***REVISED* ANNOUNCEMENT/NOTICE**
BOARD OF EDUCATION WORK SESSION
November 20, 2019
Immediately Following the Special Meeting
Education Service Center – Board Room

1. Operations Performance Report: Facilities (10 minutes) Jilek/Payne

2. Sand Creek Zone Performance Report (10 minutes) Dorsey

3. Revised Job Descriptions (5 minutes) White/Andersen
    a. Attendance and Substitute Specialist
    b. HR Reporting Specialist

4. Annual Planning Summit Preview: Voice of the Workforce (VoW) Annual Survey Initial Rollout
    (10 minutes) Andersen/Matisek

5. Annual Planning Summit Preview: State of the Workforce Annual Report (10 minutes) Andersen

6. Enrollment and Amended Budget Update (10 minutes) Sprinz

7. POWER Zone Performance Report (10 minutes) M Pickering

8. Monthly Financial Update (10 minutes) Poulin

9. Policy and Procedure Review (5 minutes) Garza
    a. GBJ, GBJ-R Personnel Records and Files

10. IT Vendor Change – Related Staffing Changes (10 minutes) Chief Officer Team
    a. Proposed New Job Description, Technology Service Manager - Infrastructure
    b. Proposed New Job Description, Technology Service Manager – End Users

11. Monthly Chief Officer Reports (10 minutes) Chief Officer Team

12. New/Revised Job Descriptions (5 minutes) Sprinz
    a. Accounting Process Manager
    b. Financial Reporting and Fund Analyst
    c. Senior Accountant

DATE OF POSTING: November 18, 2019

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Donna Garza
Executive Assistant to the Board of Education

BOARD OF EDUCATION ITEM 1
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	CJ Jilek and Daniel Payne Co Directors of Facilities
TITLE OF AGENDA ITEM:	Facilities Department Update
ACTION/INFORMATION/DISCUSSION:	Information

BACKGROUND OR RATIONALE
Bi-annual Update

RELEVANT DATA AND EXPECTED OUTCOMES:
Inform Board and Community of Facilities Department Progress

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring—**How we treat each other **Outer Ring—**How we treat our work	Facilities is always striving to be the best and our team is trying to get better every day.
Strategy	**Rock #1**—Establish enduring <u>trust</u> throughout our community **Rock #2**—Research, design and implement programs for intentional <u>community</u> participation **Rock #3**— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u> **Rock #4**— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive **Rock #5**— Customize our educational systems to <u>launch each student toward success</u>	Provide transparency and build trust by presenting progress reports on capital projects, FLC construction trades building, SSAE addition, and School Dude KPI'S.

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: N/A

APPROVED BY: Pedro Almeida, COO

DATE: November 8, 2019

Facilities Department Update November 2019

Presented by:

Christopher Jilek and Daniel Payne

Co-Directors of Facilities

SY19/20 Capital Projects

Completed

- District wide- Parking lot repairs
- SSAE- Entry road repair
- FMS- Front door replacement
- HMS- SPED modular removal
- PHS- ADA compliant concrete north entrance
- FMS- Heat exchanger replacement
- District wide- Phase 1 elementary thumb turn lockdown push bar replacements *(door hardware)*
- FMS- RTU replacement
- *SCHS- Water Heater Replacement*
- *FLC- Roof repairs*

In Process

- District wide- Concrete repairs *50% Complete*
- FMS- Phase 1 modular refresh *40% Complete*

Scheduling

- SRE- East modular removal
- FMS- Engineer evaluation for cracks
- HMS- Panther den drainage correction
- HMS- Boiler addition
- EIES- Fire alarm upgrade *Waiting for Design*
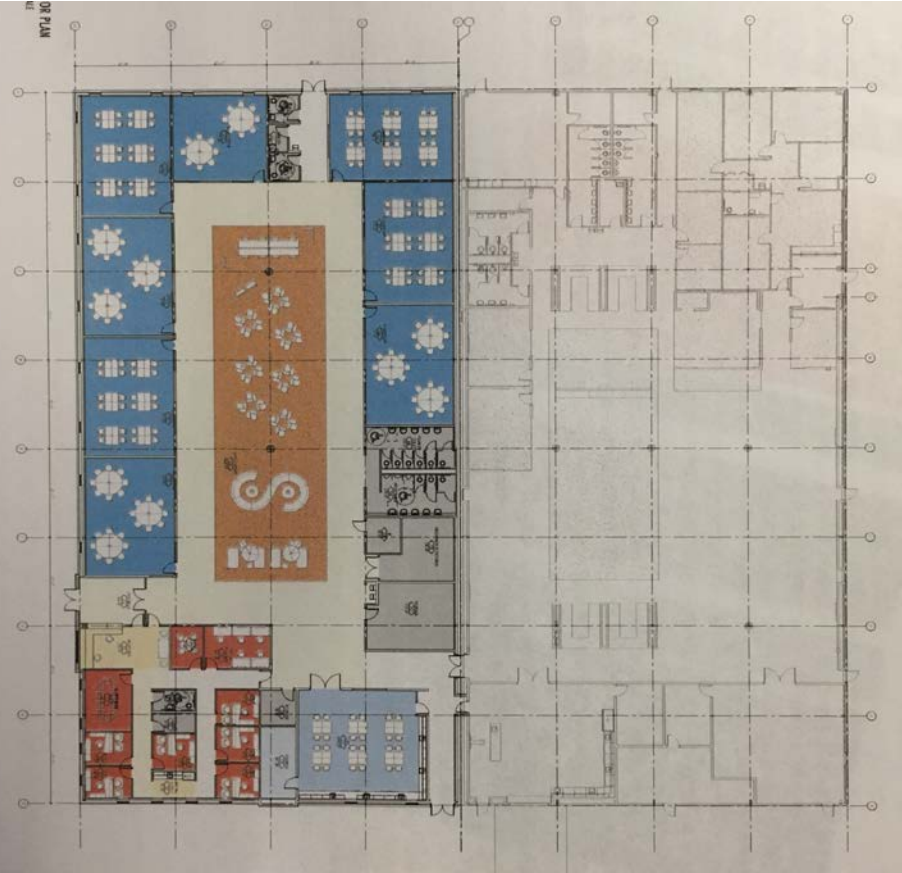
Slide contains Facilities Managed Projects
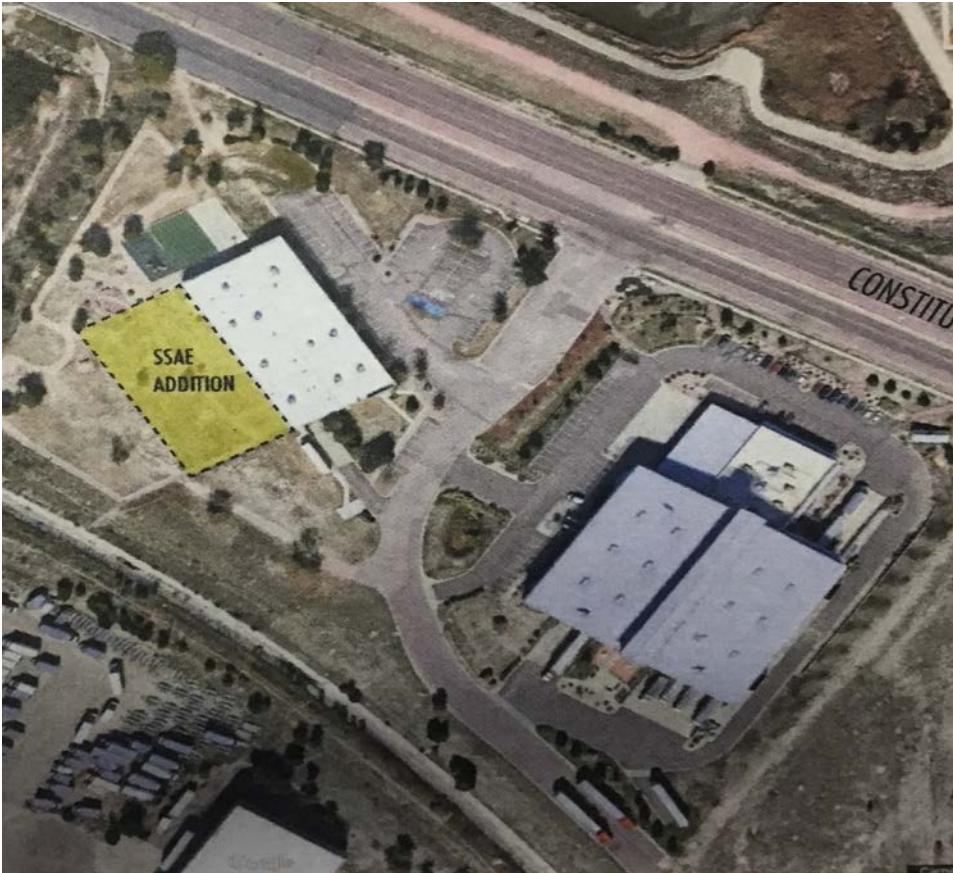
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FLC Construction Based Vocational Education Facility

District 49

Thanks FCBC and HBA!

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SSAE Addition

Scheduled to break ground in November

Helpful Partners

- Woodmen Hills Metropolitan District
  - Repaved a large section of FES West parking lot after the District let them use it as a laydown yard to install a replacement lift station

- *Harmon-Bonded Plumbing & Heating and Ferguson Enterprises in connection with 38North Construction Group*
  - *Furnished and installed six new auto shut-off faucets at no cost to D49 during the ADA bathroom compliance project.*
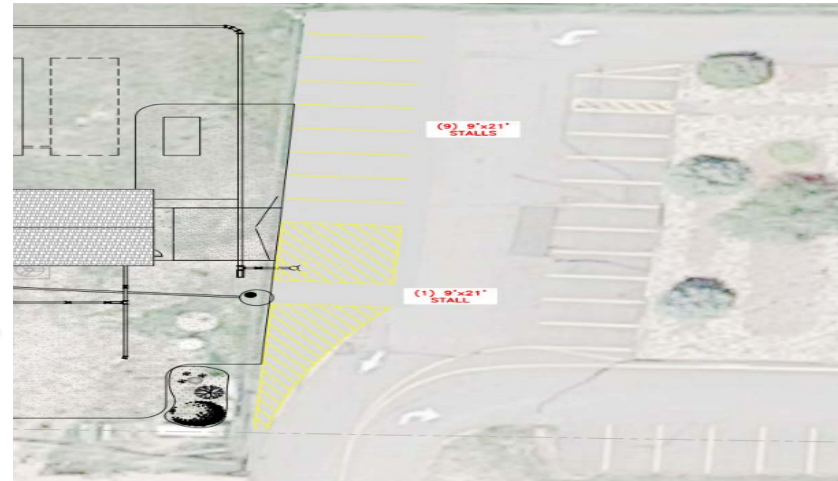
SchoolDude KPI's

Avg WOs Assigned Per Technician
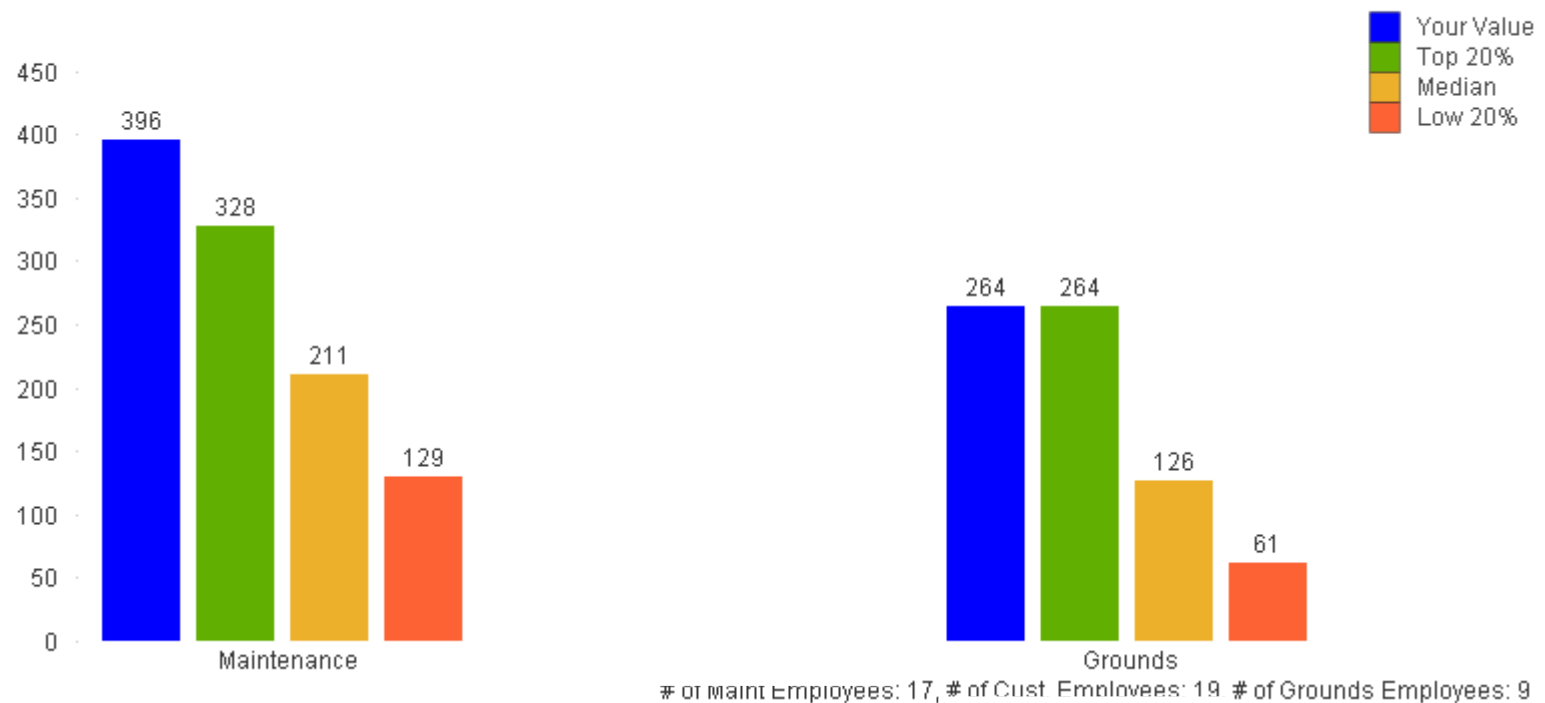
This metric gives a direct comparison of D49 staff productivity compared to peer institutions. Employees are users who have been assigned more than 30 work orders, but less than 2,000 **in a rolling 12 month window.** (Graph from August Report)

SchoolDude KPI's

% of CM Completed 7 Days or Less
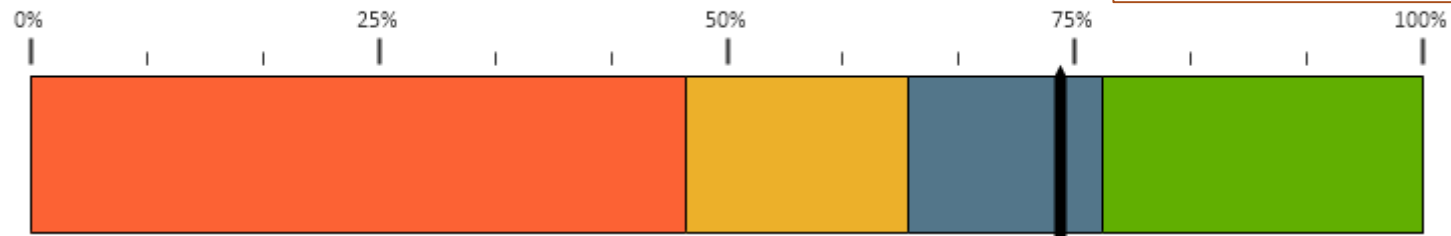
# WOs Comp	Your Value	Peer Category	# of Clients	Low 20%	Median	Top 20%
6,337	74%	Public K-12	3,438	47%	63%	77%

This KPI indicates how much work Facilities is able to complete in 7 calendar days. This compares Completion Date – Start Date (uses Request Date if Start Date is not used) for WO's with a Priority of Low, Med or High & ignores PM's to see what % of CM WO's are completed in 7 Days or Less. **(Rolling 12 Months)** (Graph from August Report)

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SchoolDude KPI's

Calendar Year Trends
- 2016- 65%
- 2017- 71%
- 2018- 67%

% of PM Completed 30 Days or Less

| 40% | 55% | 70% | 85% | 100% |
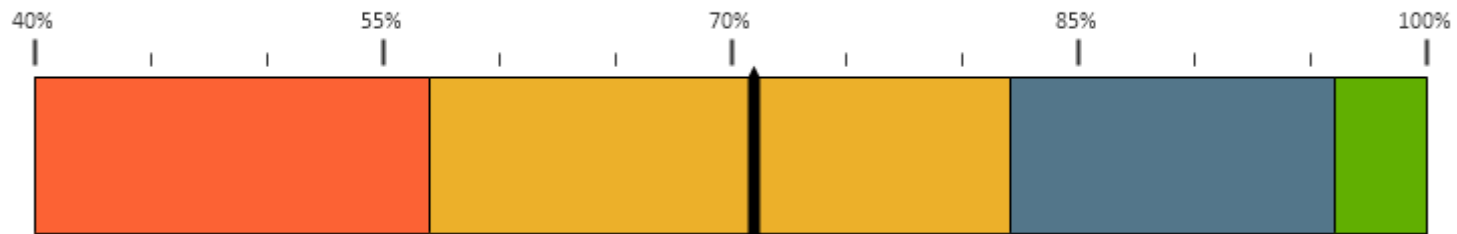
# PM WOs Comp	Your Value	Peer Category	# of Clients	Low 20%	Median	Top 20%
3,229	71%	Public K-12	2,859	57%	82%	96%

This metric is a measurement of the responsiveness of proactive work. This compares Completion Date – Start Date (uses Request Date if Start Date is not used) to see what % of PM WO's are completed in 30 Days or Less. **(Rolling 12 Months)**
(Graph from August Report)

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SchoolDude KPI's

Days To Complete WO's
# of ALL Comp: 9566
# of PM Comp:3229
 #of CM Comp:6337
(Rolling 12 Month) (Graph from August Report)

Measures
- Your Value
- Peer Top 20%
- Peer Median
- Peer Low 20%

	All Types	PM	CM
Your Value	14.7	23.7	10.2
Peer Top 20%	9.46	8.73	8.91
Peer Median	15.82	19.53	14.91
Peer Low 20%	25.19	39.54	23.91
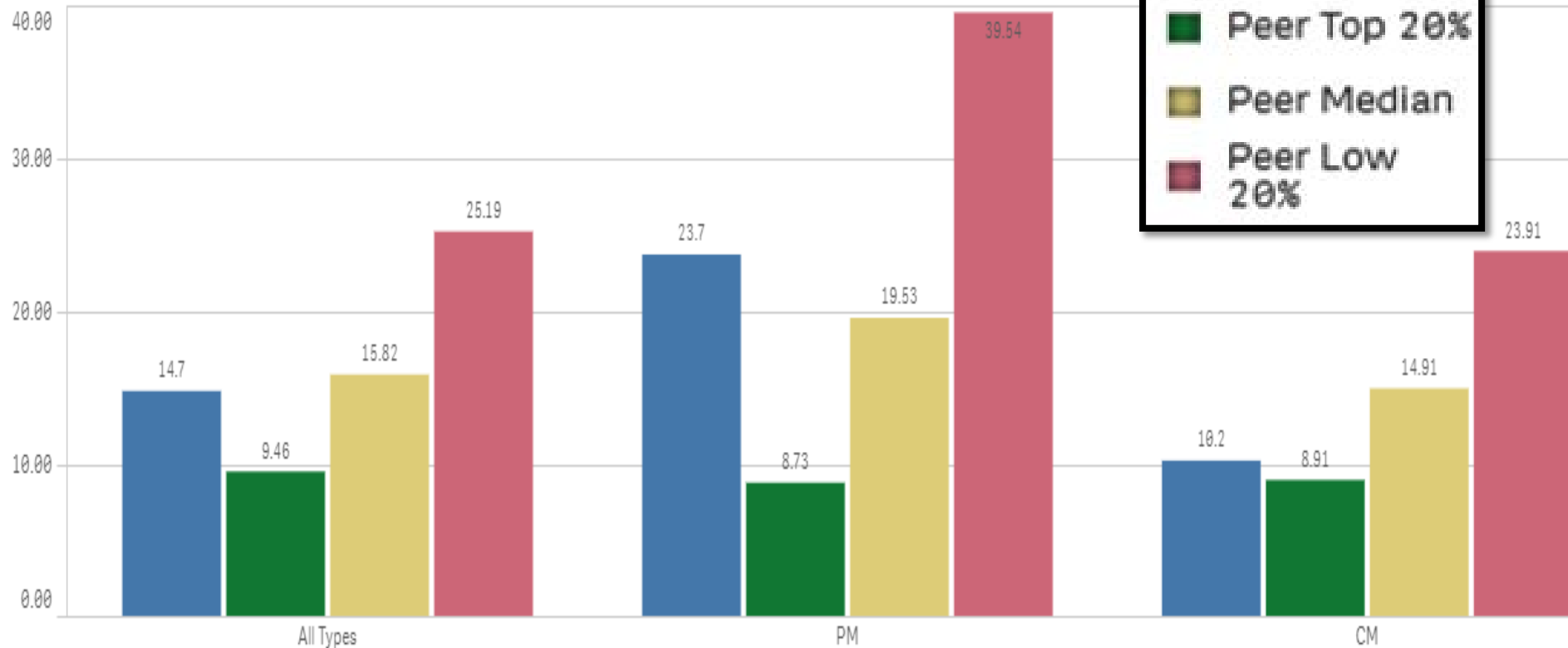
Future Direction And Planning

- Reviewing all Facility job descriptions
  - Some job descriptions are 9-10 years old and need updating
- Gathering information from local districts and industry to ensure competitive pay ranges
- Adding future positions to keep up with district growth

Questions

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BOARD OF EDUCATION 2
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Sean Dorsey-Sand Creek Zone Leader
TITLE OF AGENDA ITEM:	Sand Creek Zone Performance Report
ACTION/INFORMATION/DISCUSSION:	Information

BACKGROUND OR RATIONALE

The update is the 2019 1st semester performance report for the Sand Creek Zone.

RELEVANT DATA AND EXPECTED OUTCOMES:

The Sand Creek Zone performance report will emphasize, but not be limited to, performance data aligned with district, zone, and school goals.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring—**How we treat each other **Outer Ring—**How we treat our work	
Strategy	**Rock #1**—Establish enduring <u>trust</u> throughout our community **Rock #2**—Research, design and implement programs for intentional <u>community</u> participation **Rock #3**— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u> **Rock #4**— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive **Rock #5**— Customize our educational systems to <u>launch each student toward success</u>	Update the BOE with regard to the performance of the Sand Creek Zone. Provide an overview of efforts to align and support key D49 initiatives. Update the BOE as to ongoing Sand Creek Zone priorities. Outline improvement efforts at Sand Creek High School and Evans International Elementary.

