoption of this Appropriation Resolution shall be deemed to include the irrevocable pledging of present cash reserves as shown in the Adopted Budget for the 2014-2015 fiscal year's payments of the multiple-fiscal year financial obligations authorized or approved by the Board of Education subsequent to November 3, 1992; provided, however, that the Board is specifically not appropriating any amounts in this Appropriation Resolution nor in the Adopted Budget for fiscal year 2015-2015; and

BE IT FURTHER RESOLVED that the adoption of this Appropriation Resolution shall be deemed to include the exercise of the school district's rights, if any, to renew for the 2014-2015 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 Appropriation Resolution nor in the Adopted Budget for fiscal year 2014-2015; 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 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 2014-2015 fiscal year and be open for inspection during reasonable business hours.

Adopted and approved this 17th day of June, 2014.

Douglas County School District Re. 1


 Mr. Kevin Larsen, President
 Board of Education

Attest:


 Ms. Nona Eichelberger, Secretary
 Board of Education

4832-3235-2006, v. 1

DOUGLAS COUNTY SCHOOL DISTRICT Re. 1
FISCAL YEAR 2014-2015
BUDGET RESOLUTION

BE IT RESOLVED by the Board of Education of the Douglas County School District Re.1, Douglas and Elbert Counties, State of Colorado, that the fiscal year 2014-2015 Proposed Budget for all funds, submitted to the Board by the Superintendent on May 6 and June 17, as amended by changes included within the Executive Summary budget document as approved by action of the Board at its meeting of June 17, 2014, be adopted as the Budget of Revenues and Expenditures for the school district for the fiscal year beginning July 1, 2014, and ending June 30, 2015, in the following amounts:

Fund	Amount
General	\$516,810,174
Full Day Kindergarten	8,042,578
Risk Insurance	4,516,710
Transportation	20,337,740
Capital Projects	16,514,337
Bond Building	-
Certificates of Participation (COP) Building	9,183,317
Government Purpose Grants	11,169,076
Athletics and Activities	14,117,217
Bond Redemption/Debt Service	68,476,638
Certificates of Participation (COP) Lease Payments	4,006,256
Nutrition Services	14,945,586
Child Care (B.A.S.E.)	10,441,674
Outdoor Education Enterprise	568,190
Medical Self Insurance	40,767,261
Short Term Disability Insurance	615,000
Pupil Activity & School Discretionary	3,201,752
Private Purpose Trusts	69,000

BE IT FURTHER RESOLVED that amounts that were budgeted and appropriated for the 2013-2014 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 2013-2014 fiscal year, and that are unspent or uncompleted during that year be, and hereby are, ratified and re-appropriated for the 2014-2015 fiscal year for such purposes and projects; and

BE IT FURTHER RESOLVED that any and all 2013-2014 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 2014-2015 fiscal year and available for current and subsequent fiscal years' expenditures, but shall not be considered "emergency reserves" unless otherwise expressly provided in the 2014-2015 fiscal year budget; and

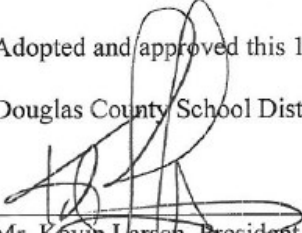
BE IT FURTHER RESOLVED that the adoption of this Budget Resolution shall be deemed to include the irrevocable pledging of present cash reserves as shown in the Adopted Budget for the 2014-2015 fiscal year's payments of the multiple-fiscal year financial obligations authorized or approved by the Board of Education subsequent to November 3, 1992; provided, however, that the Board has specifically not included any amounts in the Adopted Budget for fiscal year 2014-2015; and

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 2014-2015 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 2014-2015; 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 Adopted 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 2014-2015 fiscal year and be open for inspection during reasonable business hours.

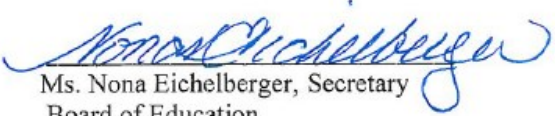
Adopted and approved this 17th day of June, 2014.

Douglas County School District Re. 1



Mr. Kevin Larsen, President
Board of Education

Attest:


Ms. Nona Eichelberger, Secretary
Board of Education

Schedule of District Budgeted Transfers

FY 2014-2015 Adopted Budget

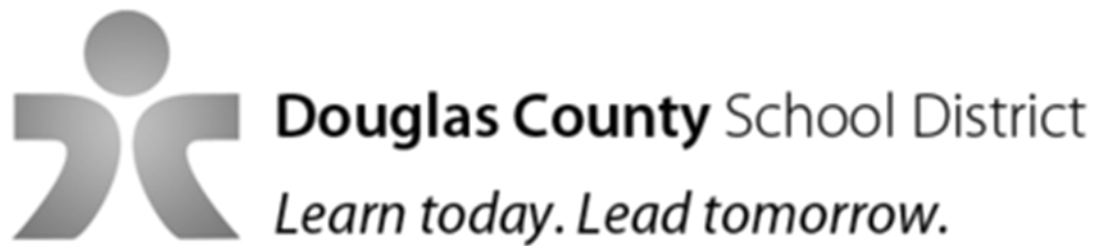
June 17, 2014

<u>Budget Transfer From</u>	<u>Budget Transfer To</u>	<u>Transferred Amount</u>
General Fund	Risk Insurance	\$ 3,854,644
General Fund	Transportation	12,975,650
General Fund	Capital Projects	3,246,103
General Fund	Athletics and Activities	3,887,408
General Fund	Certificates of Participation (COP) Lease Payments	3,423,075
	Total General Fund Transfers	\$ 27,186,878
Bond Redemption Fund	General Fund*	\$ --

* Interest earning in Bond Redemption Fund authorized pursuant to Colorado Revised Statutes

APPENDIX C

BOARD FINANCIAL POLICIES



Adopted Budget Book

FY 2014-2015

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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