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: Information

APPROVED BY: Peter Hilts, Chief Education Officer

DATE: November 4, 2019

Sand Creek Zone Performance Report

Sean Dorsey

October 2019

Primary Literacy

Acadience EOY 18-19 Composite At/Above Benchmark
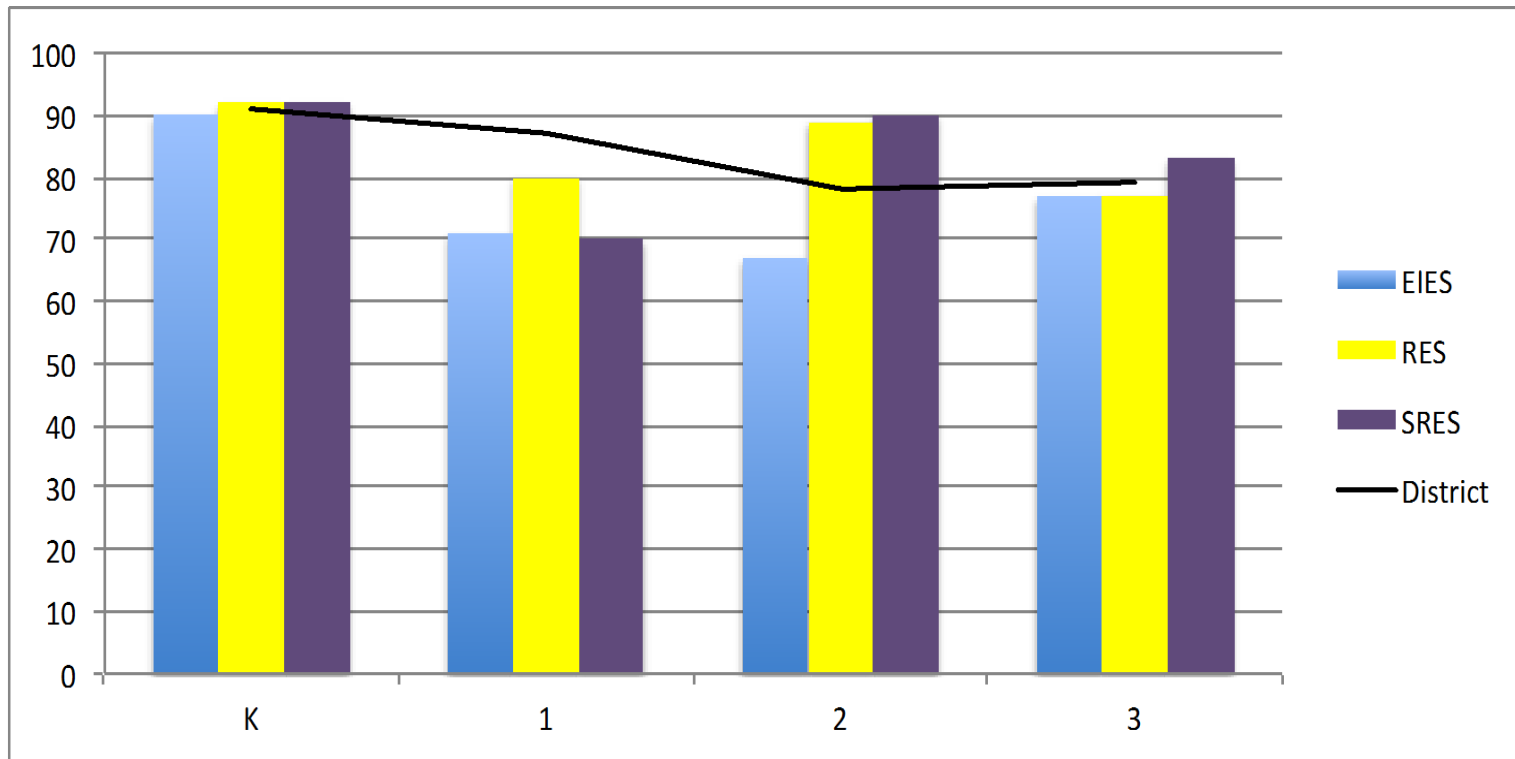
Primary Literacy

Acadience BOY 19-20 Composite At/Above Benchmark
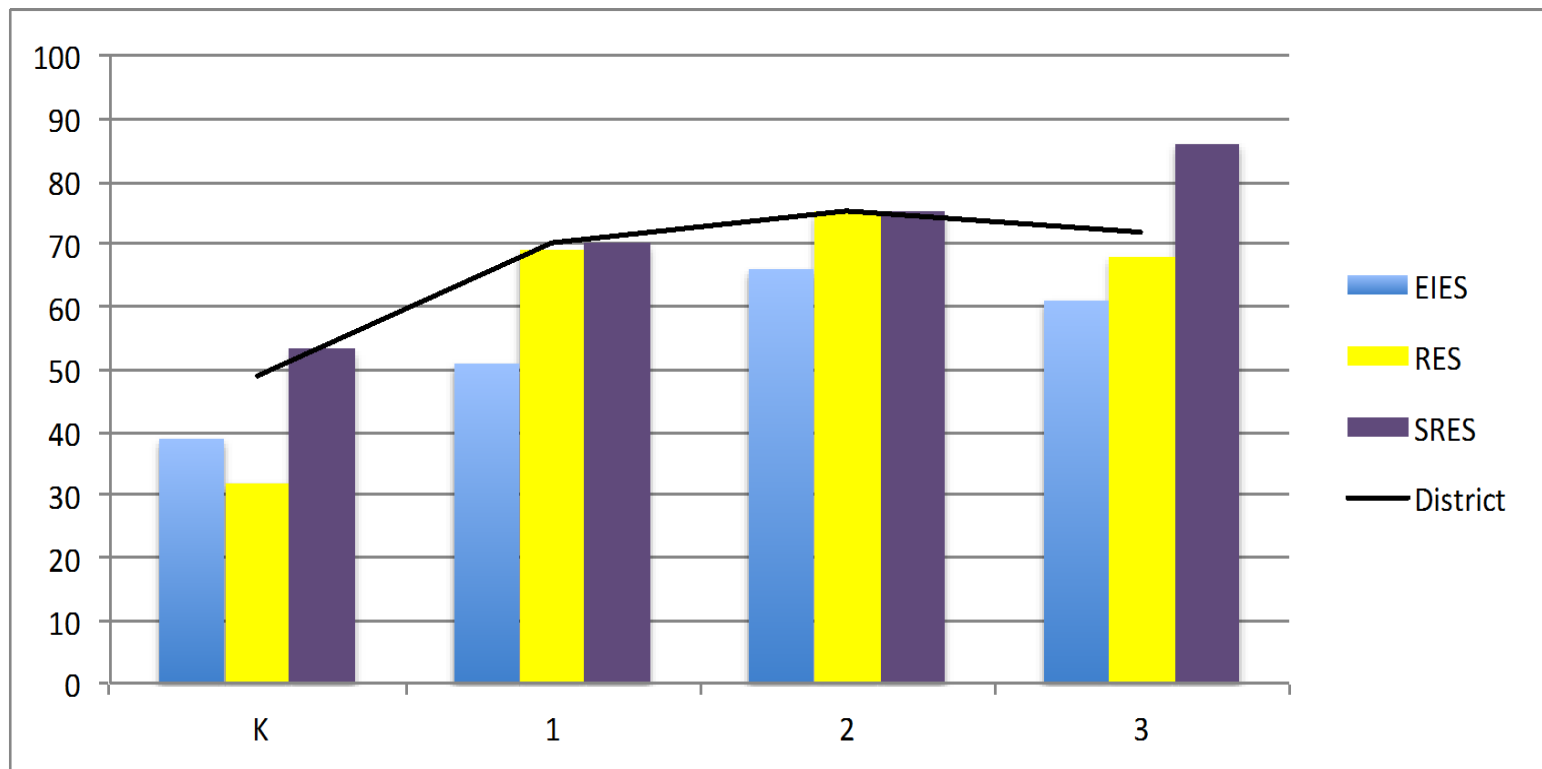
Elementary CMAS ELA
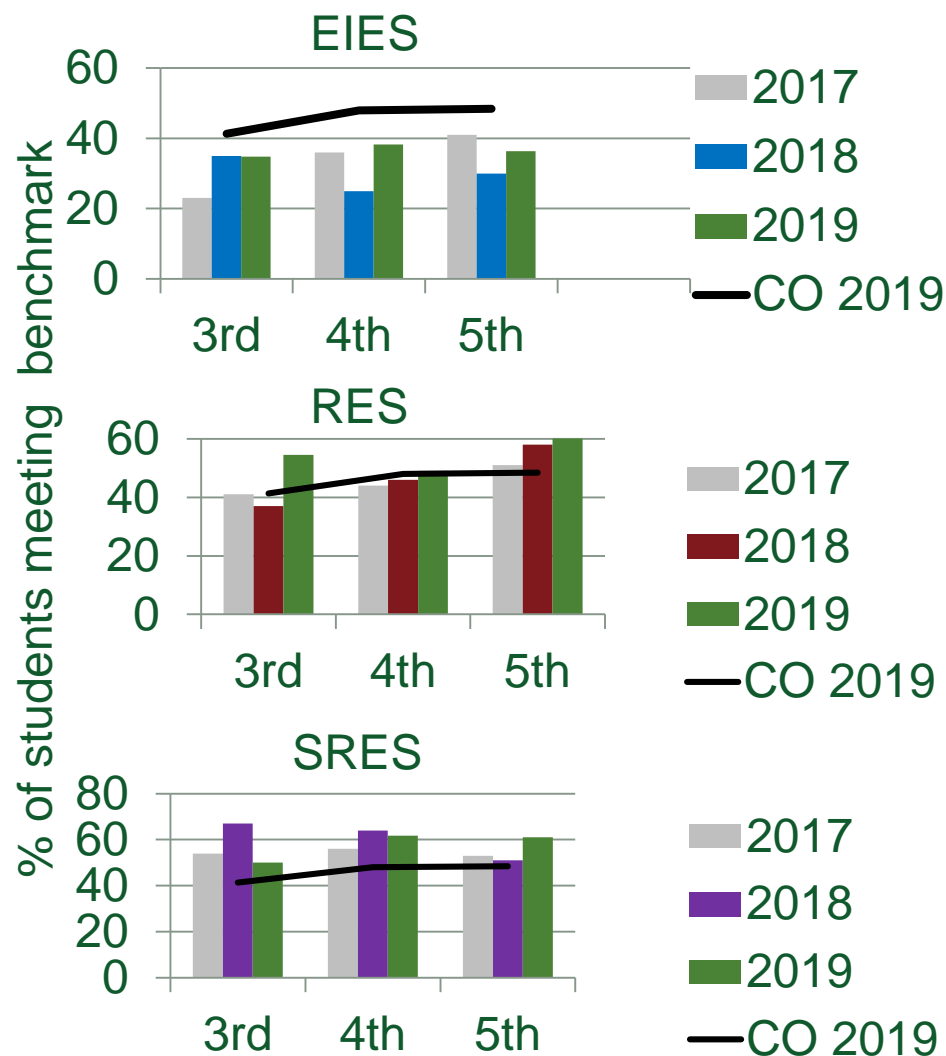
EIES	Improvement
	Academic Achievement-Approaching
	Academic Growth-Approaching
RES	Performance
	Academic Achievement-Meets
	Academic Growth-Meets
SRES	Performance
	Academic Achievement-Meets
	Academic Growth-Approaching

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Elementary CMAS Math

EIES	Improvement
	Academic Achievement-Approaching
	Academic Growth-Approaching
RES	Performance
	Academic Achievement-Meets
	Academic Growth-Meets
SRES	Performance
	Academic Achievement-Meets
	Academic Growth-Meets

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Horizon Middle School
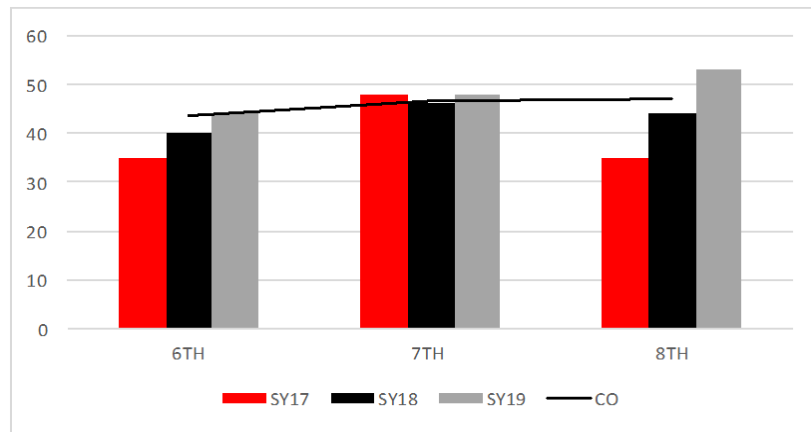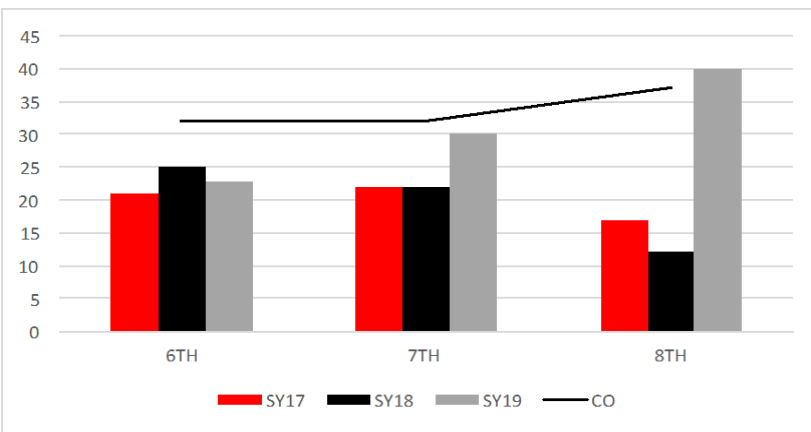
Sand Creek High School

Strategic Actions-A Sampling

- Early Literacy Grant--EIES.

- Core ELA Adoption--CKLA at EIES and SRES.

- Formative Assessment--Illuminate at SCHS

- Writing Professional Learning--Leslie Laud K-5.

- DnA Math Professional Development—HMS and SCHS.

- AVID Implementation-–SCHS (10th Grade)

Teacher of the Year Candidates
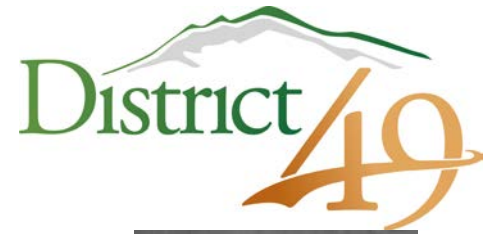
Erika Siemieniec – Sand Creek High School
- FBLA Sponsor: the largest student organization in D49
- Developed the Business Pathway at SCHS
- Runs an innovative business lab for students to experience multiple courses

William Yerger – Horizon Middle School
- WEB Sponsor
- Implements hands on activities for new courses like Forensics
- Coordinates multiple community service opportunities for HMS

Read more about Teacher of the Year here.
Check out the Denver Channel article here.

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Student Recognition

Students who received Full-Ride ROTC Scholarships
- Hunter Closs
- Nic McClellend
- Daniel Roach

Students who received the Daniel's Fund Scholarship
- Derrius Rahman
- Bruce Smith

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Community Engagement

YMCA Partnership

- We are partnering with the YMCA for sports camps.

- Camps will run on-site directly after school.

- Seasons of Sport

- Students will get a multi-sport sampler during Fall Break Camp at SCHS

Community Engagement

Parent Academy

- Our schools survey parents to see what topics interest them.

- Based on feedback, the first academy for the 2019-2020 school year was Student Health & Safety.

- We provided dinner and childcare to attendees and CEU/Salary advancement for staff.

- We utilize our D49 and local community of experts for speakers.

- The next Parent Academy will be at RES on Mindfulness & Restorative Practices in December.

SAND CREEK ZONE PLAN

Our Sand Creek Message
(What We Deliver)
Pursuit of Excellence

Our Sand Creek Identity
(What We Value)

Commitment	Personalized Paths	Growth Mindset
Inclusive	Pride	Heart

Our Sand Creek Zone Goals

Student Success
- Graduates of the Sand Creek Zone are prepared for post-secondary success in college and career
- Provide ongoing opportunities for students to participate in decisions about personalized paths to success
- Student engagement and ownership in the learning environment
- Every student a reader by 3rd grade

People
- Focus on communicating the successes of the zone-students, employees, alumni
- Retain and recruit quality staff
- Maximize employee engagement by providing opportunities for input
- Leaders share the "why" and focus on consistent two-way communication between leaders and employees

Service
- Vertical alignment and seamless transitions between levels for all students & families
- Communicate with stakeholders the processes and systems of the zone (what departments do, why and how to access support)
- Focus on maximum return on investment of all resources for student achievement

Innovation & Growth
- All stakeholders have an opportunity to have a voice in zone initiatives
- Personalized learning paths for students with an emphasis in individual development
- Increase enrollment from outside the zone and district

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Sand Creek Zone Scorecard

District 49

SAND CREEK ZONE SCORECARD 2019-2020			
Student Success	**People**	**Service**	**Innovation & Growth**
▼ Goal 1: SAT-Meet or exceed the state average for 11th grade English SAT **2018-2019 Result: 486** ↘ ▼ Goal 2: SAT-Meet or exceed the state average for 11th grade Math SAT **2018-2019 Result: 464** → ▼ Goal 3: PSAT-Meet or exceed the state average for 8/9 and 10 English PSAT **2018-2019 Result: PSAT 8/9 436** ↗ **PSAT 10 460** ↘ ▼ Goal 4: PSAT-Meet or exceed the state average for 8/9 and 10 Math PSAT **2018-2019 Result: PSAT 8/9 428** ↗ **PSAT 10 442** ↘ ▼ Goal 5: CMAS-Meet or exceed the state average in 6-8 ELA **2018-2019 Result: 3 of 3 Grades** ↗ ▼ Goal 6: CMAS-Meet or exceed the state average in 6-8 Math **2018-2019 Result: 1 of 3 Grades** ↘ ▼ Goal 7: Increase % of students at or above benchmark in reading from _73_ to _83_ (Reading DIBELS) **2018-2019 Result: 79.4%** ↗ ▼ Goal 8: Increase 4 year Graduation Rate from 85.5 to 87.0 **2018-2019 Result: 87.2** ↗ ▼ Goal 9: Meet or exceed 50th median growth percentile as measured by state assessments, at elementary and secondary levels **Elementary ELA 4th grade** **2018-2019 Result: 48th percentile** ↘ **Elementary ELA 5th grade** **2018-2019 Result: 56th percentile** ↗ **Elementary Math 4th grade** **2018-2019 Result: 56.6th percentile** ↗ **Elementary Math 5th grade** **2018-2019 Result: 50th percentile** ↗ **MS ELA 6th/7th/8th grades** **2018-2019 Result: 62/57/66** ↗ **MS Math 6th/7th/8th grades** **2018-2019 Result: 55/50/60** ↗	▼ Goal 1: Increase employee engagement overall mean from 3.84 to 3.94 **2018-2019 Result 3.84** ↘	▼ Goal 1: Increase parent satisfaction survey mean from 3.79 to 3.89 **2018-2019 Result: 3.79** ↘ ▼ Goal 2: Increase student engagement overall mean on survey from 3.68 to 3.83 **2018-2019 Result: 3.68** ↘	▼ Goal 1: Increase the number of students "choicing in" to Sand Creek Zone in a single year from 168 (2018-2019) to 200 (2019-2020) **Result:** ▼ Goal 2: Increase number of students participating in concurrent enrollment classes from 79 to 100 by August 2019 **2019 Result: 95 students** ↗

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Sand Creek Zone Scorecard

Progress Monitoring			
Student Success	**People**	**Service**	**Innovation & Growth**
▼ SAT/PSAT practice assessments-Khan Academy logins ▼ Eureka end of module assessments/practice assessment completion (K-5,9-11) ▼ Accuplacer Assessment (9-10) ▼ Monitor ST Math syllabus completion	▼ Monitor number of completed rounds once per month ▼ Review rounding summary forms two times per year	▼ Via principals/zone leader meetings, spot check action plan progress ▼ Monitor Personnel and Implementation spend on a monthly basis. ▼ Monitor the percent of General Fund account in the negative on a monthly basis	▼ Review choice data on a quarterly basis

Strategic Actions			
Student Success	**People**	**Service**	**Innovation & Growth**
▼ Through instructional rounds participants will use questioning to validate learners understanding of success criteria and learning intentions ▼ Through the observation/feedback/coaching cycle, leaders support teachers in integrating teacher- to- students and student-to-student feedback aligned with stated success criteria ▼ Develop a guiding coalition comprised of zone leadership and teachers to explore the adoption of the AVID program for the 2019-2020 school year ▼ Develop formative and interim measures, particularly at the high school level, to ascertain students 'academic growth	▼ Round on employees 2x a year ▼ Conduct 30/90 day meetings with new certified employees ▼ Rounding Summary assessed to staff ▼ Results rollout for EE survey results ▼ Provide individualized professional development to all employees 2x per year ▼ Reward and recognize staff for exhibiting criteria aligned with Sand Creek Standards of Excellence. ▼ Validate that Sand Creek Standards are deployed with building leaders through quarterly meetings ▼ All buildings will roll out two zone identity elements to staff prior to January 2019	▼ Rollout results and develop action plans ▼ Highlight and share best practices schools are using to increase parent satisfaction ▼ Zone leader rounding with parents at SAC/PTO meeting two times per semester. Create and distribute a rounding summary to be shared with staff ▼ Discover and advertise community resources that will be of benefit to all families in the Sand Creek Zone ▼ 4 zone-wide community events	▼ Convene a Bright Ideas group, once per semester, to consider and endorse creative ideas to be funded by the zone ▼ Disseminate Sand Creek Zone marketing video ▼ Send out mailers prior to traditional choice window. ▼ Implement the AVID program at Sand Creek High School ▼ Create and implement an approach to advising students aligned with secondary pathways of studies and post-secondary options.

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WHAT QUESTIONS DO YOU HAVE FOR ME?

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Melanie White, HR Manager
	Paul Andersen, HR Director
TITLE OF AGENDA ITEM:	Job Description Revisions for Human Resources Positions
ACTION/INFORMATION/DISCUSSION:	Discussion

BACKGROUND INFORMATION: DESCRIPTION OF EXPECTATION/NEED/ OPPORTUNITY:

As the district continues to grow and the number of employees we support increases, the human resources (HR) department's ability to provide excellent service is tested. HR department leadership has identified an opportunity to increase department capacity without increasing headcount. For several years, two HR specialist positions have been budgeted at .75 FTE; the opportunity at hand is to increase these two part-time positions to 1.0 FTE. Additional departmental duties will be dispersed to these two positions and are reflected in the revised job descriptions.

After consultation with the Director of Finance, we propose making this change effective January 1, 2020. If approved, the two incumbent's calendars will be adjusted for the remainder of the fiscal year.

RATIONALE:

This increase will provide the HR department with an additional .5 FTE, which will assist with distributing the current workload. This increase to FTE and shifting of duties will help to decrease the number of overtime hours utilized during peak hiring seasons. The HR department continues to focus on increasing efficiency and capacity and on growing expertise in HR's areas of service.

RELEVANT DATA AND EXPECTED OUTCOMES:

District 49 uses job descriptions to articulate work to be performed and to provide clarity to applicants for and employees in each position. As departments within the organization change, so does the work performed. It is good practice to periodically review job descriptions to ensure they accurately portray the work being performed.

INNOVATION AND INTELLIGENT RISK:

This proposal is an opportunity to increase capacity within the department by fully utilizing existing team members. Increasing departmental capacity allows the HR team to more effectively meet the needs of the district's growing workforce.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring**—How we treat each other	
	Outer Ring—How we treat our work	Accurate and up-to-date job descriptions promote respect and responsibility by providing clarity to the employee. This clarity positively impacts purpose, learning and teamwork.
Strategy	**Rock #1**—Establish enduring trust throughout our community	Our thoughtful, transparent job description development and approval process promotes trust with our community.
	Rock #2—Research, design and implement programs for intentional community participation	

Rock #3— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u>	This modest increase in capacity will help us continue to support our portfolio of schools.
Rock #4— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive	
Rock #5— Customize our educational systems to <u>launch each student toward success</u>	

BUDGET IMPACT: For the remainder of the 2019/2020 fiscal year, the budget impact will be approximately $11,500 (salary plus benefits). This will be reflected in the amended budget.

AMOUNT BUDGETED: Budgeted funds for this increase to FTE already exist for these positions. Because the HR department is currently trending lower in Personnel spend, the extra cost would be covered for the final six months of the fiscal year. For upcoming years, the increase will be incorporated in normal growth for the district.

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: Move the amended job descriptions forward for action at the next regular board meeting.

APPROVED BY: Brett Ridgway, Chief Business Officer

DATE: November 5, 2019

ATTENDANCE AND SUBSTITUTE STAFFING SPECIALIST

Job Title:	Attendance and Substitute Staffing Specialist
Initial:	November 1, 2006
Revised:	~~April~~December 12, 201~~8~~9
Work Year:	~~203 Days~~Full Year
Office:	Business
Department:	Human Resources
Reports To:	Human Resources Manager
FSLA Status:	Non-Exempt
Pay Range:	Educational Support Personnel Range 12

Related Organization Chart

Human Resources Manager

Attendance and Substitute Staffing Specialist
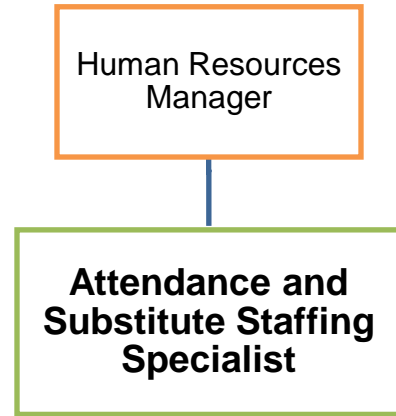
POSITION SUMMARY: The Attendance and Substitute Staffing Specialist is responsible for the onboarding of substitutes, ensuring timely placement of substitutes into the substitute management system. Other responsibilities include maintaining district employee attendance and sick bank records. As a member of the Human Resources (HR) team, the Attendance and Substitute Staffing Specialist provides backup to other HR functions as needed.

ESSENTIAL DUTIES AND RESPONSIBILITIES:
The following statements of essential functions and responsibilities are intended to describe the general nature and level of work being performed by individuals assigned to this position. These statements are not intended to be an exhaustive list of all duties and responsibilities required of all personnel within this position. Actual duties and responsibilities may vary depending on building assignment and other factors.

- Administers the employee substitute management system to ensure the system is functioning properly.
- Accurately inputs employee attendance; works with building staff and payroll to ensure attendance is correct.
- Answers phones and questions from prospective and current employees.
- Monitors and maintains attendance and substitute management system daily, weekly, monthly, and annually.
- Serves as primary contact for any substitute concerns for schools (i.e. attendance-related issues).
- Responds to a variety of inquiries and requests via phone or email for substitute employees from other district personnel for the purpose of gathering or providing information relating to substitute placement and eligibility.
- Processes all reports concerning substitutes and attendance to administration, schools and payroll (weekly, monthly, annually).
- Processes all reports concerning sick bank and dock days to administration and payroll.
- Maintains contact with Colorado Department of Education concerning background checks and licensing on

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

substitutes and pay.
- Reviews substitute applications in order to validate qualifications for vacant positions.
- Conducts pre-employment orientation with substitutes. Records substitute pay, maintains all substitute files, updates HRIS with necessary transactions (i.e. new hires, terms, etc.), reports days worked and amount paid to payroll on a monthly basis.
- Monitors employee attendance for planned absences and off-site activities in order to ensure classroom coverage and efficient processing of substitute employees.
- Prepares monthly Board of Education consent documents regarding personnel transactions.
- Maintains all historical information pertaining to employee attendance and certified substitutes.
- Conducts all annual procedures pertaining to substitutes (i.e. end-of-year letter to return) and employee attendance in HRIS (i.e. rollover of leave days).
- Processes substitute and volunteer fingerprint certifications and related information (e.g. updates database, etc.) in order to ensure compliance with district policies and legal mandates.
- Fingerprints individuals for background check purposes, collects fingerprint money and issues receipts.
- Creates identification badges.
- Provides front desk relief as needed.
- Handles department filing and maintenance of personnel records, to include orderliness of the file room.
- Serves as backup for processing resignations for the licensed workforce.
- Serves as backup for verifications of employment, to include active and inactive employees and requests for sexual misconduct inquiries.
- Serves as backup for Pprocessesing requests for file copies and subpoenas.
- Performs other duties as assigned.

Supervision & Technical Responsibilities: This position has no supervisory responsibilities.

Budget Responsibility: This position has no budget responsibilities.

QUALIFICATIONS
The requirements listed below are representative of the education, experience, knowledge, skills, and/or abilities required for this position:

Education & Training:
- High school diploma or equivalent.

Experience:
- One year of experience in an office or clerical setting; experience in Human Resources preferred.

Knowledge, Skills & Abilities:
- Oral and written communication skills.
- Strong iInterpersonal relations and teamwork skills.
- Basic math and accounting skills.
- Personal computer, keyboarding and word processing skills.
- Customer service and public relations skills.
- Critical thinking and problem solving skills.
- Organizational skills.
- Ability to maintain confidentiality in all aspects of the job.
- Ability to manage multiple priorities.

- Ability to manage multiple tasks with frequent interruptions.
- Operating knowledge of and experience with various software ~~packages~~ applications including Microsoft Office and Google Suite.
- Operating knowledge of general office equipment.
- Ability to d~~i~~effuse and manage volatile and stressful situations.

Certificates, Licenses, & Registrations:
- Criminal background check required for hire.

OTHER WORK FACTORS

The physical demands, work environment factors and mental functions described herein are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Physical Demands: While performing the duties of this job, the employee is occasionally required to stand, climb or balance, stoop, kneel, crouch, or crawl, and smell. The employee must regularly lift and/or move up to 25 pounds frequently.

Work Environment: While performing the duties of this job, the employee will work primarily in a usual office or school environment.

Mental Functions: While performing the duties of this job, the employee is regularly required to communicate, compare, analyze, coordinate, instruct, evaluate, and use interpersonal skills. Occasionally required to compile, copy, compute and negotiate.

HUMAN RESOURCES REPORTING SPECIALIST

Job Title:	Human Resources Reporting Specialist
Initial:	August 29, 2013
Revised:	~~April~~December 12, 201~~8~~9
Work Year:	~~203 days~~Full Year
Office:	Business
Department:	Human Resources
Reports To:	Human Resources Manager
FLSA Status:	Non-Exempt
Pay Range:	Educational Support Personnel Range 12

Related Organization Chart

Human Resources Manager

Human Resources Reporting Specialist

POSITION SUMMARY: The Human Resources Reporting Specialist is responsible for collecting, organizing, and reviewing data necessary for the preparation of state reports, to include the December staff count. This position works with the Colorado Department of Education (CDE) and district stakeholders to ensure all data is gathered and compiled in a timely manner in order to meet all State reporting expectations. This position also performs staffing specialist duties for administrative ~~and professional-technical~~ positions. As a member of the Human Resources (HR) team, the Human Resources Reporting Specialist provides backup to other HR functions as needed.

ESSENTIAL DUTIES AND RESPONSIBILITIES:
The following statements of essential functions and responsibilities are intended to describe the general nature and level of work being performed by individuals assigned to this position. These statements are not intended to be an exhaustive list of all duties and responsibilities required of all personnel within this position. Actual duties and responsibilities may vary depending on building assignment and other factors.

- Conducts the annual monitoring for the CDE report, working as liaison between the district, school administration and office staff for reporting of their staff on the District CDE report. This includes sending out a request for documentation, setting appropriate deadlines and monitoring for compliance.
- Performs a monthly review of all supporting documentation for licensure requirements. Monitor this paperwork to ensure that each staff member meets requirements for "in-field status", if applicable, and that all information is filled out properly and accurately.
- Reviews new hires to ensure licensure requirements have been met, working with the schools to develop a plan of action to achieve "in-field" status, and following up in a timely manner.
- Collaborates with other HR staff to enter all district and charter employees on to the CDE reporting forms.
- Collaborates with other HR staff to ensure that any reporting issues are corrected and resolved in a timely manner.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Maintains personnel files to include the removal of staff no longer associated with the district and the addition of newly-hired staff.
- Processes personnel requisitions, job postings, and recommendations for hire for administrative positions. Performs new hire orientation for administrators.
- Assists with new hire orientations and training as needed.
- Assists with processing personnel paperwork and updating the Human Resources Information System (HRIS).
- Prepares monthly Board of Education consent documents regarding personnel transactions.
- Coordinates ordering and distribution of annual service awards.
- Fingerprints individuals for background check purposes, collects fingerprint money and issues receipts.
- Creates identification badges.
- Provides front desk relief as needed.
- Serves as backup for onboarding the licensed workforce.
- Maintains and reconciles department cash bag.
- Processes department budget on a monthly basis, reconciling receipts and invoices as necessary.
- Maintains department supply inventory and places orders for supplies when inventory is low.
- Maintains Schoology distribution lists/membership.
- Tracks completion and receipt of performance evaluations for the administrative workforce.
- Provides general support to the HR department as needed.
- Performs other duties as assigned.

Supervision & Technical Responsibilities: This position has no supervisory responsibilities.

Budget Responsibility: This position has no budget responsibilities.

QUALIFICATIONS
The requirements listed below are representative of the education, experience, knowledge, skills, and/or abilities required for this position:

Education & Training:
- High school diploma or equivalent.

Experience:
- One year of experience in an office or clerical setting; experience in Human Resources preferred.
- Previous experience working with Excel and/or data entry preferred.

Knowledge, Skills & Abilities:
- Oral and written communication skills.
- Strong interpersonal relations and teamwork skills.
- Basic math and accounting skills.
- Personal computer, keyboarding and word processing skills.
- Customer service and public relations skills.
- Critical thinking and problem solving skills.
- Organizational skills.
- Ability to maintain confidentiality in all aspects of the job.
- Ability to manage multiple priorities.
- Ability to manage multiple tasks with frequent interruptions.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Operating knowledge of and experience with various software ~~packages~~ applications including Microsoft Office and Google Suite.
- Operating knowledge of general office equipment.
- Ability to d~~ei~~iffuse and manage volatile and stressful situations.

Certificates, Licenses, & Registrations:
- Criminal background check required for hire

OTHER WORK FACTORS
The physical demands, work environment factors and mental functions described herein are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Physical Demands: While performing the duties of this job, the employee is occasionally required to stand, climb or balance, stoop, kneel, crouch, or crawl, and smell. The employee must regularly lift and/or move up to 25 pounds frequently.

Work Environment: While performing the duties of this job, the employee will work primarily in a usual office or school environment.

Mental Functions: While performing the duties of this job, the employee is regularly required to communicate, compare, analyze, coordinate, instruct, evaluate, and use interpersonal skills. Occasionally required to compile, copy, compute and negotiate.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

BOARD OF EDUCATION ITEM 4
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Amy Matisek, Internal Communications Manager
	Paul Andersen, Director of Human Resources
TITLE OF AGENDA ITEM:	VoW Annual Survey Initial Rollout
ACTION/INFORMATION/DISCUSSION:	Discussion

BACKGROUND OR RATIONALE

District 49 recently completed our fourth VoW (Voice of the Workforce) Annual Survey. This year, the district partnered with a new vendor, Beyond Feedback, to administer the employee survey. A primary goal of the survey process is to obtain employee feedback that will enable us to increase the effectiveness of our organization. Results will help us continue our journey to make District 49 the best choice to learn, work and lead.

RELEVANT DATA AND EXPECTED OUTCOMES:

The district achieved excellent staff participation: 89% of all employees completed the survey. This is an increase over last year's participation rate of 85% and the 2017 participation rate of 79%. The additional employee feedback will give us a better understanding of what the district is doing well and where we can improve.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

After reviewing the results, several key focus areas will be determined (strengths and opportunities).

Culture	**Inner Ring—**How we treat each other **Outer Ring—**How we treat our work	The results of the survey link to our cultural climate. Employees are the district's #1 resource. Learning about how they feel will help us reach district goals.
Strategy	**Rock #1**—Establish enduring <u>trust</u> throughout our community **Rock #2**—Research, design and implement programs for intentional <u>community</u> participation **Rock #3**— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u> **Rock #4**— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive **Rock #5**— Customize our educational systems to <u>launch each student toward success</u>	To build trust throughout the organization, the district is planning to communicate the results of the survey to all employees. First, district leaders will roll out the results to principals with a presentation of key, organization-wide points. Custom presentations will be provided to school and department leaders to share with their own teams that will include district-level data and school-specific information. Also, key results will be provided through the Peakview displays. Finally, leaders will be asked to develop action plans for their specific school/department. They will work with their teams to discuss, prioritize and keep momentum for improvement going.

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: Information only.

APPROVED BY: Peter Hilts, Chief Education Officer

DATE: November 8, 2019

Voice of the Workforce
Annual Survey Report

Amy Matisek, Internal Communications Manager

Paul Andersen, Director of Human Resources

November 20, 2019

The Best Choice to Learn, Work and Lead

VoW Is Essential To Our Vision

- The VoW directs workforce insights to the board and senior leadership team.

- VoW insights set expectations for how D49 can be the best choice.

- VoW insights have led to improvements in programs, communications and workplace conditions.

Staff Participation Continues to Climb

- Our fourth VoW Annual Survey.

- Participation grew to 89%. (Past years of 68%, 79% and 85%.)

- 1,623 respondents wrote more than 9,000 comments (an increase from 5,000 comments in 2018).

2019 VoW Survey Methodology and Approach

- Employees asked to select the most important Employee Key Requirements (EKRs), then to weigh and score their selections.

- Employees were also asked some questions from prior surveys.

- All questions were rated on a 10-point scale.

- Employees provided more than 9,200 open-ended comments.

Satisfaction and Engagement (ESAT) Levels
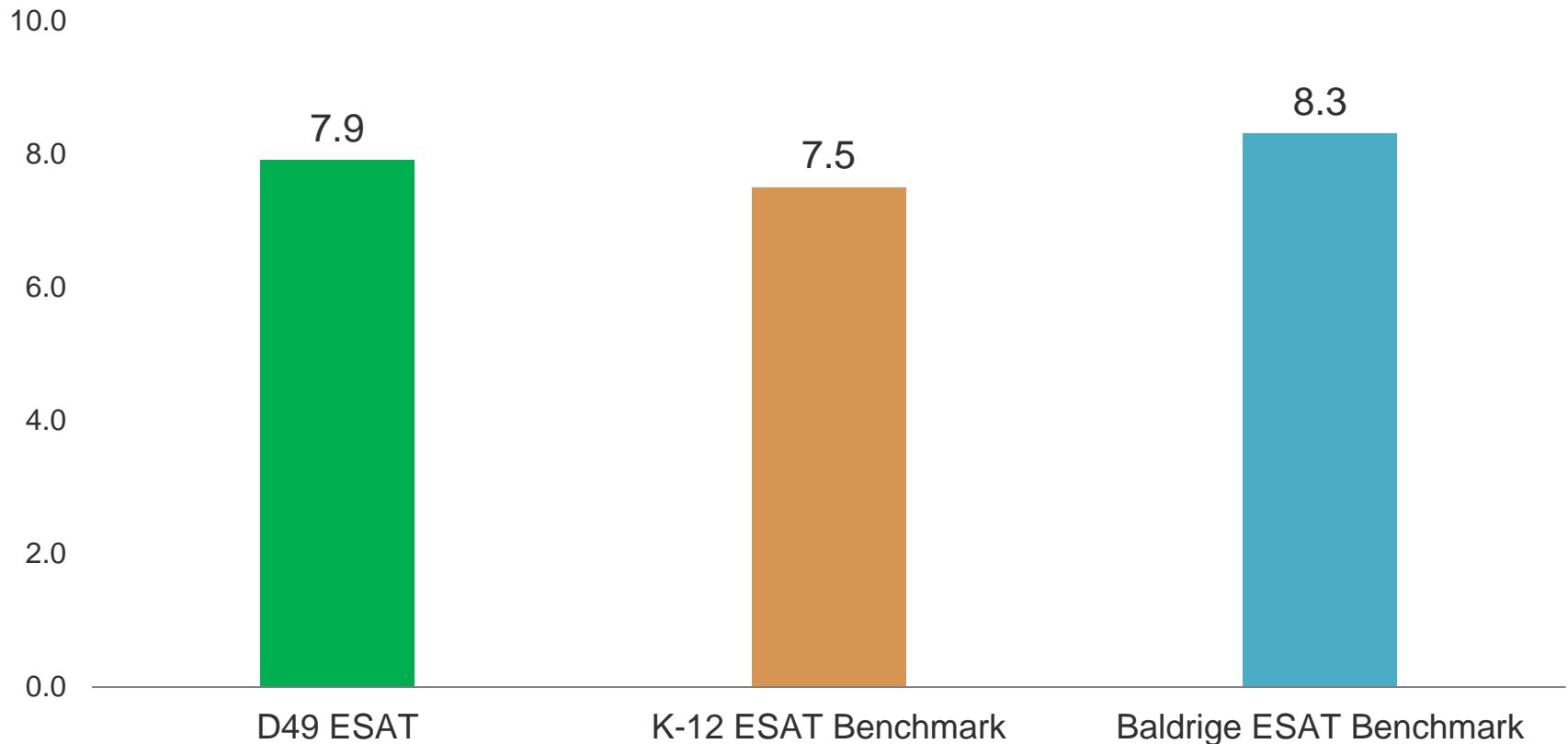
Source: Beyond Feedback September 2019 n=1623

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Employee Satisfaction Scores: Offices and Zones
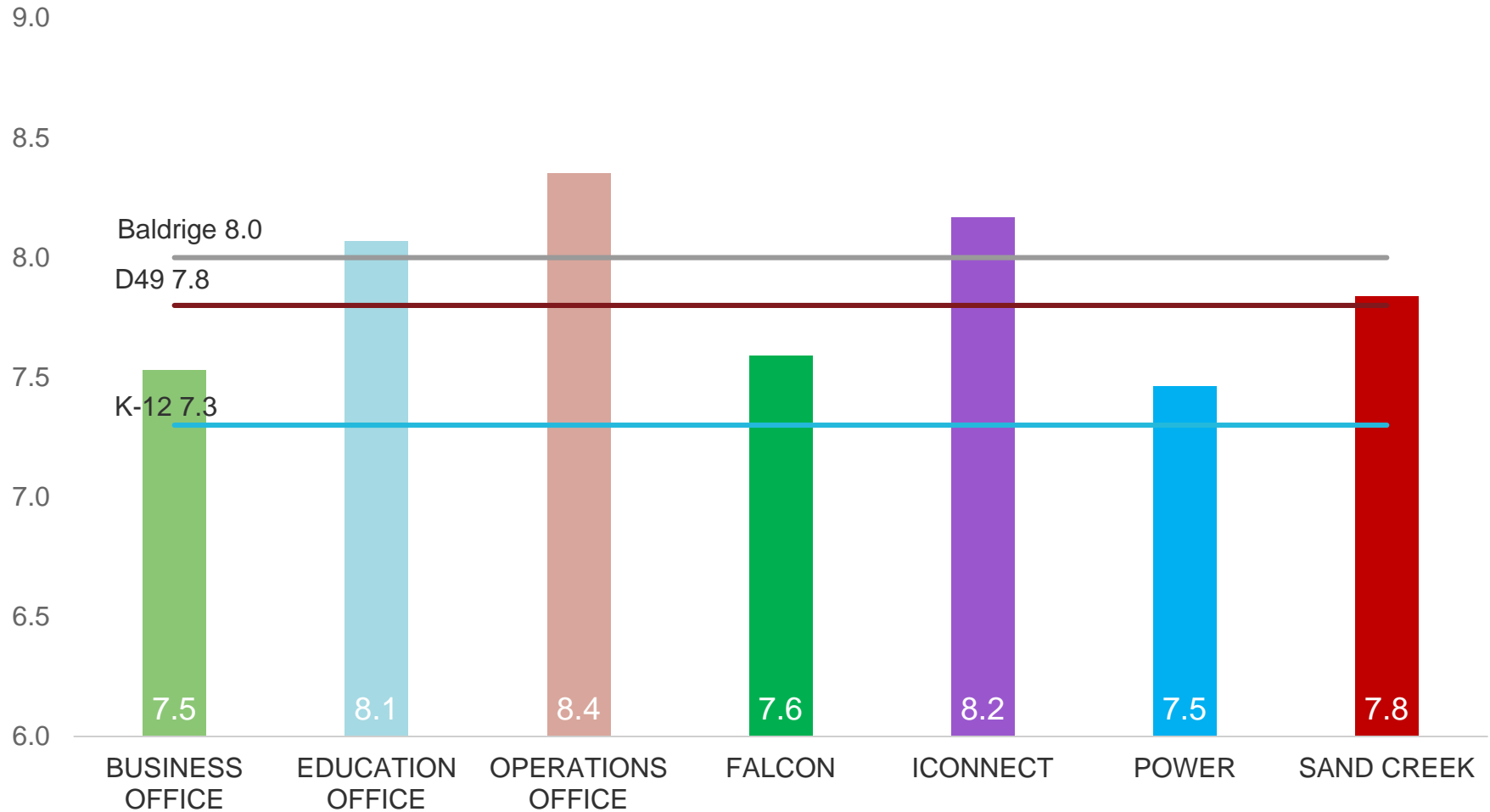
Employee Engagement Scores: Offices and Zones

Baldrige 8.4

D49 8.1

K-12 7.8

BUSINESS OFFICE	EDUCATION OFFICE	OPERATIONS OFFICE	FALCON ZONE	ICONNECT ZONE	POWER ZONE	SAND CREEK ZONE
7.1	8.4	8.8	7.9	8.7	7.9	8.1
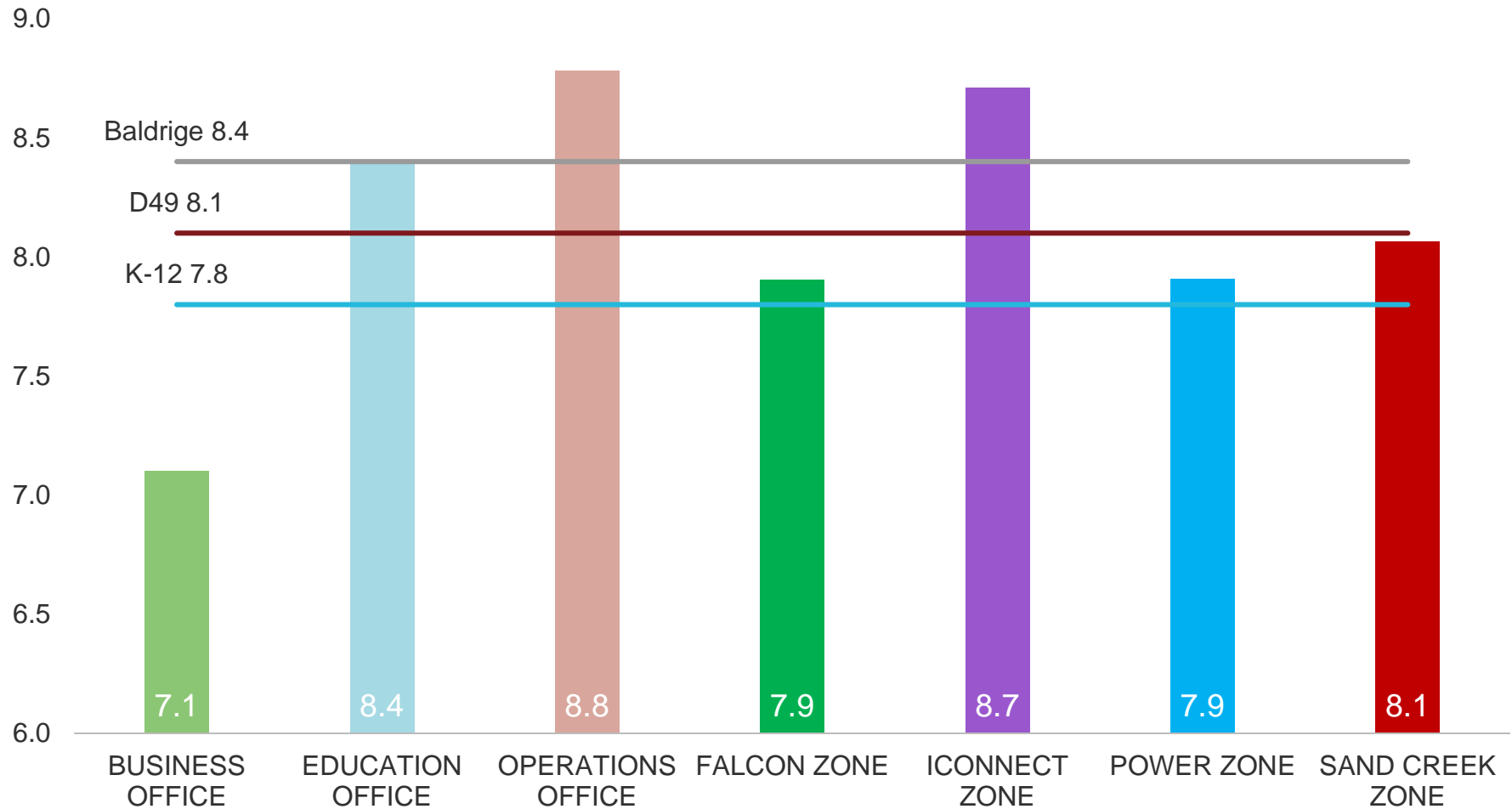
Percentage of Employees Selecting Each EKR — District 49
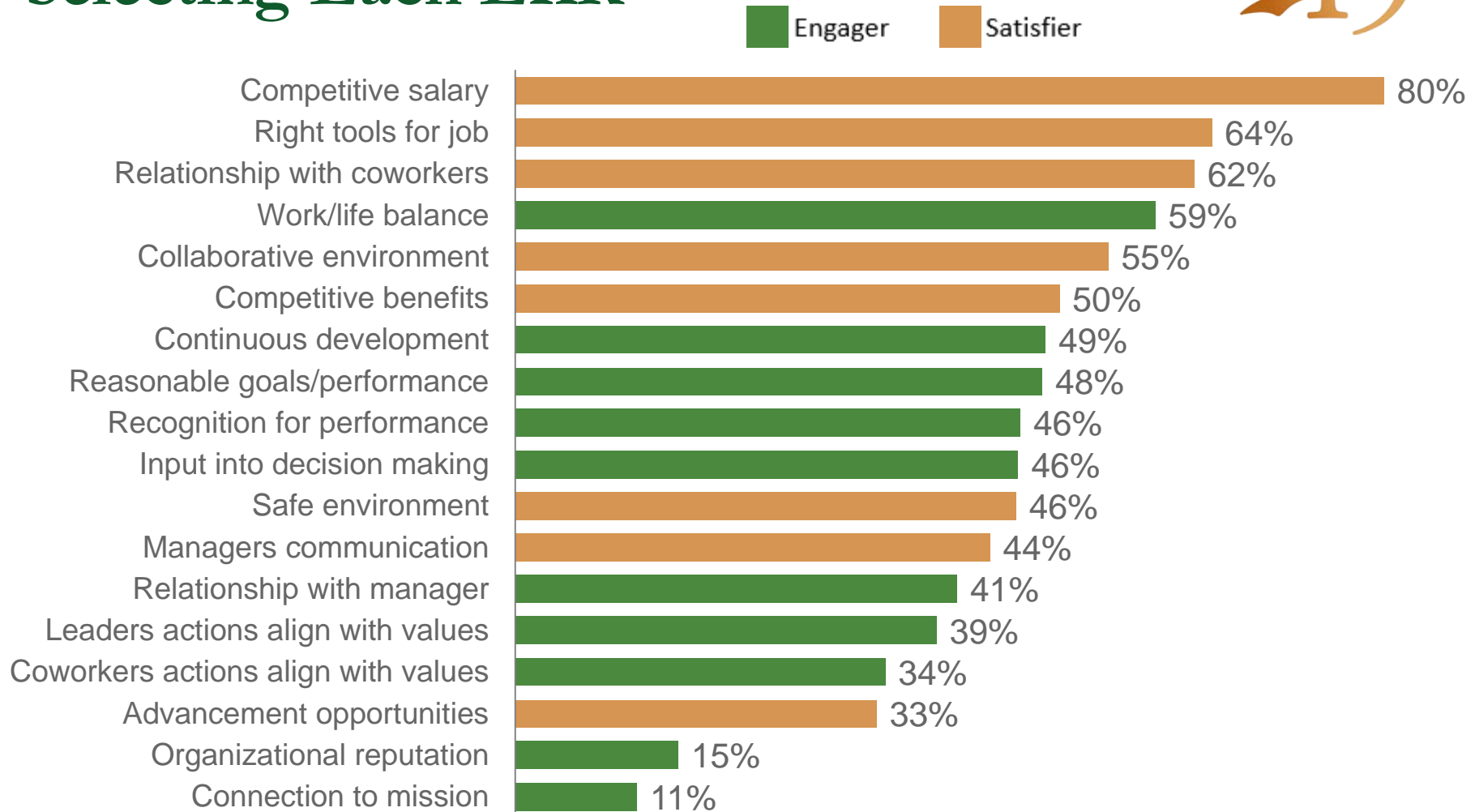
Legend: Engager (green), Satisfier (orange)

EKR	Percentage
Competitive salary	80%
Right tools for job	64%
Relationship with coworkers	62%
Work/life balance	59%
Collaborative environment	55%
Competitive benefits	50%
Continuous development	49%
Reasonable goals/performance	48%
Recognition for performance	46%
Input into decision making	46%
Safe environment	46%
Managers communication	44%
Relationship with manager	41%
Leaders actions align with values	39%
Coworkers actions align with values	34%
Advancement opportunities	33%
Organizational reputation	15%
Connection to mission	11%
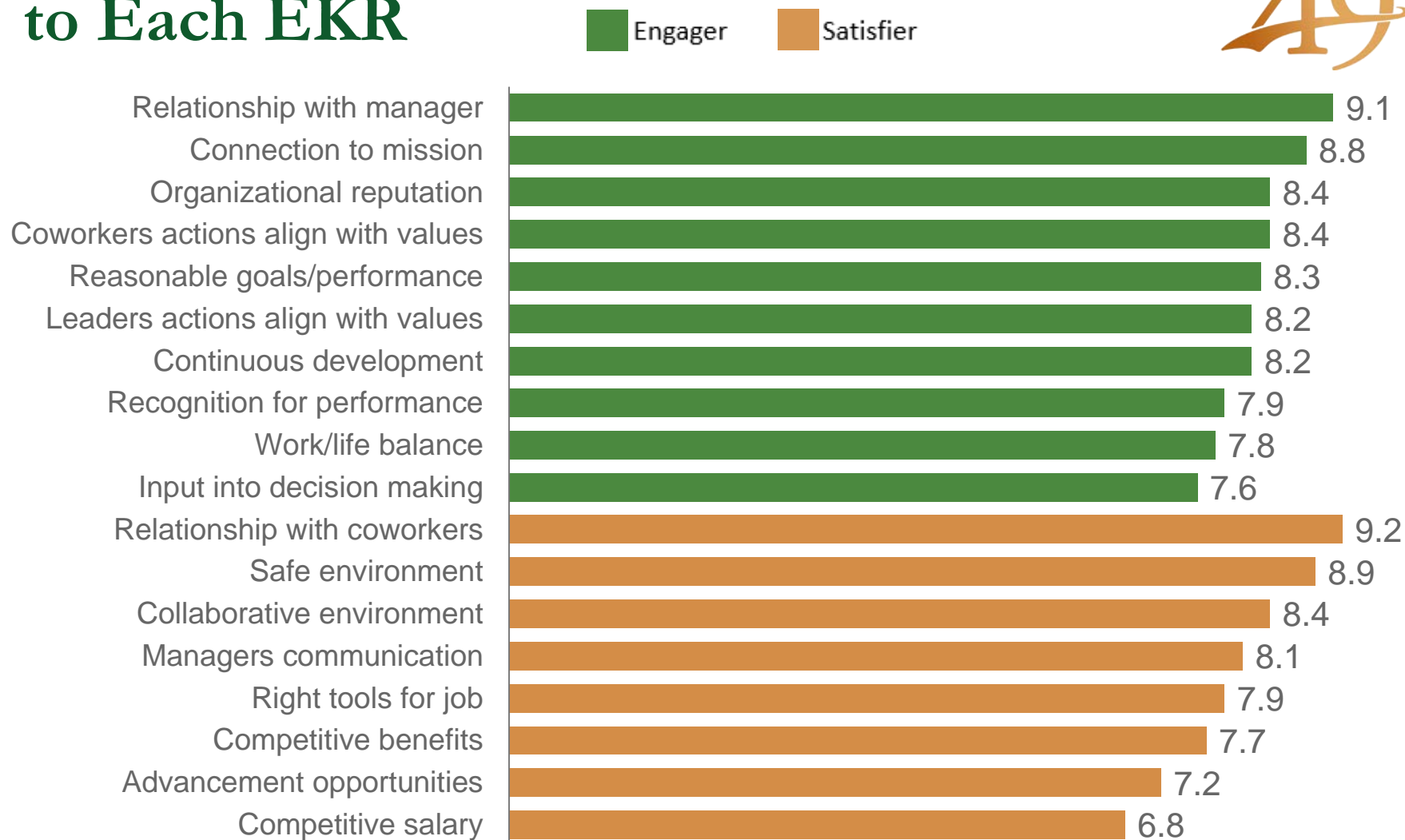
Source: Beyond Feedback September 2019 n=1623
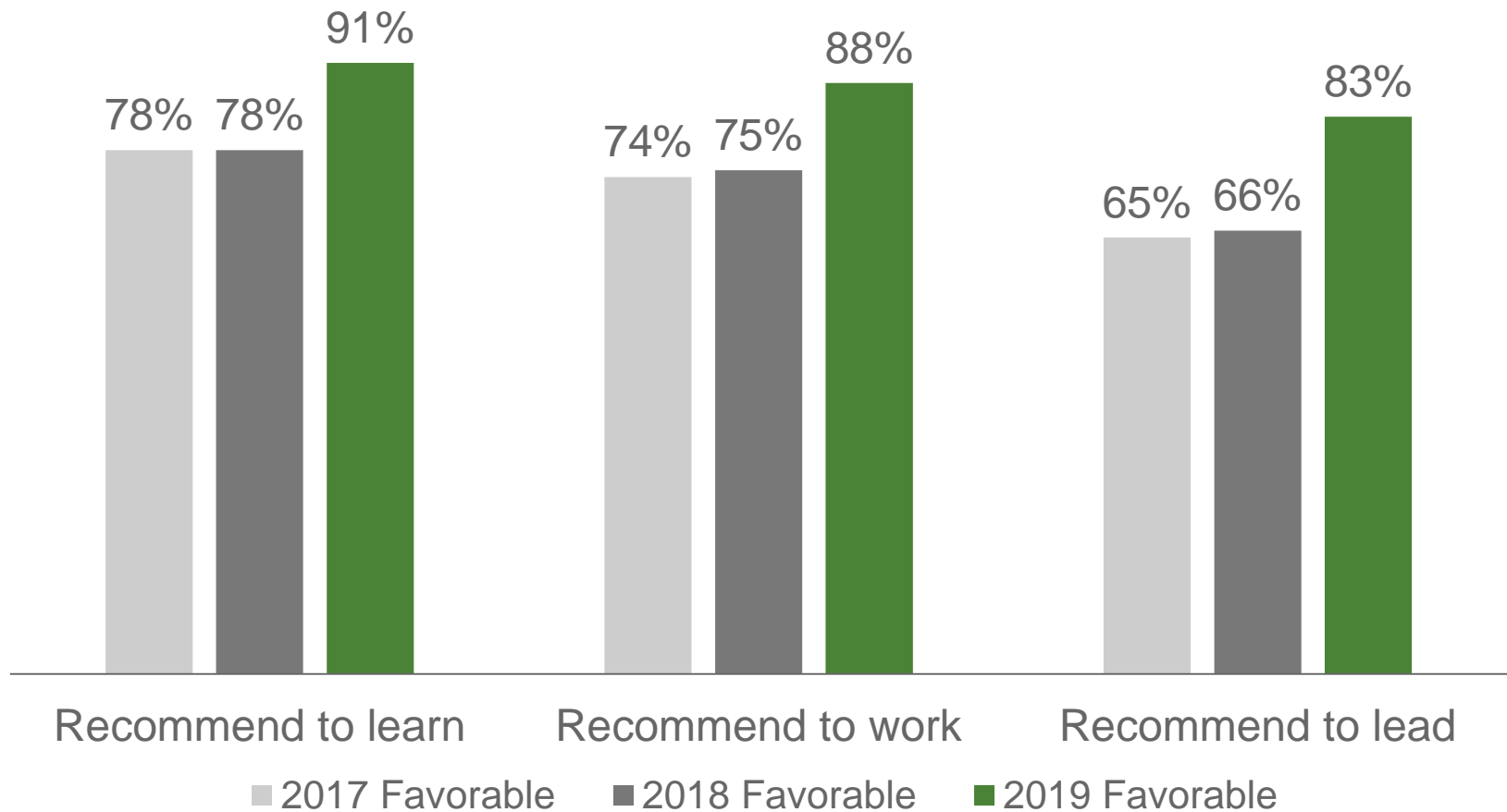
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Employee Comment Themes

Most Urgent Need for Improvement

- Equipment/tools to support staff
- Pay competitiveness
- Training and growth opportunities

Most Important Improvement – Next 5 Years

- Training and growth opportunities
- Pay competitiveness
- Quality of facilities and tools

Value Most About Working for District 49

- Coworker quality
- Cultural environment
- Opportunities for professional development

The Best Choice to Learn, Work and Lead

Addressing Results for Peak Performance

- Senior leaders will propose action plans for improvements responsive to the VoW.

- Continue analyzing comments and report key themes and concerns.

- The BOE will adopt and direct resources to approved plans at planning summit.

- Report results in 2019 APR.

Engaging Our Staff With Results

- Results rollout and action planning at school and department level.

- Amplify through upcoming VoW Quarterly Surveys.

- Report through internal newsletter, new D49 Team website and Peakview Screens.

- Track progress at year-end and ask teams for examples of success.

Questions/Discussion?

BOARD OF EDUCATION ITEM 5
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Paul Andersen, Director of Human Resources
TITLE OF AGENDA ITEM:	State of the Workforce Annual Report
ACTION/INFORMATION/DISCUSSION:	Discussion

BACKGROUND OR RATIONALE

At its Annual Peak Planning Workshop in January 2017, the board of education established a priority to create an annual Human Resources (HR) report. In fulfillment of that the goal, the administration developed what is now known as the State of the Workforce Annual Report (SWAR). Constructed with the Baldrige Framework in mind, the SWAR is a companion to the Annual Performance Report and provides a variety of views of and insights about the district's most valuable resource – its employees.

RELEVANT DATA AND EXPECTED OUTCOMES:

It is expected the discussion: 1) will lead to a greater understanding of the district's workforce; 2) will generate ideas for additional or refined reporting and clarify priorities related to workforce; 3) may lead to prioritization of issues and opportunities related to the workforce.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring—**How we treat each other **Outer Ring—**How we treat our work	The State of the Workforce Annual Report includes elements of the district's culture. Discussion of these elements supports our Cultural Compass and should lead to strategies and goals that augment our culture.
Strategy	**Rock #1**—Establish enduring <u>trust</u> throughout our community **Rock #2**—Research, design and implement programs for intentional <u>community</u> participation **Rock #3**— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u> **Rock #4**— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive **Rock #5**— Customize our educational systems to <u>launch each student toward success</u>	The State of the Workforce Annual Report aligns with the district's strategic priorities and fulfills a stated goal of the board of education. In deciding to create the State of the Workforce Annual Report, the board committed to transparency about the workforce. This transparency is intended to foster trust with stakeholders.

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: Information only.

APPROVED BY: Brett Ridgway, Chief Business Officer

DATE: November 8, 2019

State of the Workforce Annual Report

EL PASO COUNTY COLORADO SCHOOL DISTRICT 49

The Best Choice to Learn, Work and Lead

NOVEMBER 20, 2019

Table of Contents

Introduction

Welcome to District 49's third State of the Workforce Annual Report. This annual report comes as a result of learning over the past several years and identifying the need for information regarding the workforce environment and engagement. Through the district's annual performance review process (based on the Baldrige Excellence Framework), the district knows that excellent organizations know their workforce well, develop key workforce measures, and use data to set plans and guide decisions.

Workforce measurement and reporting is an opportunity for understanding and improvement. For years, the human resources department has done a significant amount of ad-hoc reporting to illuminate problems or challenges or in response to specific requests of district leaders. As one might expect with ad-hoc reporting, this work has been reactive and has lacked consistency, regularity and common purpose. This annual workforce report pulls together various kinds of workforce data and related reports, and will distill that into useful information on the state of the workforce.

Why the term "workforce" is used in the report

The Baldrige Excellence Framework is our self-assessment guide. Baldrige uses the term "workforce" as one of the six categories for assessment. The use of "workforce" in the report title aligns this annual report with the Baldrige criteria.

Purpose of this report

The annual workforce report pulls together, in one place, important workforce measures. It is expected that the process of tracking, reporting and analyzing key workforce data will help the district develop focus on key workforce factors and establish goals and strategies associated with those key factors. This report should drive workforce strategy and goals.

The focus of this report is the D49 workforce; more specifically, employees of the district. Unlike reports provided to the Colorado Department of Education (CDE), this report excludes charter school employees. As a result, information reported here may not mirror what is found at CDE.

Over the past several years, D49 has intensified its focus on establishing workforce initiatives that align to strategic priorities and the voice of the workforce. This is reflected in work around compensation, learning and development and the guest teacher workforce segment.

We recognize that there might be information needing further explanation/clarity, improvements to reporting or possibly inclusion of new measures or abandonment of old measures. Questions and feedback about the report is welcomed and will lead to learning; and learning is our goal.

As noted, throughout this report, we refer to our workforce. Let's remember that our workforce is made up of more than 2,500 individuals pouring themselves into serving students. Whether performing on stage or supporting from back stage, it is District 49's people who are setting a firm foundation, launching students to success and helping D49 become the best choice to learn, work and lead.

Workforce Profile

D49's workforce is comprised of more than 2,500 individuals, each serving in roles that support our students. In addition to over 1,900 regular employees, hundreds of substitute workers and coaches, and hundreds more unpaid volunteers help us accomplish our mission.

As of this printing, D49 employs 1,915 regular full and part-time staff members. Licensed staff, comprised of teachers and special service providers (e.g., school nurses, school counselors, and school psychologists) are the largest category of worker, comprising 50% of the total workforce. Female workers constitute a larger percentage of workers across all categories, which is common in the education sector.

The percentage of minority workers is fairly consistent across categories. Overall, the D49 workforce is 8% minority which is notably lower than that of our student body (43%) and lower than El Paso County (16%). Unsurprisingly, our administrative and licensed staff have the highest percentages of obtaining higher education degrees.

Workforce Demographics by Job Category					
	All Staff N=1,915	Admin N=85	ESP N=821	Licensed N=963	Prof-Tech N=46
Gender					
Female	77%	56%	77%	80%	61%
Male	23%	44%	23%	20%	39%
Minority Status					
Minority	8%	7%	10%	6%	7%
Non-Minority	92%	93%	90%	94%	93%
Education Level					
Bachelors	23%	4%	8%	39%	13%
Masters	34%	79%	1%	58%	20%
Doctorate	1%	11%	-	1%	-

*Results may not total 100% due to rounding.

Workforce Environment

Excellent organizations build effective and supportive environments that are conducive to high performance. Workforce environment considerations include determining capability and capacity needs, recruitment and onboarding, how work is organized, and workplace health, safety, security and benefits.

One way of assessing workforce capability and capacity is to analyze our applicant pool to understand whether we are attracting the right talent to fulfill our mission.

To better understand this, the HR department analyzed demographics of job applicants for the past 5 years. There has been some fluctuation in the percentages of gender and minority status of over time. While the percentage of minority applicants has increased for the administrative and professional-technical categories, it has decreased for the categories of ESP and Licensed staff as compared to the prior year. This could indicate an opportunity to increase diversity for the categories of staff that arguably have the most student contact, moving towards mirroring the demographics of the community and students we serve.

Applicant Demographics Over Time				
	Admin	ESP	Licensed	Prof-Tech
SY15				
Female %	59%	79%	78%	40%
Male %	37%	12%	17%	53%
Minority %	25%	25%	16%	34%
SY 16				
Female %	53%	81%	78%	61%
Male %	45%	17%	19%	35%
Minority %	18%	27%	16%	31%
SY17				
Female %	57%	81%	77%	56%
Male %	39%	16%	20%	38%
Minority %	23%	28%	15%	13%
SY18				
Female %	63%	81%	77%	45%
Male %	34%	15%	20%	50%
Minority %	21%	29%	19%	22%
SY19				
Female %	58%	85%	78%	73%
Male %	41%	13%	20%	25%
Minority %	24%	28%	15%	29%

*Results may not total 100% due to rounding and/or missing data.

Average time to fill indicates the average number of days a position was posted before being filled. Longer times to fill can indicate difficulty in attracting qualified applicants to positions. Leaving positions unfilled can result in operational impact and thus less time to fill is desirable. The importance of strong applicant counts and fewer days to fill is heightened in the current tight labor market. The decrease in time to fill in SY19 is largely attributable to increased attention to timely processing and closing open requisitions. Additionally, hiring managers understand the need for urgency in making selection decisions.

Job Postings and Applicants					
	SY15	SY16	SY17	SY18	SY19
Average Time to Fill (days)	44	45	39	40	34

Administrative Staffing

Since the district reorganization in SY11, D49 has changed the number and function of administrators—pushing more administrative support functions to zones and schools, while reducing the overall number of administrators district-wide. In the years following the reorganization, stakeholders expressed persistent questions and concerns that the reorganization and innovation configuration increased administrative ratios and caused duplication of functions.

In 2014, seeking to increase stakeholder trust, the district set out to study the matter and answer stakeholder questions. That initial analysis showed that the district to be increasingly efficient and frugal with taxpayer dollars.

In 2015, the Board accepted a set of two ratios as ongoing metrics to ensure administrative staffing is calibrated to student enrollment and the budget:

1. **Primary Measure**: Students per Administrator. Enrollment includes all district coordinated schools & charter schools except GOAL Academy.
2. **Secondary Measure**: Administrator Salary as a Percent of Budget using District Adjusted Gross Revenue (DAGR) & Administrator base salaries.

Senior leaders identified the ideal ratio of administrators to students as being between 210 and 230. Numbers below the band suggest that we may be operating inefficiently, or are "top-heavy" and numbers above the ratio indicate that we may be "too lean" or placing an unfair burden on our administrative staff and/or providing inadequate service to our students. In the current year, we are within the optimum range, indicating that overall, our schools and programs have an appropriate level of support and that we are operating efficiently.

Establishing and monitoring these ratios helps ensure that appropriate levels of administrative staff exist to support the student population.

Students per Administrator

SY	Students per Administrator
SY10	185
SY11	193
SY12	235
SY13	231
SY14	228
SY15	221
SY16	206
SY17	216
SY18	217
SY19	216
SY20	221

Target Range: 210-230

District Revenue & Administrative Salary as % of DAGR
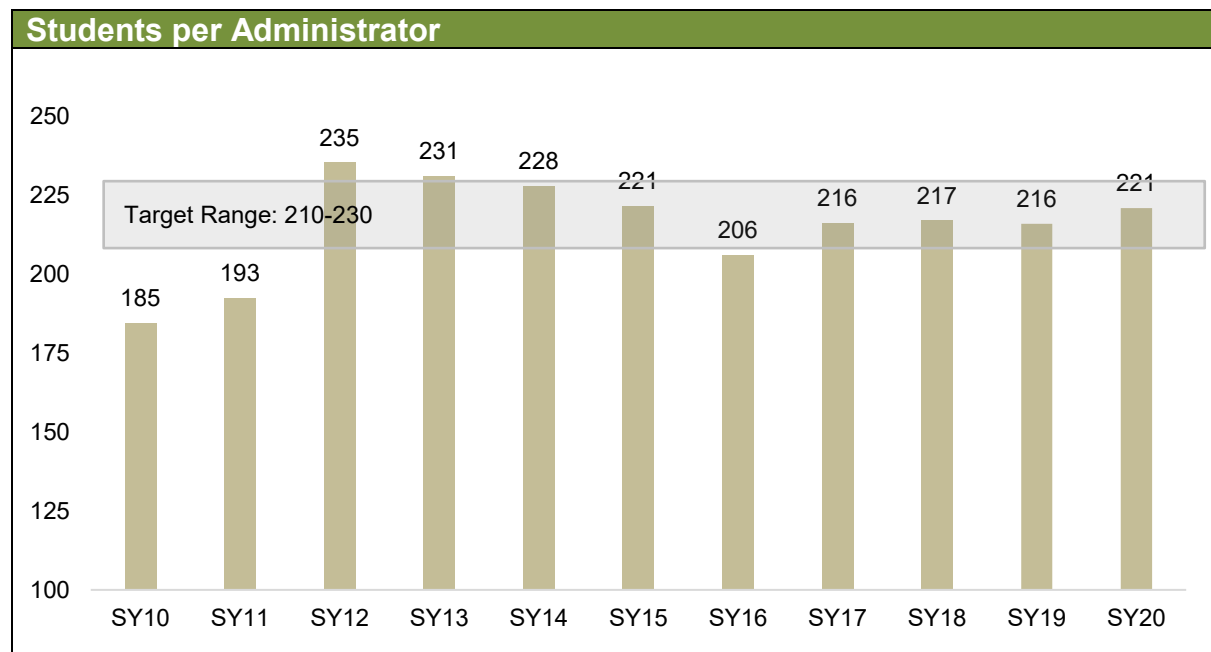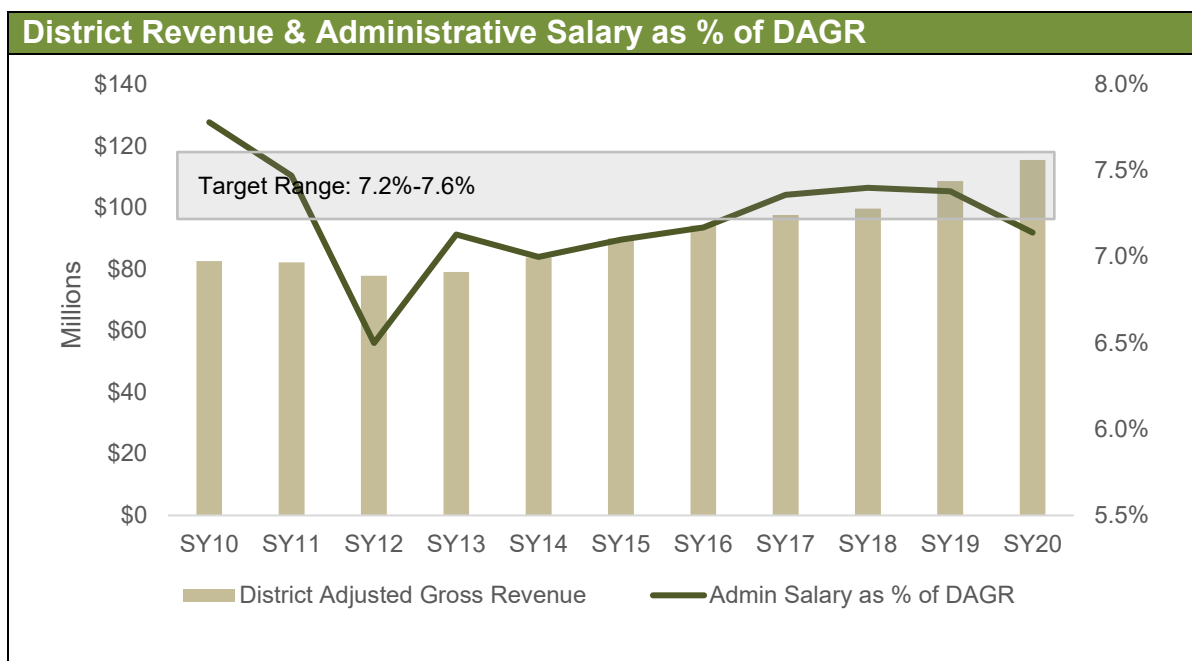
Calibrating administrative staffing on an ongoing basis will support this efficiency and foster trust with our consistency. Although student and teacher populations have grown rapidly, administrative overhead has grown more slowly, indicating that we add staff only when necessary to support growth and/or specific strategic priorities.

Some recent administrative position additions illustrate this approach. We have opened two new operated elementary schools in as many years, with Inspiration View requiring two new administrative positions (principal and assistant principal) and Bennett Ranch operating with one principal and also being served by an executive principal who oversees multiple campuses. As the number of portfolio of school options continues to increase, in particular in the iConnect Zone, the level of work associated with meeting the expectations of our families has also increased. To support that trend, the iConnect Zone added a Portfolio of Schools Coordinator position designed help meet the demands of information, communication, and management regarding school choice options within the Zone.

Absences and Fill Rates

One of the top ongoing and growing workforce challenges is providing effective and adequate coverage when classroom teachers are absent. This ensures that the disruption to educational programming is minimized. In 2018, D49 developed a multi-pronged strategy to address both the supply and the quality of guest teachers. To address the supply problem, D49 pursued and was granted a waiver from state-required substitute teacher licensure. In addition, D49 expects to begin a pilot program with a third-party supplier of guest teachers. Finally, the district increased the pay rates for guest teachers. Simultaneously, D49 is pursuing initiatives to increase the quality and effectiveness of our guest teachers. The quality strategies include training, professional development and performance evaluation measures.

% Unfilled Absences by Day of the Week	SY19 % of Unfilled Absences by Zone

% Unfilled Absences by Day of the Week

Day	%
Monday	18
Tuesday	17
Wednesday	18
Thursday	22
Friday	25

SY19 % of Unfilled Absences by Zone

Zone	%
Falcon	42
iConnect	6
Power	29
Sand Creek	23
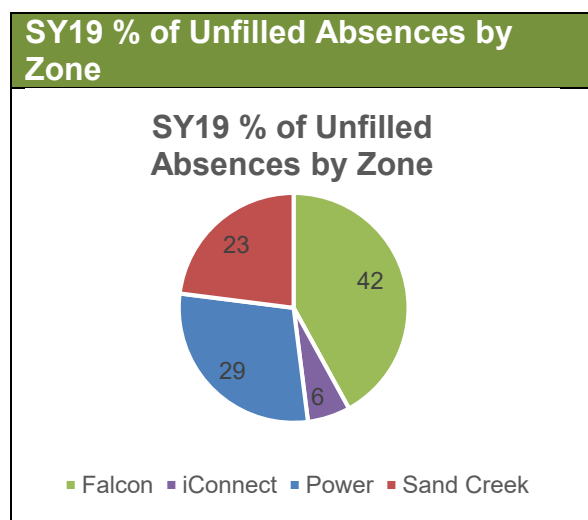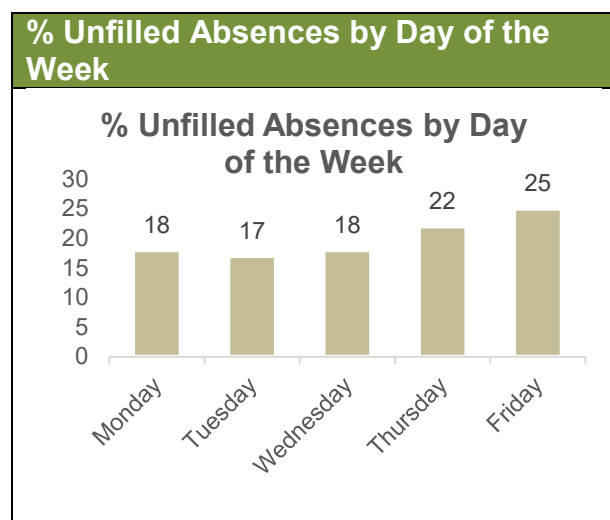
We measure our capacity to provide coverage via the substitute fill rate. When we are unable to provide coverage (an unfilled absence), this results in the combining of classes or shuffling of staff at the building level, potentially removing instructional coaches or administrative staff from their normal job duties to utilize them in classrooms. When an educator needs to use leave, it is crucial that we have the ability to find a substitute teacher to temporarily replace the staff member.

The Falcon Zone has the highest rate of unfilled absences as compared to the other zones. This zone is the most remote, which is likely driving the increased difficulty in finding coverage. The type of absence is important because some, such as "PD/Training" may be mitigated with planning of different staffing decisions. Additionally, knowing that Fridays are the most commonly missed days, may help us strategically plan in the future.

The reasons for staff absence, along with the percentage of unfilled absences are presented below for staff that need substitutes. The category of "Leave of Absence" includes maternity/paternity leave, workers' comp days, military leave and medical leave. The category of "Other" includes leave types such as administrative leave and jury duty. PD/Training encompasses absences related to professional development. In looking at the type of absence most likely to result in an unfilled absence, those that are employee initiated (personal and sick) are the top reasons for absences that go unfilled. It is hoped that the strategies aimed at guest teachers will better position us to place effective substitutes to mitigate staff absences.

Absences by Reason		
	N	% unfilled
Sick	7441	23
PD/Training	3196	7
Personal/Vacation	2576	13
Leave of Absence	806	<1
Other	273	12
Total Absences	14,292	16

In SY19, we began a pilot program with a new platform to provide guest teachers, Tagg. Participating schools have the option to use this system in addition to the traditional absence management process. The pilot is underway and we continue to evaluate its efficacy in reducing the number of unfilled absences experienced by schools.

Workplace Culture

On our journey to be the best choice to learn, work and lead, it is important to ensure a positive workplace and culture in which talented employees can thrive and will be retained. A common key indicator of workplace culture is turnover. Turnover rates are calculated by examining the percentage of workers that were returning employees from the prior year. The workforce segments reported throughout this report do not align to the categories tracked and reported by CDE. Thus, to have comparability in addition to trends, we use the CDE categorizations for this metric.

CDE Job Codes with Example Positions	
Administrators	Superintendent, Executive Director, Director of Special Education, Director, Program Coordinator/Supervisor
Principals	Principal, Assistant Principal
Paraprofessionals	General and Special Education Para, Community Liaison, Health Para, Library/Media Assistant, Student Monitor, Tutor
Teachers	Teacher (Regular and Special Education)

For all CDE segments, with the exception of teachers, there is an overall positive downward 3-year trend. Though teacher turnover has increased, the rate has decreased, suggesting that we may be transitioning to a desirable downward trend. Though D49 has both the highest turnover rate and the lowest starting and average salaries (the inverse relationships we would expect), D20 has the lowest turnover and highest starting salary, but not the highest average salary for teachers.

Our retention rate is better than our most immediate competitors for both administrators and principals. Though we would like to see a reduction in the turnover rate for all CDE job segments, this data clearly illustrates that our focus on valuing the ESP staff segment is warranted.

Teacher Salary Comparison		
	Base Pay	Average Pay
D49	$37,116	$48,736
D11	$39,273	$55,474
D20	$41,000	$53,098

Turnover by CDE Job Classification

Administrators	Principals	Paraprofessionals	Teachers

Legend: —— ACADEMY 20 —— COLORADO SPRINGS 11 —— DISTRICT 49
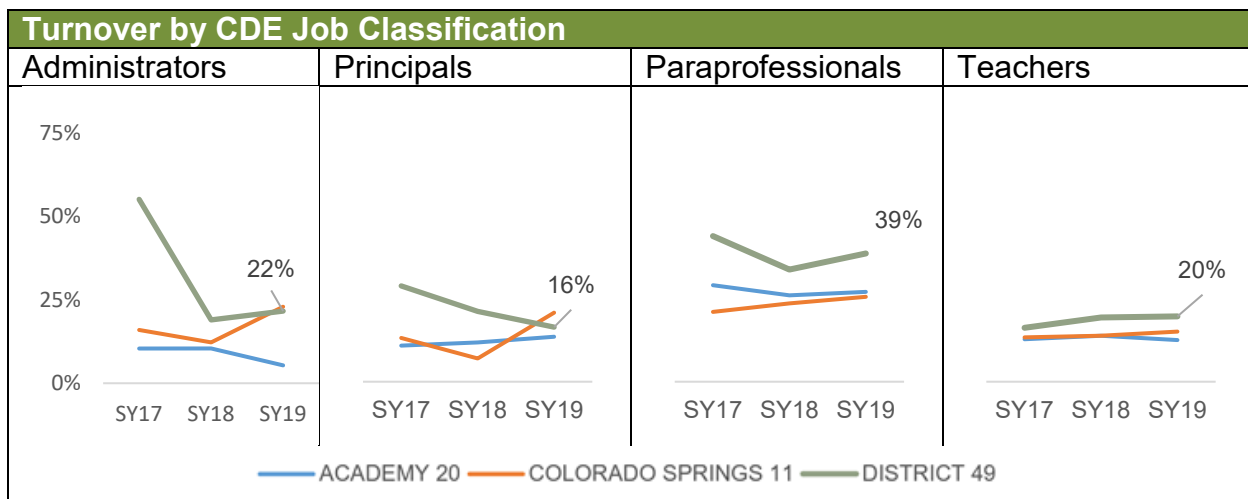
In order to more closely understand employees' reasons for leaving the district, thus identifying key factors in driving the turnover rate, the Human Resources Department instituted an exit survey in 15-16 for employees separating from the district. In an example of continuous improvement, in SY19 the administration of the exit survey was revised and transitioned from Survey Monkey to Survey Gizmo. This tool is integrated with other district information systems and allows for follow up with separated staff (hopefully increasing response rate) and immediately notifying supervisors when a survey has been completed. The top three (more if a tie) reasons for leaving in each category are highlighted.

Reasons for leaving 04/2017-09/30/2019

		Teachers				
Reason for Leaving	All Staff (N=362)	Total (n=198)	Falcon (n=55)	iConnect (n=20)	Power (n=68)	Sand Creek (n=42)
Military Move	4%	6%	9%	5%	6%	5%
Other Move	17%	19%	18%	20%	18%	19%
Exiting Education	12%	14%	11%	10%	19%	14%
Exiting Workforce	7%	6%	5%	5%	3%	12%
To Further Education	7%	4%	4%	5%	4%	3%
Retirement	10%	14%	16%	5%	10%	19%
New Job:						
Better Opportunity for Growth	31%	30%	33%	25%	35%	21%
More Convenient Location	12%	14%	18%	5%	12%	17%
Better Pay	29%	30%	16%	30%	32%	24%
Better Benefits	3%	0%	5%	5%	6%	0%
Better Work Schedule	12%	10%	13%	10%	10%	7%
Dissatisfied with Supervisor	17%	21%	18%	25%	28%	14%
Dissatisfied with Working Conditions	17%	19%	18%	10%	24%	12%
Dissatisfied with Co-Workers	5%	3%	5%	5%	1%	2%
Dissatisfied with Benefits	3%	2%	0%	5%	3%	2%
Dissatisfied with Pay	6%	0%	7%	5%	6%	5%
Other	5%	0%	5%	15%	7%	5%

*Respondents were able to select multiple factors for leaving thus totals do not equal 100%

Better opportunity for growth, better pay and dissatisfaction with supervisor were top reasons for leaving the district for both district staff on the whole and for teachers in most zones. "Other moves" was also a common reason for leaving the district. While retirement was a frequently endorsed reason for leaving for all district staff, Sand Creek was the only zone in which it was in the top three reasons teachers endorsed, suggesting that Sand Creek may have a demographically older workforce that may be aging out.

In a deliberate effort to foster a culture of ethics and compliance, we are also working to build ethics and compliance into training and standard work processes. Notably, in SY20 all staff are required to complete an online training course, Learning for REAL (regulatory/ethical/accreditation/legal) that will cover workplace ethics as well as covering education specific requirements, such as mandated reporting. To augment our efforts to foster a culture of ethics and compliance, the district is exploring other new initiatives, such as a complaint investigation and review team and an anonymous ethics hotline.

Workforce Climate

Workplace safety and wellness are key components of workforce climate and of our culture of care. Overall there has been a downward trend in both the number of claims per staff and actual number of claims from SY14 through SY19. SY19 saw a slight increase in the number of claims.
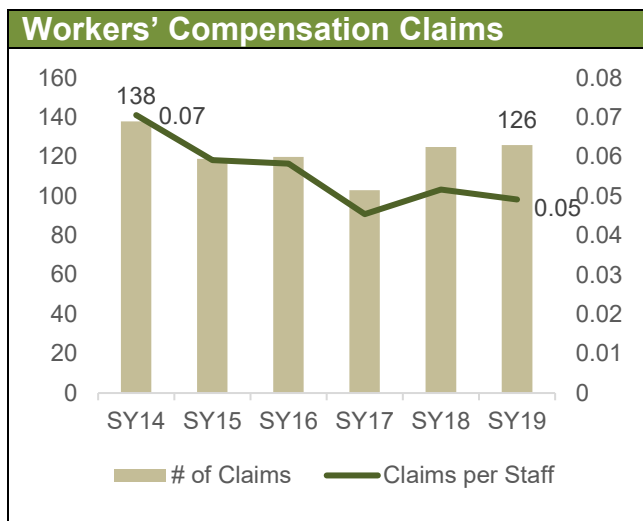
The workers' compensation insurance 'mod' rate, which is an important factor in setting our premium and pricing district insurance, is a calculation based in large part on these claims. A mod rate below a 1.0 indicates a cost savings and is therefore positive. Our Risk and Benefits Manager actively monitors this rate and advises on changes in practice to maintain this rate. Because of adjustments made to our insurance deductible, we do not anticipate this rate to continue to increase and do not believe this is an area of concern.

Workers' Compensation Mod Rate						
	SY14	SY15	SY16	SY17	SY18	SY19
D49	.86	.82	.87	.72	.73	.84
Industry Rate	1.0	1.0	1.0	1.0	1.0	1.0

Additionally, key preventative safety and security measures have been identified to support a desirable workforce climate. Such deep and consistent deployment of these measures demonstrates our commitment to a high level of emergency preparedness and concern for the safety of both students and staff.

Safety and Security

Key Preventative Measure	Responsible Party	SY16	SY17	SY18	SY19	SY20
Fire, Weather, and Security Drills	DoSS	100 %	100 %	100 %	100%	100%
Fire Safety Inspections	Local Fire Department	100 %	100 %	100 %	100 %	100%
Fire Training Completion	Local Fire Department	100 %	100 %	100 %	100 %	100%
Student Vaccination Compliance	School Nurse Lead	100 %	100 %	100 %	100 %	100%
Locations with CPR Trained Staff	School Nurse Lead	100 %	100 %	100 %	100 %	100%
Locations with AEDs	School Nurse Lead	100 %	100 %	100 %	100 %	100%

Beginning in April of 2015, the district began using the CDC's Worksite Health Scorecard, which allows D49 to make comparisons to other worksites. In SY19, the scorecard was revamped, with some categories being redefined or combined and several categories added. Thus, scores are not truly comparable to prior years, though we report it to take into account our historical performance. It is likely that our score will increase as we both adjust to the new metrics and examine services/courses offered for staff.

CDC Scorecard Results
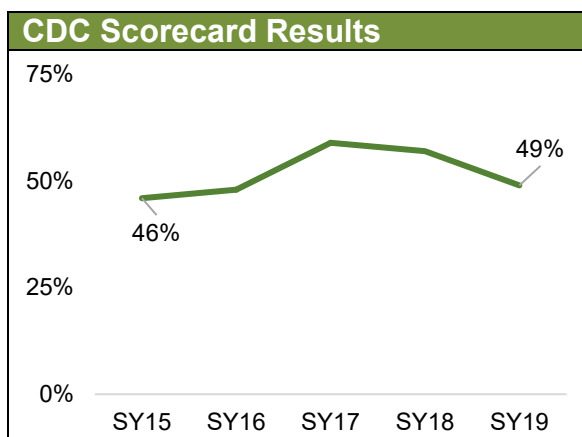
CDC Scorecard Results

Topic	SY15	SY16	SY17	SY18	SY19	Same Size Worksites Score	All Worksites Score
Organizational Supports	76%	55%	64%	76%	59%	80%	73%
Tobacco Control	42%	68%	68%	58%	72%	78%	72%
Nutrition	52%	24%	52%	62%	33%	54%	46%
Maternal Health and Lactation Support	0%	13%	13%	13%	47%	73%	67%
Physical Activity	42%	25%	42%	67%	45%	77%	68%
Weight Management	58%	17%	67%	67%	38%	88%	100%
Stress Management	43%	43%	50%	21%	29%	64%	64%
Depression	50%	50%	61%	44%	44%	69%	63%
High Blood Pressure	24%	29%	35%	35%	25%	75%	69%
High Cholesterol	7%	33%	13%	33%	31%	69%	69%
Prediabetes and Diabetes	27%	100%	100%	53%	33%	73%	67%
Heart Attack and Stroke					68%	74%	68%
Occupational Health and Safety	50%	59%	77%	68%	89%	83%	78%
Vaccine Preventable Diseases	83%	83%	83%	83%	71%	86%	79%
Alcohol and Other Substance Use					33%	67%	67%
Sleep and Fatigue					0%	33%	33%
Musculoskeletal Disorders					89%	67%	56%
Cancer					36%	55%	55%
Total	46%	48%	59%	57%	49%	72%	67%

Workforce Engagement

In 2016, we initiated the VoW Annual survey, our workforce-wide survey of employee engagement. To ensure confidential and anonymous administration of this important survey, we partner with external consulting firms. In SY19, we began a partnership with Beyond Feedback, whose work is aligned to the Baldrige Framework.

Voice of the Workforce, or "VoW", is D49's system of workforce engagement communications. It includes both written surveys and face to face conversations.

We have just completed our fourth administration and achieved an impressive 89% participation rate. With our switch to Beyond Feedback, we have also begun to utilize a new set of questions that are categorized in the areas of employee satisfaction and employee engagement and changed the response options to a 10-point likert scale. Our data are generally comparable between zones, with the exception of the iConnect Zone, which tends to be higher scoring. Staff tend to respond more favorably to questions in the dimension of "Employee Engagement" as opposed to "Employee Satisfaction".

Employee Satisfaction

Baldrige 8
D49 7.8
K-12 7.3

Business Office	Education Office	Operations Office	Falcon	iConnect	Power	Sand Creek
7.5	8.1	8.4	7.6	8.2	7.5	7.8

Employee Engagement

Baldrige 8.4
D49 8.1
K-12 7.8

Business Office	Education Office	Operations Office	Falcon	iConnect	Power	Sand Creek
7.1	8.4	8.8	7.9	8.7	7.9	8.1
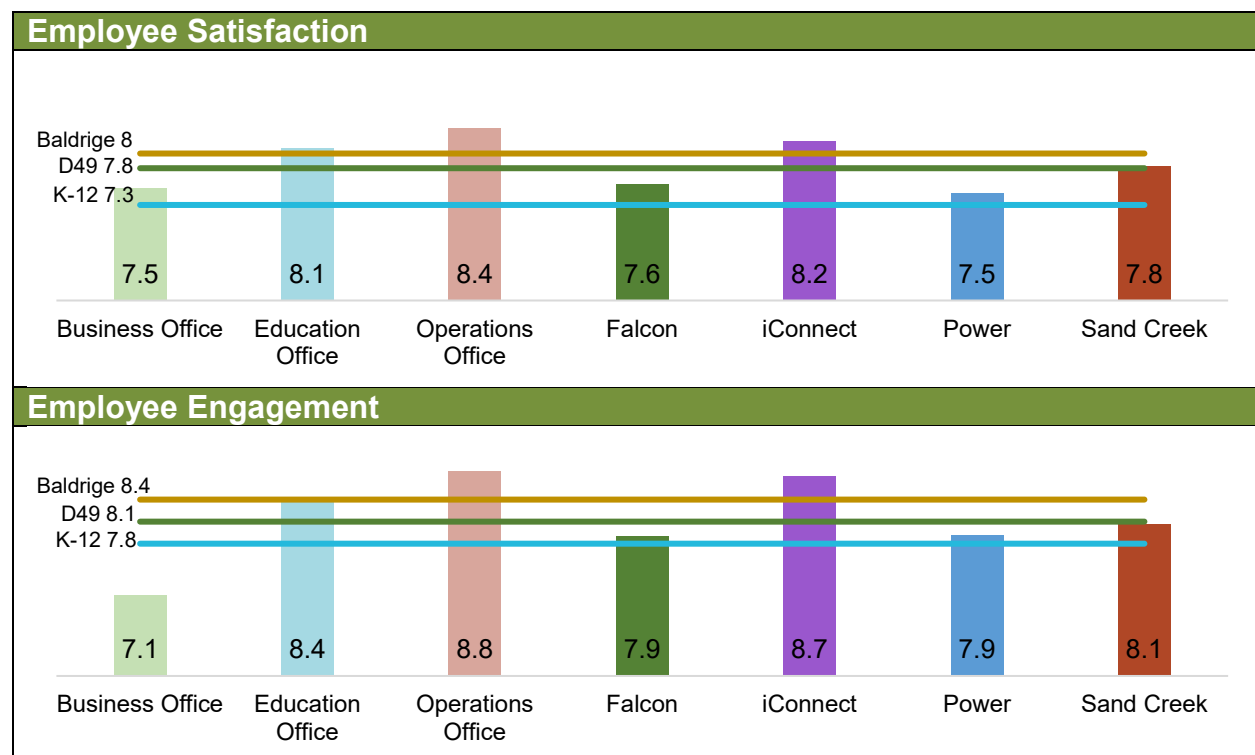
While we are now using predominantly new questions, we again asked a set of custom questions directly related to the district's vision and mission to be the best choice to learn, work and lead. All components have a dramatic increase over the prior year. While this does indicate an improvement over year prior, the degree of increase is due to the change from a 5-point scale to a 10-point scale. This SY20 administration will represent a new baseline with which to compare future results.

Learn	Work	Lead
100% ... 91% (SY17 SY18 SY19 SY20)	88% (SY17 SY18 SY19 SY20)	83% (SY17 SY18 SY19 SY20)
80%		
60%		
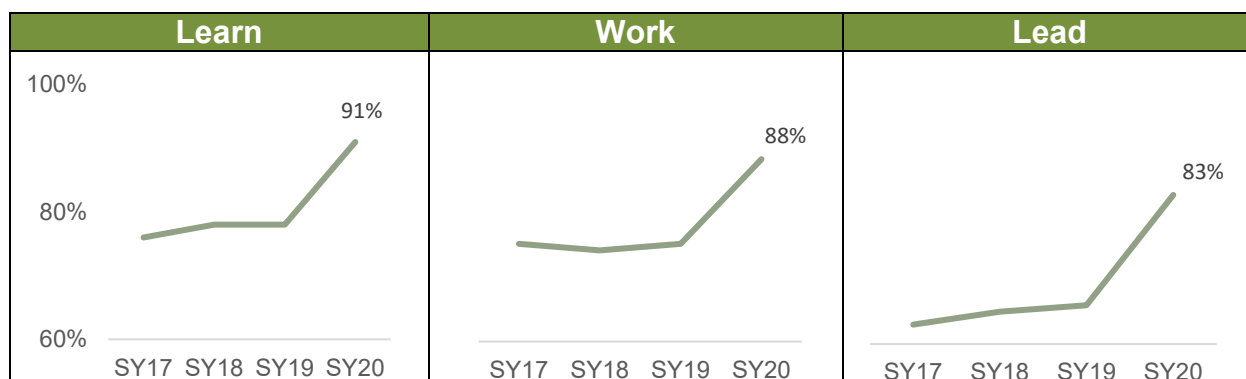
VoW Feedback = Action: Valuing Our Support Staff

The VoW system is proving effective for learning about what is most important to employees. Over the past year, the VoW made it clear that after several years of focus on our licensed workforce segment, it was time to takes steps to value our support staff workforce segment. Specifically, we initiated plans to provide more training, demonstrate that we value and respect support staff and increase involvement in school teams. Specific initiatives implemented in 2019 include a new Support Stars recognition program and CO-TOP training (described in more detail later in this report).

Performance Management

Employee evaluations provide critical feedback to both individual employees and the district as a whole. As we look to build and retain an effective workforce, evaluations provide insight into employee efficacy. Board policy expects annual evaluations to be provided for all employees. For SY19, 96% of employees received an evaluation. As compared, to year prior, licensed and ESP staff had a lower percentage of evaluation completed, though there was

% of Evaluations Completed SY19	
Licensed	97%
ESP	96%
Prof-Tech	93%
Administrative	96%

increase in the percentage of evaluations completed for prof-tech and administrative staff. These mixed results suggest the need for a commitment to the important work of providing useful performance feedback to staff.

Effective performance evaluation leads to improved performance and personal growth. The VoW annual survey shows strong evidence that performance evaluations are useful. 86% of survey participants responded favorably to "My last performance review was effective in letting me know how I'm doing and how to improve my performance." This represents an increase as compared to the previous year for similarly worded questions.

Colorado statute requires school districts to formally evaluate all teachers, school principals and assistant principals. Districts must also use an approved evaluation system. Data for building leaders and licensed teachers is presented below. Percentages of staff rated effective or highly effective have varying trends as compared to last year. A lower percentage of effective staff does

not necessarily indicate the need for dramatic staffing changes and leadership at the school and zone levels do deeper analysis to determine if the effectiveness of staff is an issue and what potential remedial actions may be warranted. In some cases, ineffective staff represent staff members new to their role who are expected to grow into their position and subsequently increase their effectiveness rating. It is also possible that evaluators are attenuating their ratings, raising expectations and working to increase the efficacy of staff to increase student achievement and school performance.

% of Staff Rated Effective or Highly Effective by Zone				
	Falcon	iConnect	Power	Sand Creek
Principals/Assistant Principals	100%	100%	100%	69.2%
Teachers	96.9%	74.2%	91.2%	87.9%

Workforce Development

Because we aspire to be the best choice to learn, work and lead, ongoing development of all workforce segments is crucial to achieving our mission and vision. Workforce and leader development results are tracked, monitored and reported on a monthly basis through the Aha! Network and Schoology. Overall Schoology results indicate a significant beneficial trend for both number of participants and number of courses offered. There has been an expected decrease in the number of participants in SY19, as a result of a major training initiative to equip all staff to use our new student information system, PowerSchool in SY18.

Seeking to be very purposeful in our investment in professional development, we know that it is essential that training and professional development is aligned with our strategic priorities. Though professional development is offered on a variety of topics, there have been efforts at all levels (district/zone/building) to increase staff capacity in alignment with

D49s strategic priorities and initiatives. Notably, targeted professional development is offered to staff to increase teaching capacity in primary proficiency, for both reading and math. Training registrations are recorded in "Go Sign Me Up" and some trainings, in addition to increasing skill, can be used for salary advancement.
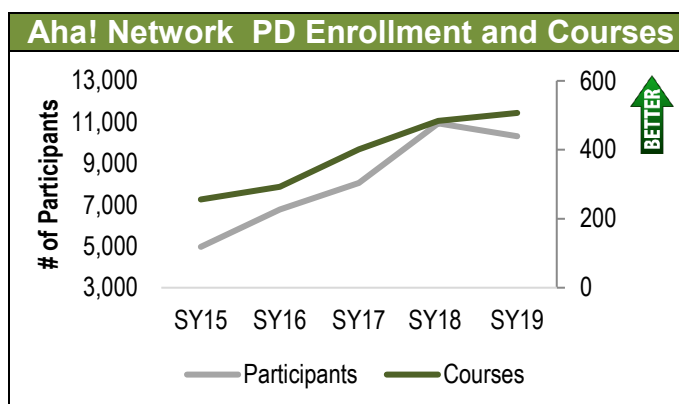
Go Sign Me Up Primary Proficiency Training Registrations						
	SY18		SY19		SY20-To Date	
	# of Courses	# of Participants	# of Courses	# of Participants	# of Courses	# of Participants
Reading	89	1424	66	997	38	883
Math	28	500	35	686	14	381

In 2018/19, D49 launched Pro Day, a flexible, professional-driven opportunity for licensed and ESP staff to select relevant and meaningful learning opportunities. Building on the success of peer-driven professional development (PD2), Pro Day features individually paced professional learning that offers our workforce more leadership of their own learning. Participants responding to a survey about the Pro Day implementation rated their satisfaction with both the variety and relevance of trainings above 8 on a 10-point scale.

Another area of focus has been the development of our para-professionals. This group of staff has historically not benefitted from the standard professional development opportunities offered to staff, with trainings either not being relevant or tailored to their needs or the inability to provide coverage for them to leave normal job duties to attend training. To address this need, in SY20, we began the Comprehensive

UCCS Cohorts			
	SY18	SY 19	SY20
Literacy	18	14	-
Math	-	17	16
Principal	-	16	17

Training Opportunities for Para-Professionals, or CO-TOP program.   We trained 31 teacher leaders to become instructors for 22 different academies with 60 unique modules. By utilizing the train the trainer models, these teachers are now equipped to offer training at the building level on locally determined basis and modality. This training could be formal, during PLCs or even job-embedded training. Additionally, these trainers can offer academies at the district level where building leaders can elect to send their para-professionals. An initial training was offered and due to demand, the class size was increased from 25 to 30. Another academy is planned for November.

Additionally, working collaboratively with the University of Colorado, Colorado Springs, we have created focused post-graduate programs. Through these 2-year programs, teachers earn a certificate and credits that can then be applied towards a master's degree. After the success of the first year of the literacy cohort, a program for mathematics was added. Another point of focus has been deepening our leadership capacity. Though we have been running a principal induction program for many years (for staff who have already obtained their administrative license), in SY19 we began a one-year principal cohort for staff working towards their administrative license.

Through a series of tragic events in 2016/17 involving the loss of students and staff, district leaders identified the need to better meet the social-emotional needs of students. In addition to establishing innovative community partnerships to meet the mental health needs of students, the district is working to equip and encourage our staff with targeted professional development. This staff development has the added benefit of not only increasing the capacity of staff to build the resiliency of students, but also to build resiliency within members of the workforce. SY19 was the first year of this training initiative and 11 trainings were offered in the areas of Youth Mental Health First Aide (YMHFA), Trauma Informed Care, Resiliency, and Behavioral Supports to over 200 staff to include teachers, administration, nutrition services, and transportation personnel. We have continued to equip and encourage staff by providing 6 Youth Mental Health classes this year to nearly 100 staff with additional classes scheduled for the remainder of the school year. Additionally, we have begun offering specialized training to school counselors in their monthly meeting, and have provided 10 behavioral intervention support training to 100 staff in total. D49 hosted a presentation from the Jason Foundation focused on youth suicide prevention that was attended by over 200 community members and provided staff with CEU's for attending.

Conclusion

The State of the Workforce Annual Report continues to yield some valuable insights both in terms of the actual data and our reporting. Some key insights include:

- Our staffing of administrative positions remains within the acceptable range as set by the district and board. This is a result of purposeful workforce planning to meet strategic challenges and opportunities.
- Strengthening our guest teacher workforce remains a top priority as quantity and quality continue to be an area of concern; data will be closely monitored to review the impact of the recently articulated strategic focus on guest teachers.
- Measures of workplace culture and engagement have a positive or stable trend. It is interesting to note that there do not appear to be substantial differences in reasons for leaving the district or in the VoW annual data.
- Recent innovations in professional development show good levels of participation in learning opportunities that are aligned to strategic initiatives and specific workforce challenges.
- Turnover in our licensed and educational support workforce segments is higher than our competitors and represents a significant challenge for us. While pay is believed to be a key factor in this challenge, deeper study of the problem will help guide efforts to improve retention.

In examining the state of the workforce, it is clear that our emphasis in recent years on building a strong organizational culture has been the right focus. In today's challenging market for talent, employers must leverage their best attributes. While we may not be able to match the economic resources of our competitors, which translates into employee salary, we can leverage our excellent culture in attracting and retaining talent. We will continue to build a great and compelling culture where employees feel valued, respected and heard by seeking feedback and acting on it. To do this, we will continue to analyze both quantitative and qualitative data that provide information on the employee experience and workforce trends. Most critically, we must continue to listen to our workforce. Much of the progress we have made is the result of our workforce members caring enough to be honest with us. If we keep asking and listening, we will achieve our vision and mission to be the best choice to learn, work and lead.

BOARD OF EDUCATION ITEM 6
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Brett Ridgway, Chief Business Officer
	Ron Sprinz, Finance Group Manager
TITLE OF AGENDA ITEM:	Enrollment and Amended Budget Update
ACTION/INFORMATION/DISCUSSION:	Discussion

BACKGROUND OR RATIONALE"
Under current statute, Colorado school districts' program formula funding is largely based on the 'October Count' of full time equivalent students (sFTE). Like many districts, we monitor how enrollment is trending as compared to the adopted budget. sFTE is the largest variable in determining program formula funding and since program formula funding accounts for 94% of our total general fund revenue budget, and since we are continuing to move toward a full student-based funding model, it is very appropriate to monitor sFTE early in the school year to determine what issues may come from fluctuations to the adopted budget in terms of sFTE by school.

RELEVANT DATA AND EXPECTED OUTCOMES:
The actual October Count result will be the driving factor in compiling the amended budget, to be approved by the Board of Education prior to January 31, 2020. Estimates of how the October Count will unfold, and how that will affect each school and zone in turn, in terms of financial impacts, will be used in strategic decisioning throughout the course of the fall semester.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring—**How we treat each other **Outer Ring—**How we treat our work	
Strategy	**Rock #1**—Establish enduring <u>trust</u> throughout our community **Rock #2**—Research, design and implement programs for intentional <u>community</u> participation **Rock #3**— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u> **Rock #4**— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive **Rock #5**— Customize our educational systems to <u>launch each student toward success</u>	*Presenting such information in an open and transparent manner validates the importance placed on community trust.* *Informed decision making and organizational agility are key strategies we continue to pursue.*

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: N\A

APPROVED BY: Brett Ridgway, Chief Business Officer

DATE: November 8, 2019

District Wide

Total District Operated Portfolio - Student Count Summary

+94 to Budget Target
+94 to YTD Anticipated Build
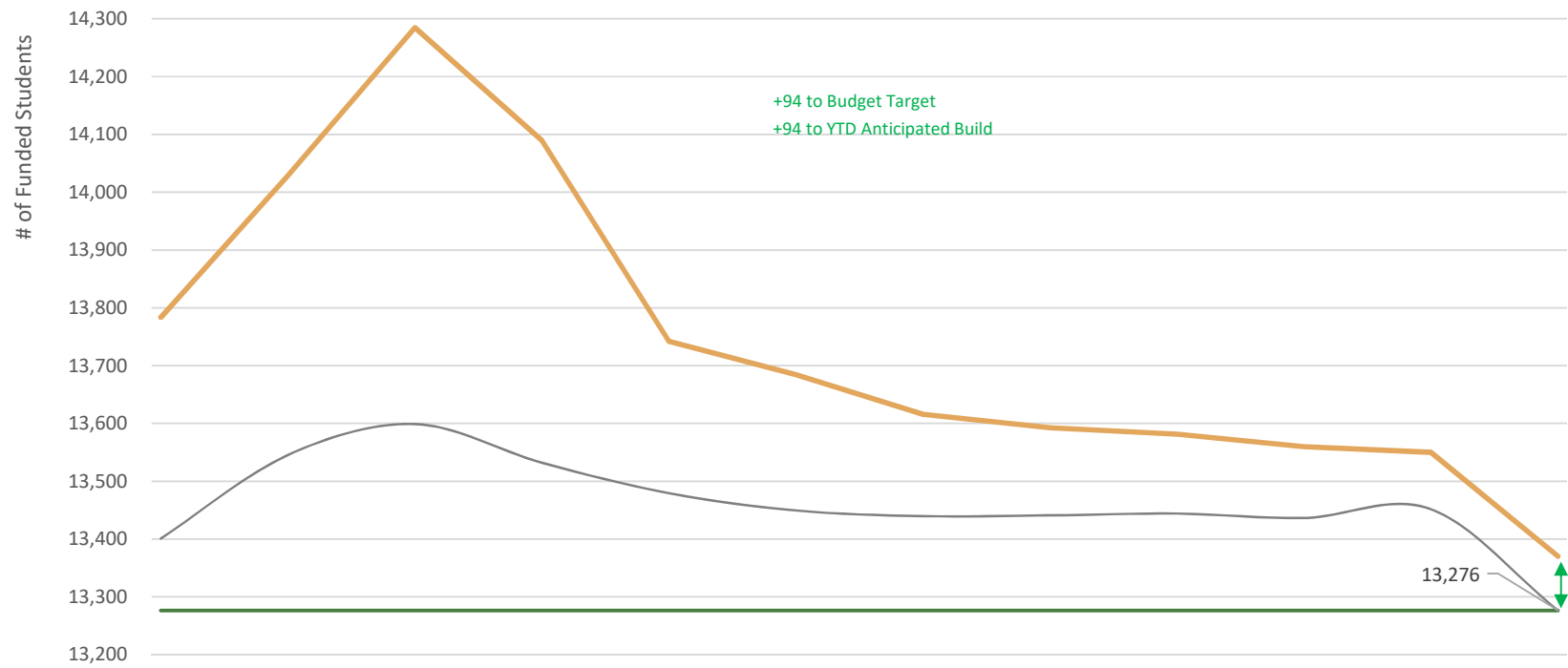
13,276

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Total Operated Budget	13,276	13,276	13,276	13,276	13,276	13,276	13,276	13,276	13,276	13,276	13,276	13,276
Total Operated Actual	13,784	14,028	14,285	14,090	13,742	13,684	13,616	13,593	13,581	13,560	13,550	13,370
District Anticipated Build #	13,401	13,545	13,599	13,532	13,479	13,449	13,440	13,441	13,444	13,436	13,452	13,276

Falcon Zone

Total Falcon Zone - Student Count Summary

+4 to Budget Target

+4 to YTD Anticipated Build
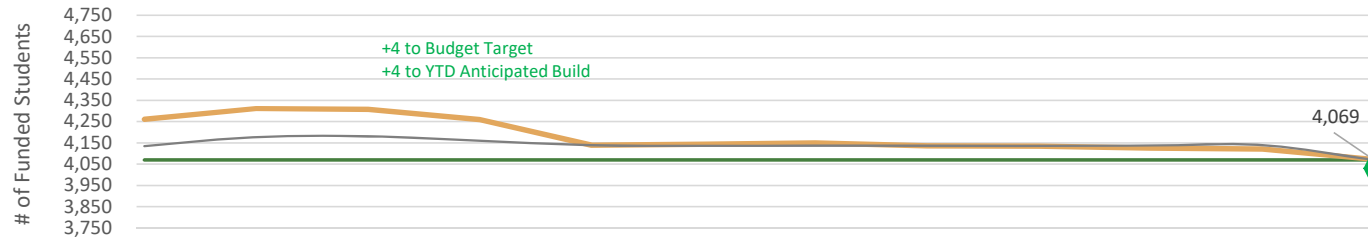
4,069

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Total - Falcon Zone - Budget	4,069	4,069	4,069	4,069	4,069	4,069	4,069	4,069	4,069	4,069	4,069	4,069
Total - Falcon Zone - PS Count	4,261	4,311	4,307	4,259	4,140	4,144	4,150	4,137	4,135	4,126	4,121	4,073
Falcon Zone Anticipated Build #	4,135	4,177	4,181	4,160	4,139	4,136	4,137	4,137	4,136	4,137	4,140	4,069

Falcon High School - Student Count Summary

-44 to Budget Target

-44 to YTD Anticipated Build
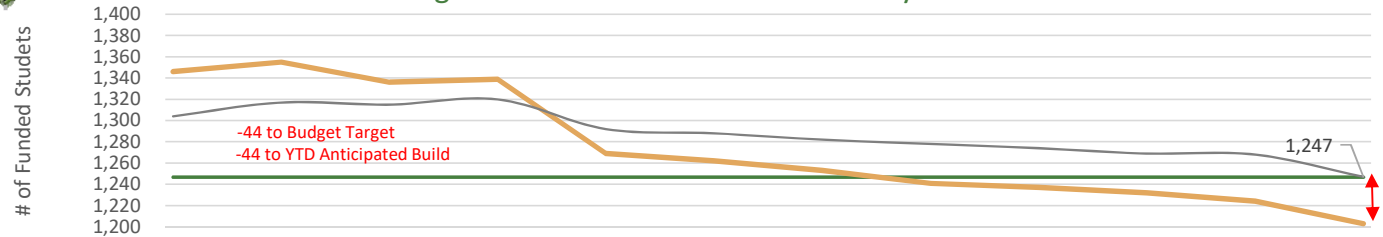
1,247

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Falcon High Budget	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247
Falcon High - PS Count	1,346	1,355	1,336	1,339	1,269	1,262	1,253	1,241	1,237	1,232	1,224	1,203
Falcon High Anticipated Build #	1,304	1,317	1,315	1,320	1,292	1,288	1,282	1,278	1,274	1,269	1,268	1,247

Falcon Middle School - Student Count Summary

+35 to Budget Target

+35 to YTD Anticipated Build

986
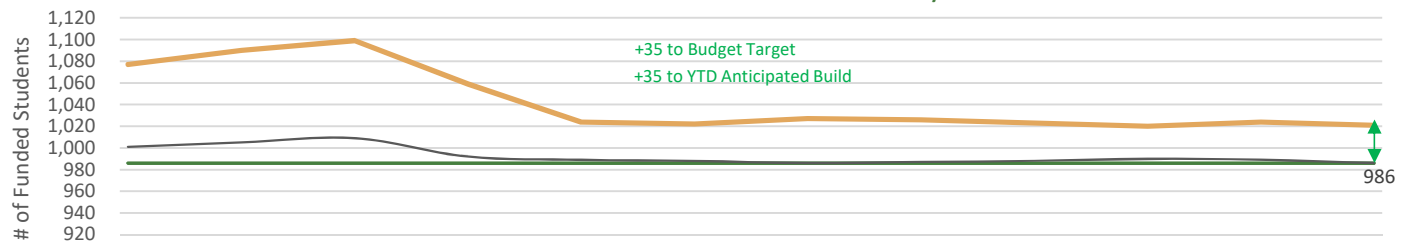
	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Falcon Middle Budget	986	986	986	986	986	986	986	986	986	986	986	986
Falcon Middle - PS Count	1,077	1,090	1,099	1,059	1,024	1,022	1,027	1,026	1,023	1,020	1,024	1,021
Falcon Mid Anti Build #	1,001	1,005	1,009	992	989	988	986	987	988	990	989	986

Falcon Zone

Falcon Elem School of Tech - Student Count Summary

-26 to Budget Target
-26 to YTD Anticipated Build

309

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
FESoT - Budget	309	309	309	309	309	309	309	309	309	309	309	309
FESoT - PS Count	264	275	277	289	277	282	285	285	285	286	282	283
FESoT Anticipated Build #	315	318	318	317	318	317	318	317	318	318	318	309

Meridian Ranch Elementary - Student Count Summary

665

-8 to Budget Target
-8 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Meridian Ranch Budget	665	665	665	665	665	665	665	665	665	665	665	665
Meridian Ranch - PS Count	659	666	665	663	656	657	661	663	663	662	661	657
MRES Anticipated Build #	691	692	682	681	682	681	680	681	680	680	681	665

Woodmen Hills Elementary - Student Count Summary

+18 to Budget Target
+18 to YTD Anticipated Build

563

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Woodmen Hills Budget	563	563	563	563	563	563	563	563	563	563	563	563
Woodmen Hills - PS Count	594	592	600	583	583	586	588	585	590	588	592	581
WHES Anticipated Build #	536	552	561	556	559	562	567	569	571	573	575	563

Falcon Zone

Bennett Ranch Elementary - Student Count Summary

Anticipated Build based on Average of the other Elementary Schools in

+29 to Budget Target
+29 to YTD Anticipated Build

299

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Bennett Ranch Budget	299	299	299	299	299	299	299	299	299	299	299	299
Bennett Ranch - PS Count	322	334	331	327	331	335	337	337	338	338	338	328
BRES Anticipated Build #	299	303	304	302	303	303	305	305	305	306	307	299

Sand Creek Zone

Total Sand Creek Zone - Student Count Summary

-98 to Budget Target
-98 to YTD Anticipated Build

3,756

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Total SC .Zone Budget	3,756	3,756	3,756	3,756	3,756	3,756	3,756	3,756	3,756	3,756	3,756	3,756
Total SC Zone - PS Count	3,802	3,877	3,945	3,938	3,789	3,729	3,729	3,724	3,722	3,705	3,686	3,658
SC Zone Antic Build #	3,835	3,871	3,863	3,840	3,807	3,801	3,796	3,806	3,809	3,812	3,817	3,756

Sand Creek High School - Student Count Summary

-61 to Budget Target
-61 to YTD Anticipated Build

1,158

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Sand Creek High Budget	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158	1,158
Sand Creek High - PS Count	1,140	1,169	1,194	1,190	1,171	1,162	1,154	1,144	1,143	1,122	1,108	1,097
SCHS Anticipated Build #	1,207	1,218	1,210	1,194	1,179	1,173	1,166	1,168	1,166	1,171	1,169	1,158

Horizon Middle School - Student Count Summary

+24 to Budget Target
+24 to YTD Anticipated Build

745

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Horizon Budget	745	745	745	745	745	745	745	745	745	745	745	745
Horizon Middle - PS Count	816	822	845	849	791	760	769	775	774	782	778	769
HMS Anticipated Build #	762	771	762	754	739	738	736	741	741	741	745	745

Sand Creek Zone

Evans Elementary - Student Count Summary

685

-65 to Budget Target
-65 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Evans Budget	685	685	685	685	685	685	685	685	685	685	685	685
Evans - PS Count	644	662	676	688	639	620	623	628	628	624	623	620
EES Anticipated Build #	704	710	710	713	700	700	701	703	703	702	703	685

Remington Elementary - Student Count Summary

613

+7 to Budget Target
+7 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Remington Budget	613	613	613	613	613	613	613	613	613	613	613	613
Remington - PS Count	631	644	669	648	630	626	624	619	620	621	622	620
RES Anticipated Build #	605	614	619	619	624	621	625	624	627	628	630	613

Springs Ranch Elementary - Student Count Summary

555

-2 to Budget Target
-2 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Springs Ranch Budget	555	555	555	555	555	555	555	555	555	555	555	555
Springs Ranch - PS Count	572	581	561	563	558	561	559	558	558	556	555	553
SRES Anticipated Build #	557	558	562	560	565	569	568	570	572	570	570	555

POWER Zone

Total POWER Zone - Student Count Summary

+121 to Budget Target
+121 to YTD Anticipated Build

4,566

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Total Power Zone Budget	4,567	4,567	4,567	4,567	4,567	4,567	4,567	4,567	4,567	4,567	4,567	4,567
Total Power Zone - PS Count	4,849	4,961	5,121	4,925	4,837	4,823	4,777	4,775	4,766	4,767	4,772	4,688
PZone Anticipated Build #	4,628	4,675	4,716	4,691	4,675	4,653	4,646	4,639	4,632	4,625	4,624	4,566

Vista Ridge High School - Student Count Summary

+12 to Budget Target
+12 to YTD Anticipated Build

1,581

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Vista Ridge High Budget	1,581	1,581	1,581	1,581	1,581	1,581	1,581	1,581	1,581	1,581	1,581	1,581
Vista Ridge High - PS Count	1,697	1,724	1,751	1,677	1,642	1,637	1,622	1,619	1,613	1,609	1,608	1,593
VRHS Anticipated Build #	1,602	1,623	1,633	1,638	1,630	1,604	1,600	1,594	1,593	1,591	1,590	1,581

Skyview Middle School - Student Count Summary

+6 to Budget Target
+6 to YTD Anticipated Build

1,051

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Skyview Budget	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051	1,051
Skyview Middle - PS Count	1,093	1,116	1,158	1,105	1,100	1,098	1,070	1,069	1,062	1,069	1,070	1,057
SMS Anticipated Build #	1,079	1,082	1,089	1,072	1,060	1,055	1,055	1,056	1,055	1,055	1,054	1,051

POWER Zone

Ridgeview Elementary - Student Count Summary

+53 to Budget Target

+53 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Ridgeview Budget	575	575	575	575	575	575	575	575	575	575	575	575
Ridgeview - PS Count	658	683	705	650	644	648	652	653	653	651	653	628
RVES Anticipated Build #	596	601	607	599	596	600	600	594	591	586	587	575

Stetson Elementary - Student Count Summary

-26 to Budget Target

-26 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Stetson Budget	515	515	515	515	515	515	515	515	515	515	515	515
Stetson - PS Count	530	537	549	512	501	495	493	495	496	500	502	489
SES Anticipated Build #	522	521	527	527	528	530	530	531	531	532	531	515

Odyssey Elementary - Student Count Summary

+27 to Budget Target

+27 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Odyssey Budget	414	414	414	414	414	414	414	414	414	414	414	414
Odyssey - PS Count	470	478	481	478	466	462	462	458	458	454	454	441
OES Anticipated Build #	409	420	427	419	423	424	422	424	423	422	423	414

POWER Zone

Inspiration View Elementary - Student Count Summary

+52 to Budget Target
+52 to YTD Anticipated Build

300

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Inspiration Budget	300	300	300	300	300	300	300	300	300	300	300	300
Inspiration - PS Count	278	294	345	371	356	357	355	358	360	360	364	359
IVES Anticipated Build #	296	304	309	303	306	307	306	307	306	306	306	300

ALLIES Elementary - Student Count Summary

130

-9 to Budget Target
-9 to YTD Anticipated Build
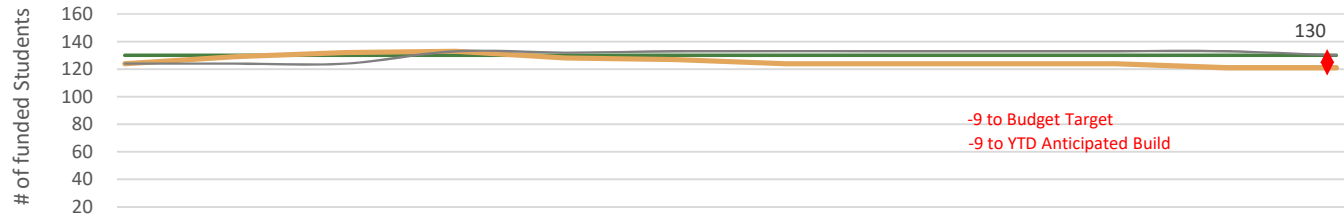
	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
ALLIES Budget	130	130	130	130	130	130	130	130	130	130	130	130
ALLIES - PS Count	124	129	132	133	128	127	124	124	124	124	121	121
ALLIES Anticipated Build #	124	124	124	133	132	133	133	133	133	133	133	130

iConnect Zone

Total *iConnect* Zone - Student Count Summary

+69 to Budget Target

+69 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Total iConnect Zone Budget	884	884	884	884	884	884	884	884	884	884	884	884
Total iCZone - PS Count	872	880	913	968	978	989	960	958	959	963	972	953
iCZone Antic Build #	803	822	839	841	858	859	861	859	867	862	871	884

Pikes Peak Early College - Student Count Summary

+1 to Budget Target

+1 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
PPEC - Budget	175	175	175	175	175	175	175	175	175	175	175	175
PPEC - PS Count	95	94	120	198	198	199	184	184	184	183	188	176
PPEC Anticipated Build #	129	140	145	155	162	163	164	164	167	167	173	175

Patriot High School - Student Count Summary (School funded at 165 students)

	Bud Seats	Act Seats	Diff
FHS	68	31	-37
SCHS	44	11	-33
VRHS	44	22	-22
	156	64	-92

-66 to Budget Target

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
PHS Budget & Funded Amt	165	165	165	165	165	165	165	165	165	165	165	165
PatriotHigh - PS Count	102	104	108	118	96	94	95	95	98	99	101	99
PHS Anticipated Build #	165	165	165	165	165	165	165	165	165	165	165	165

iConnect Zone

Springs Studio for Academic Excellance- Student Count Summary

-8 to Budget Target
-8 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
SSAE Budget	409	409	409	409	409	409	409	409	409	409	409	409
Springs Studio - PS Count	381	387	397	380	379	388	392	390	391	396	400	401
SSAE Anticipated Build #	362	371	381	381	390	394	396	398	404	403	406	409

Falcon Homeschool Program - Student Count Summary (Includes Aerolab)

+76 to Budget Target
+76 to YTD Anticipated Build

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
FHP Budget	135	135	135	135	135	135	135	135	135	135	135	135
Falcon Home School - PS Count	231	234	231	225	236	237	219	219	219	219	219	211
FHP Anticipated Build #	147	146	148	140	141	137	136	132	131	127	127	135

Primary/Secondary School Level

High School - Student Count Summary

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
High School Budget	4,151	4,151	4,151	4,151	4,151	4,151	4,151	4,151	4,151	4,151	4,151	4,151
High School - PS Count	4,379	4,446	4,483	4,418	4,272	4,241	4,210	4,187	4,179	4,146	4,125	4,075
High School Anticipated Build #	4,253	4,312	4,319	4,319	4,262	4,230	4,214	4,208	4,199	4,198	4,193	4,151

-76 to Budget Target
-76 to YTD Anticipated Build

Middle School - Student Count Summary

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Middle School Budget	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782	2,782
Middle School - PS Count	2,986	3,028	3,102	3,013	2,915	2,880	2,866	2,870	2,859	2,871	2,872	2,847
Middle School Anticipated Build #	2,842	2,858	2,861	2,818	2,789	2,782	2,778	2,784	2,783	2,787	2,787	2,782

+65 to Budget Target
+65 to YTD Anticipated Build

Elementary - Student Count Summary

	15-Jul	22-Jul	29-Jul	5-Aug	12-Aug	19-Aug	26-Aug	2-Sep	9-Sep	16-Sep	23-Sep	30-Sep
Elementary Budget	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625	5,625
Elementary - PS Count	5,743	5,873	5,989	5,903	5,768	5,754	5,761	5,761	5,771	5,763	5,767	5,679
Elementary Anticipated Build #	5,615	5,680	5,719	5,690	5,705	5,718	5,727	5,727	5,737	5,729	5,738	5,625

+54 to Budget Target
+54 to YTD Anticipated Build

Operated Portfolio - Student Count 19/20

District 49

			FY '19		FY '20	FY '20		Zone Normalized 19/20 Revenue		*Potential Exp Δ*
Pupil Counts			**Actual-Final**		**Budget**	**Oct Count**	**Act vs. Bud**			*$ Diff vs. Budget*
Coordinated Schools		Principal		**Change over LY**						schools @ (5/6) PPR
Falcon Innovation Zone										
132	Falcon Elementary School	Michael Roth	286.16	23.00	309.16	283.00	(26.16)	$	6,413.20	(167,769.31)
134	Meridian Ranch Elementary School	Sheehan Freeman-Todd	617.88	47.00	664.88	656.50	(8.38)	$	6,413.20	(53,742.62)
137	Woodmen Hills Elementary School	Angela Rose	523.36	40.00	563.36	581.00	17.64	$	6,413.20	113,128.85
141	Bennett Ranch Elementary School	Amanda Maranville	277.42	22.00	299.42	328.00	28.58	$	6,413.20	183,289.26
220	Falcon Middle School	Brian Smith	986.00	0.00	986.00	1,021.00	35.00	$	6,413.20	224,462.00
310	Falcon High School	Darryl Bonds	1,246.64	(0.00)	1,246.64	1,203.00	(43.64)	$	6,413.20	(279,872.05)
312	Total Zone	Susan Holmes	3,937.46	132.00	4,069.46	4,072.50	3.04	Zone (Risk)/Op		19,496.13
				3.4%		to Bud	0.1%			
						to LY	3.4%			
Sand Creek Innovation Zone										
131	Evans International Elementary Schl	Michelle Slyter	638.78	45.94	684.72	620.00	(64.72)	$	6,798.47	(439,996.98)
135	Remington Elementary School	Lisa Fillo	566.48	46.44	612.92	620.00	7.08	$	6,798.47	48,133.17
138	Springs Ranch Elementary School	James Kyner	517.66	37.62	555.28	552.50	(2.78)	$	6,798.47	(18,899.75)
225	Horizon Middle School	Dustin Horras	744.50	0.00	744.50	768.50	24.00	$	6,798.47	163,163.28
315	Sand Creek High School	APEX Team	1,158.18	0.00	1,158.18	1,096.50	(61.68)	$	6,798.47	(419,329.63)
317	Total Zone	Sean Dorsey	3,625.60	130.00	3,755.60	3,657.50	(98.10)	Zone (Risk)/Op		(666,929.91)
				3.6%		to Bud	-2.6%			
						to LY	0.9%			
POWER Zone										
136	Ridgeview Elementary School	Kim Moore	673.12	(97.81)	575.31	628.00	52.69	$	6,406.60	337,590.60
139	Stetson Elementary School	Beth Dowdy	517.76	(2.29)	515.47	489.00	(26.47)	$	6,406.60	(169,608.37)
140	Odyssey Elementary School	Sarah McAfee	432.50	(18.28)	414.22	440.50	26.28	$	6,406.60	168,364.27
142	Inspiration Elementary School	Kristy Rigdon			300.00	359.00	59.00	$	6,406.60	377,989.40
143	ALLIES Elementary School	Rebecca Thompson	113.50	16.50	130.00	121.00	(9.00)	$	6,406.60	(57,659.40)
230	Skyview Middle School	Cathy Tinucci	1,051.00	0.00	1,051.00	1,057.00	6.00	$	6,406.60	38,439.60
320	Vista Ridge High School	Bruce Grose	1,581.18	0.00	1,581.18	1,593.00	11.82	$	6,406.60	75,729.30
322	Total Zone	Mike Pickering	4,369.06	(101.88)	4,567.18	4,687.50	120.32	Zone (Risk)/Op		770,845.40
				-2.3%		to Bud	2.6%			
						to LY	7.3%			
iConnect Innovation Programs										
510	Patriot High School	Steven Gard	165.00	0.00	165.00	165.00	-	$	7,281.05	-
464	SSAE	Dave Knoche	409.00	0.00	409.00	401.00	(8.00)	$	7,281.05	(58,248.40)
340	PPEC	Rochelle Kolhouse	175.00	0.00	175.00	176.00	1.00	$	7,281.05	7,281.05
525	Homeschool Program	Kathryn Boal	134.00	1.00	135.00	210.50	75.50	$	7,281.05	549,719.28
522	Total Zone	Andy Franko	883.00	1.00	884.00	952.50	68.50	Zone (Risk)/Op		498,751.93
				0.1%		to Bud	7.7%			
Internal Service & Vendor Groups							to LY	7.9%	$	2,297.11	208,368.21
Total Coordinated Schools		Peter Hilts	12,815.12	161.12	13,276.24	13,370.00	93.76			830,531.76

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BOARD OF EDUCATION ITEM 7
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Mike Pickering, POWER Zone Leader
TITLE OF AGENDA ITEM:	POWER Zone Performance Report
ACTION/INFORMATION/DISCUSSION:	Discussion

BACKGROUND OR RATIONALE

POWER Zone will present our BOE with relevant data and information that will help explain overall zone progress and performance in key areas. POWER Zone will explain where each school is at performance wise as evidenced by multiple measures. The zone will also draw connections between our BOE peak initiatives our zone initiatives, and work happening within our classrooms. We continue to believe that by keeping our BOE informed of the zone's progress towards increased student learning and seeking any resultant feedback we believe we will have an even stronger opportunity to serve our students and families.

RELEVANT DATA AND EXPECTED OUTCOMES:

The zone will share available and relevant data that is aligned to school, zone and district priorities.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

C u l t u r e	**Inner Ring**—How we treat each other **Outer Ring**—How we treat our work	The POWER Zone's continued focus on Capturing Kids Hearts supports the inner ring of our cultural compass well. The development of an updated POWER zone strategic plan supports the out ring of our compass.
S t r a t e g y	**Rock #1**—Establish enduring <u>trust</u> throughout our community **Rock #2**—Research, design and implement programs for intentional <u>community</u> participation **Rock #3**— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u> **Rock #4**— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive **Rock #5**— Customize our educational systems to <u>launch each student toward success</u>	High Reliability School Certification supports this rock well and progress in this area will be discussed. Zone Innovation Assembly and School Accountability Committee collaboration over community created and approved performance framework indicators. Increased efforts and resources in primary proficiency and pathway opportunities are leading to increased opportunities for our students. Our VoW survey review process will support increased workforce engagement.

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: Information only

APPROVED BY: Peter Hilts, Chief Education Officer   **DATE:** November 4, 2019

POWER Zone
Performance Update

ALLIES – IVES - OES – RVES – SES – SMS - VRHS

November 2019

Mike Pickering
Zone Leader - POWER Zone

Eric Maliepaard
Zone Data Analyst - POWER Zone

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Zone SPFs 2014-2019

State School Performance Frameworks

| School	2014	2015	2016	2017	2018	2019
ALLIES	No SPF	No SPF	No SPF	No SPF	Priority Improvement	Improvement
Odyssey	Performance	No SPF	Performance	Performance	Improvement	Performance
Ridgeview	Performance	No SPF	Performance	Improvement	Performance	Performance
Stetson	Performance	No SPF	Performance	Improvement	Improvement	Performance
Skyview	Improvement	No SPF	Performance	Performance	Performance	Performance
Vista Ridge	Performance	No SPF	Improvement	Performance	Performance	Performance

⚫ No SPF available   🟠 Priority Improvement
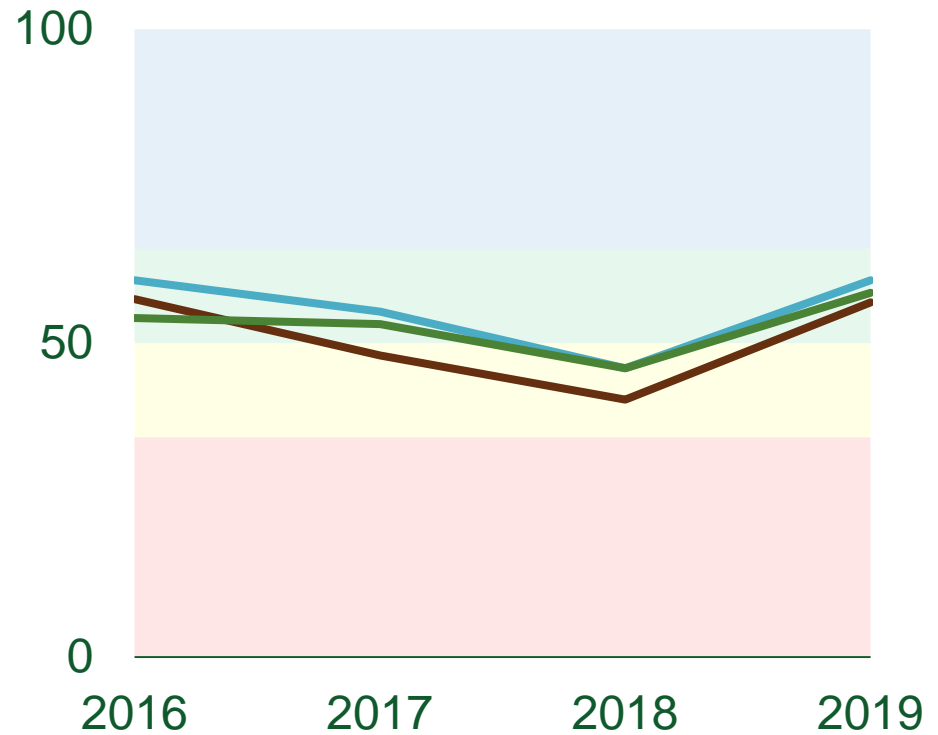
🟡 Improvement   🟢 Performance

Odyssey State ELA Assessment
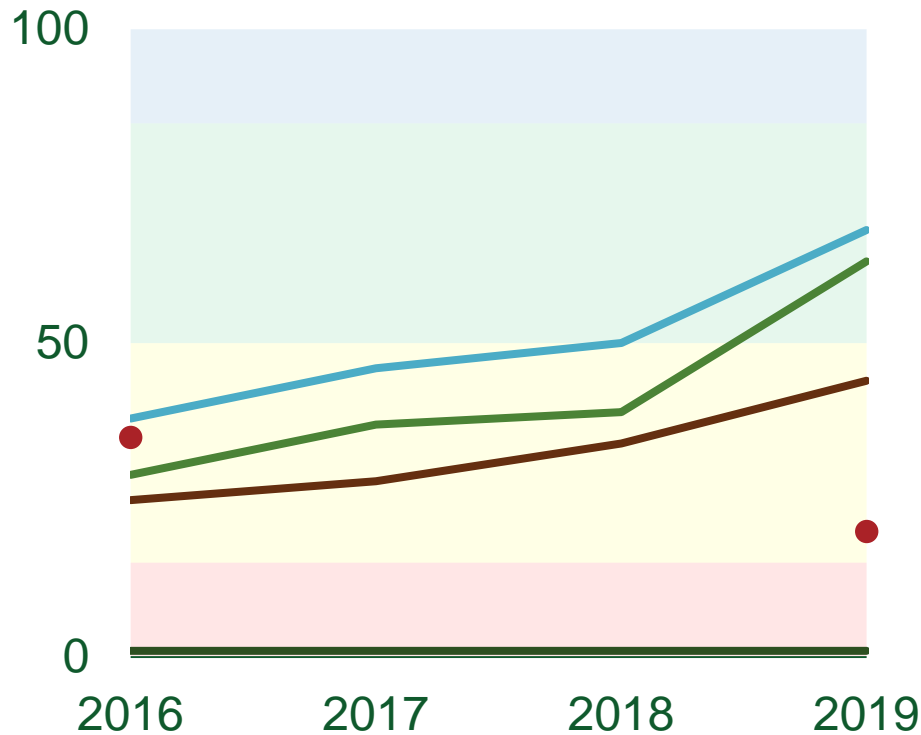
Achievement Percentile

Growth Percentile
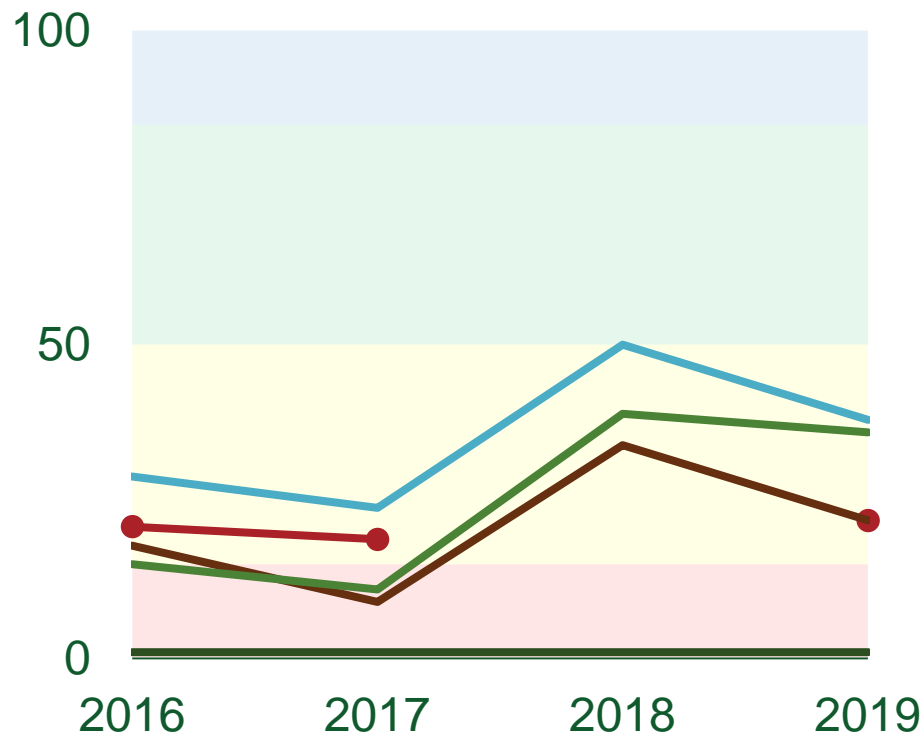
ALL — EL — F/R — Minority — IEP

Does Not Meet — Approaching — Meets — Exceeds

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Odyssey State Math Assessment

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Ridgeview State ELA Assessment

Achievement Percentile

Growth Percentile

Legend: ALL — EL — F/R — Minority — IEP

Does Not Meet — Approaching — Meets — Exceeds

Ridgeview State Math Assessment
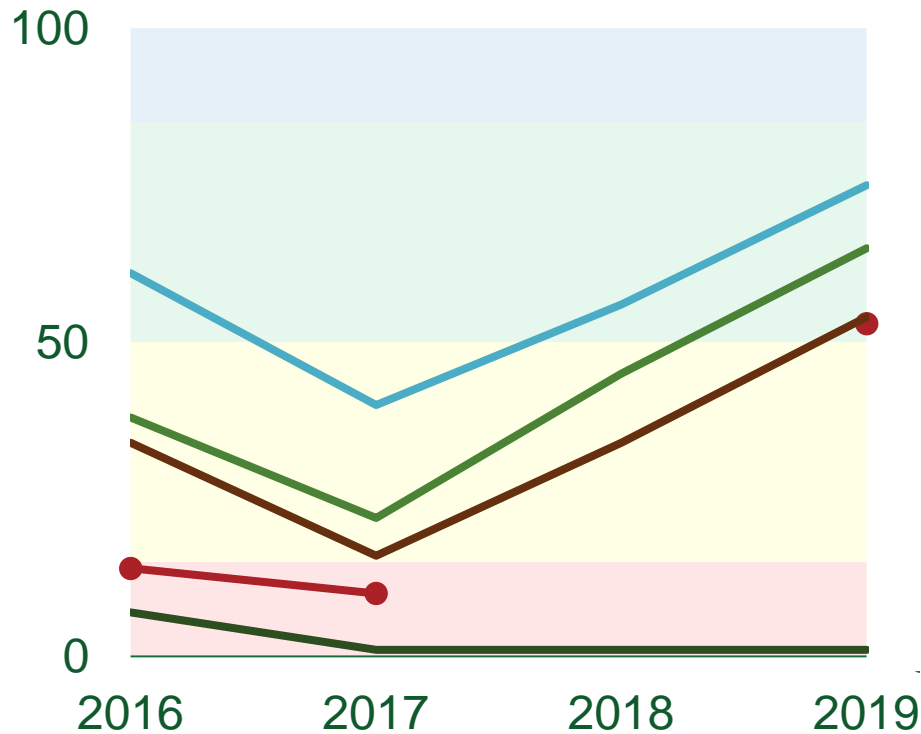
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Stetson State ELA Assessment
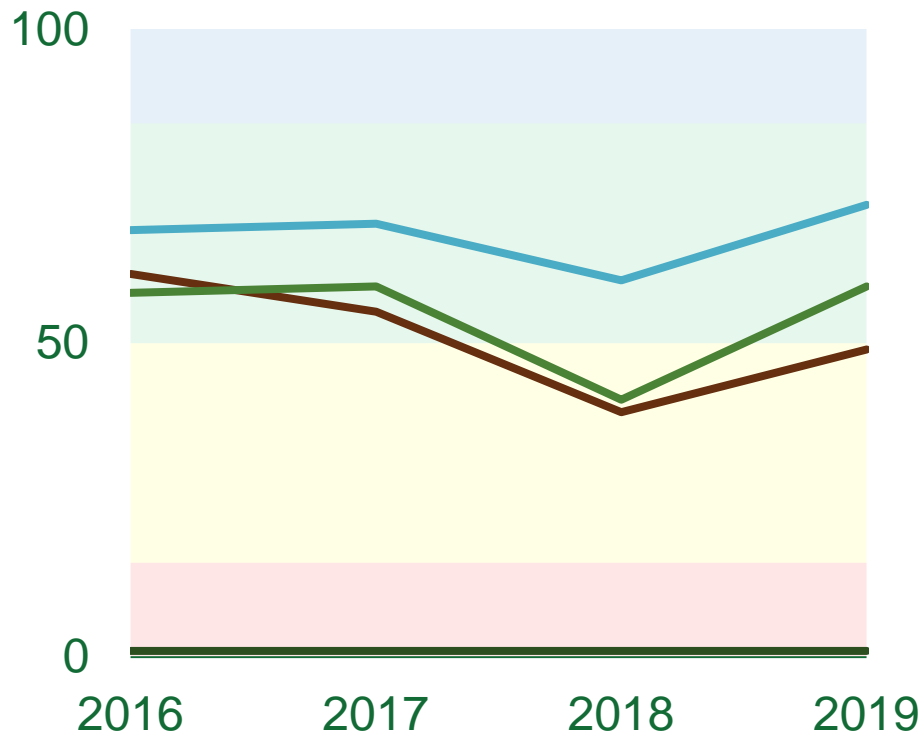
Achievement Percentile

Growth Percentile

ALL — EL — F/R — Minority — IEP

Does Not Meet   Approaching   Meets   Exceeds
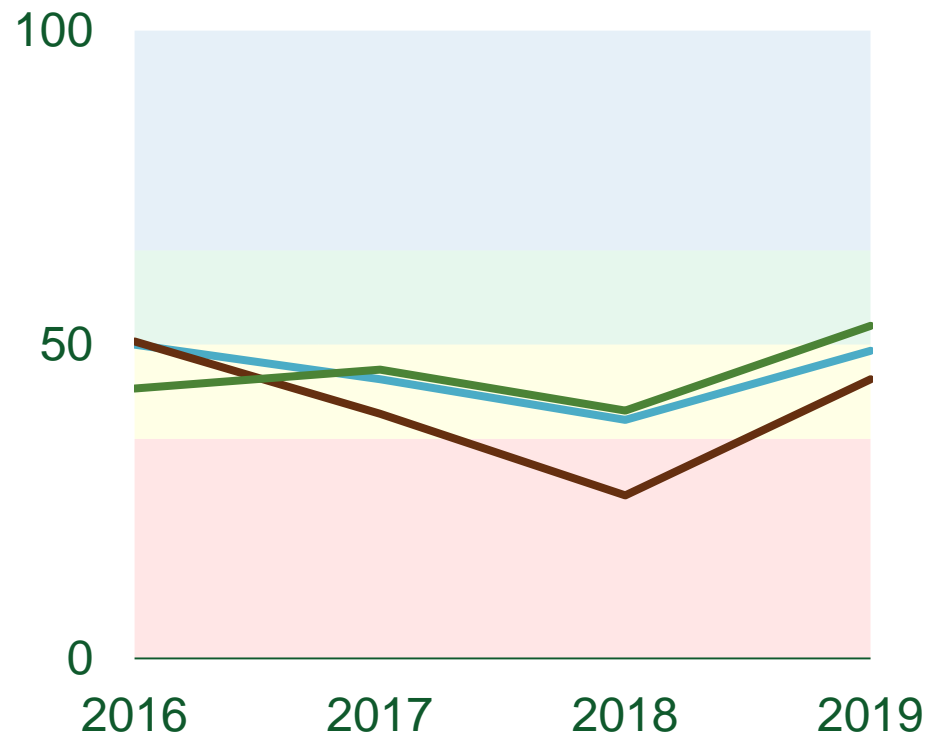
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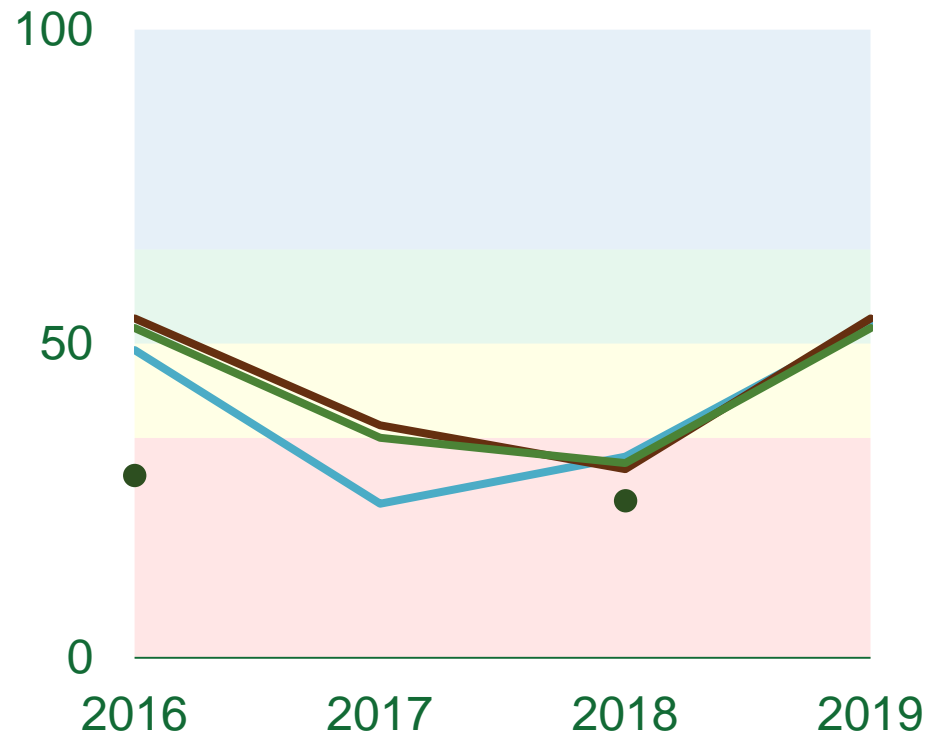
Stetson State Math Assessment
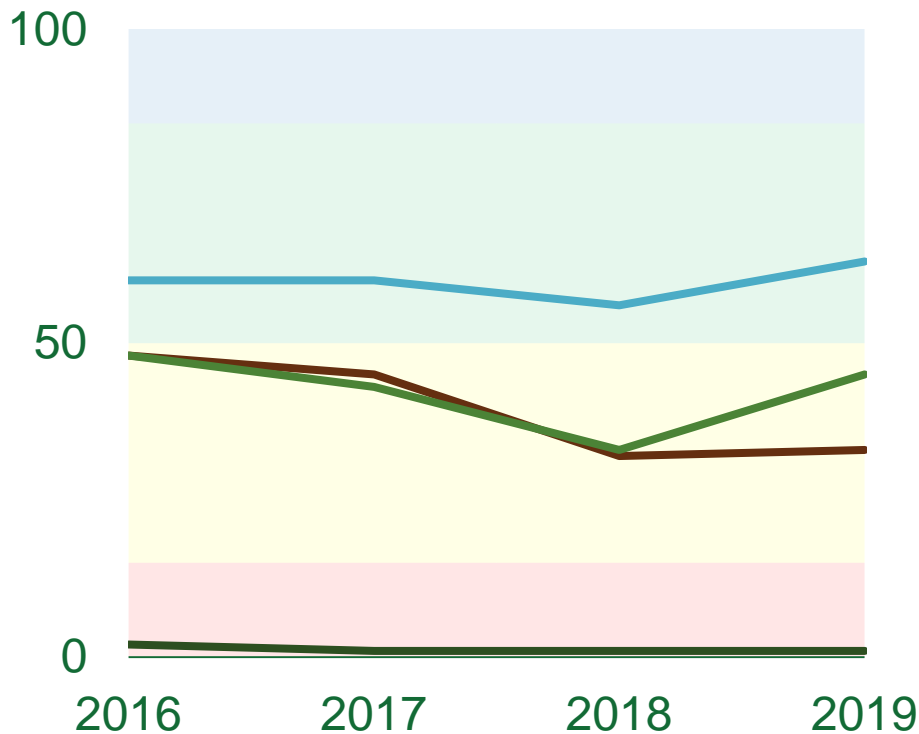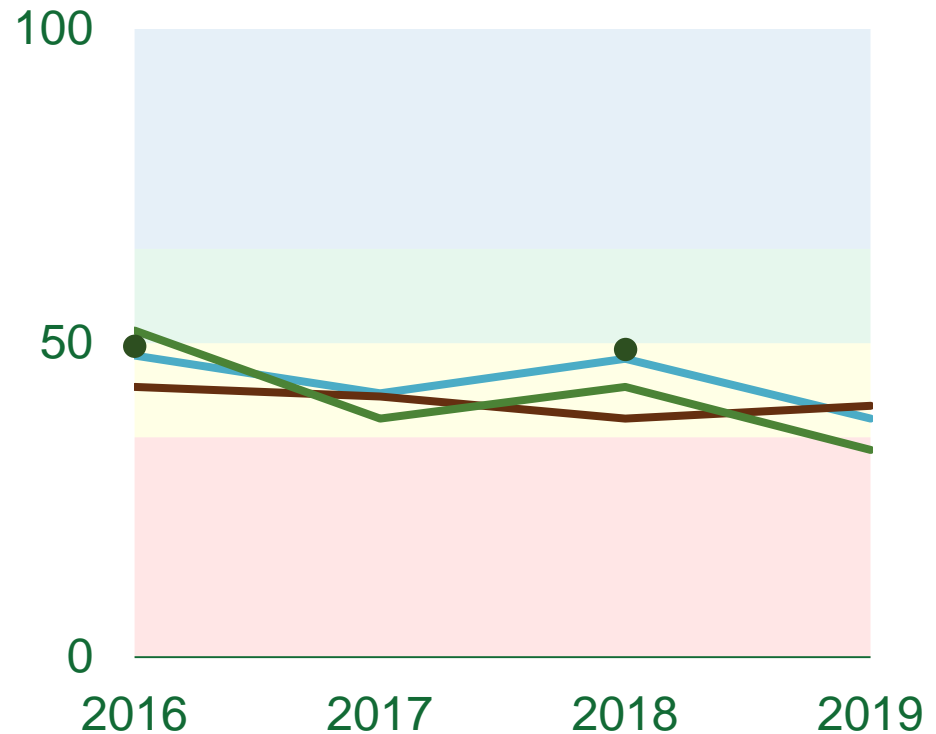
Achievement Percentile

Growth Percentile

100

50

0

2016   2017   2018   2019

100

50

0

2016   2017   2018   2019

ALL — EL — F/R — Minority — IEP

Does Not Meet   Approaching   Meets   Exceeds

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Skyview State ELA Assessment

Achievement Percentile

Growth Percentile

ALL — EL — F/R — Minority — IEP
Does Not Meet Approaching Meets Exceeds

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Skyview State Math Assessment

Achievement Percentile

Growth Percentile

ALL — EL — F/R — Minority — IEP
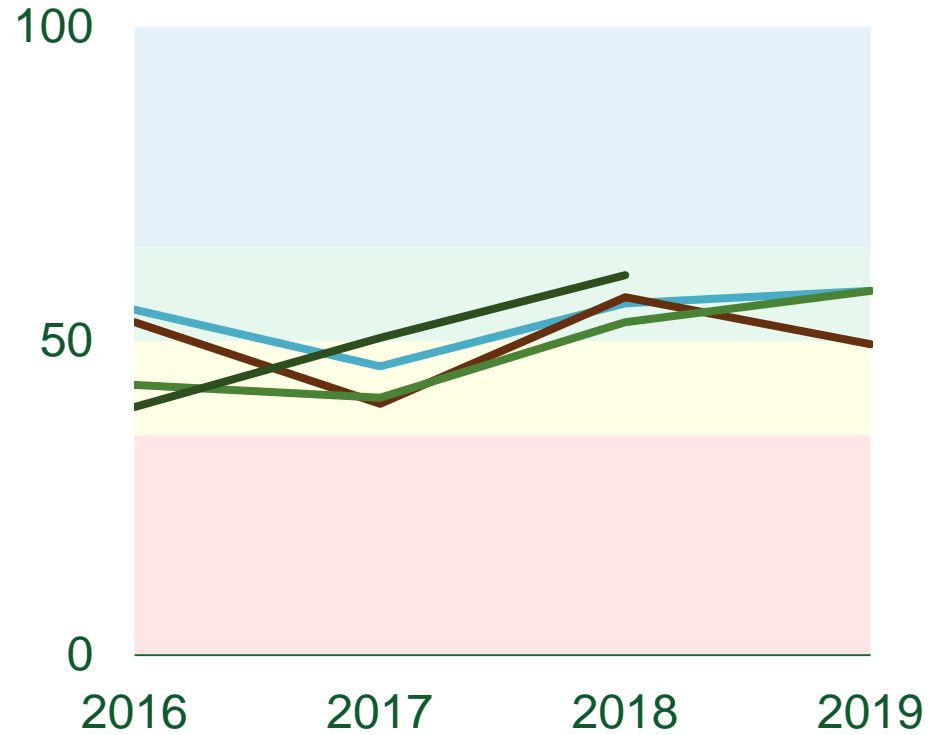
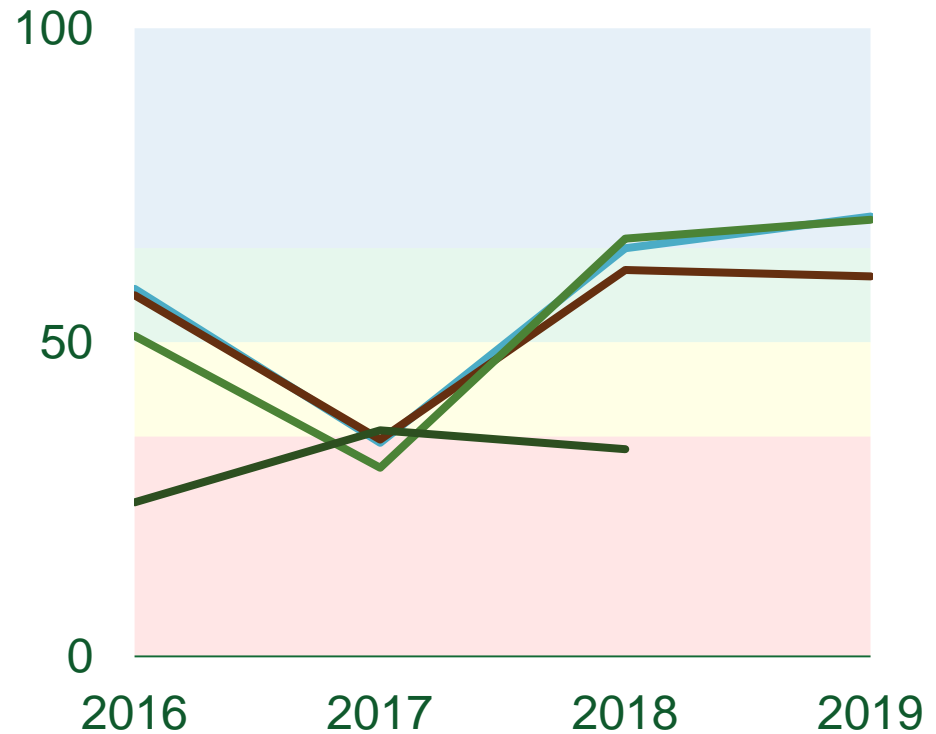Does Not Meet   Approaching   Meets   Exceeds

The Best Choice to Learn, Work and Lead
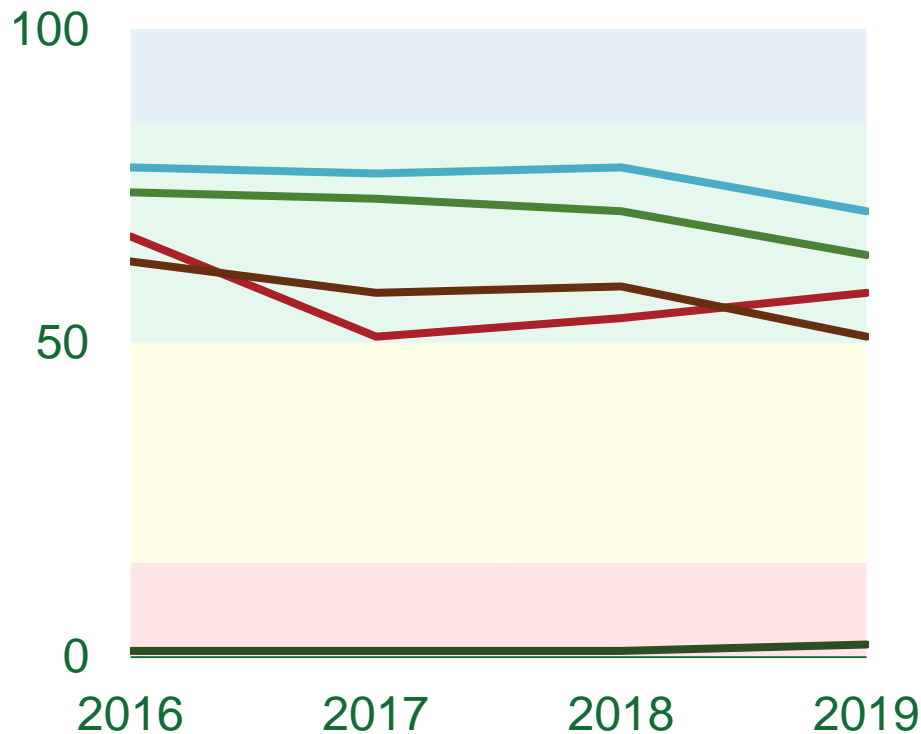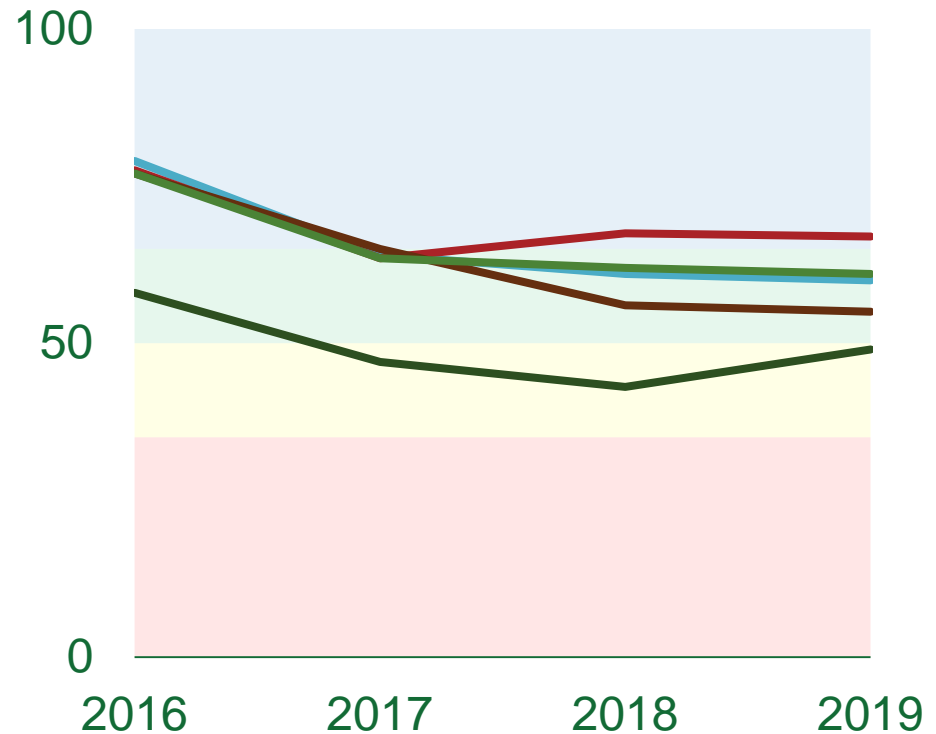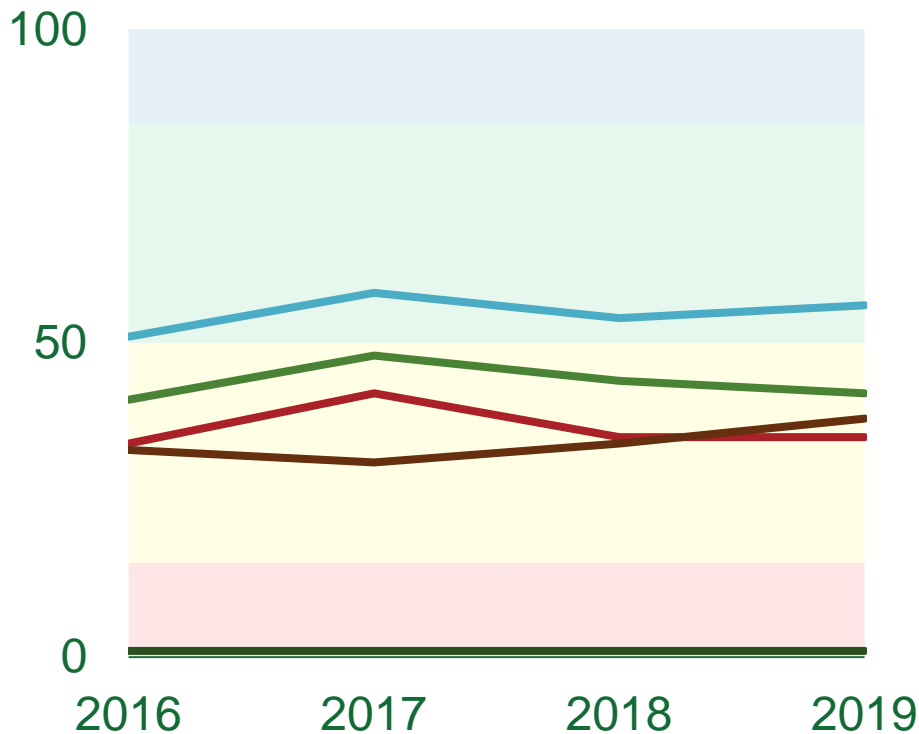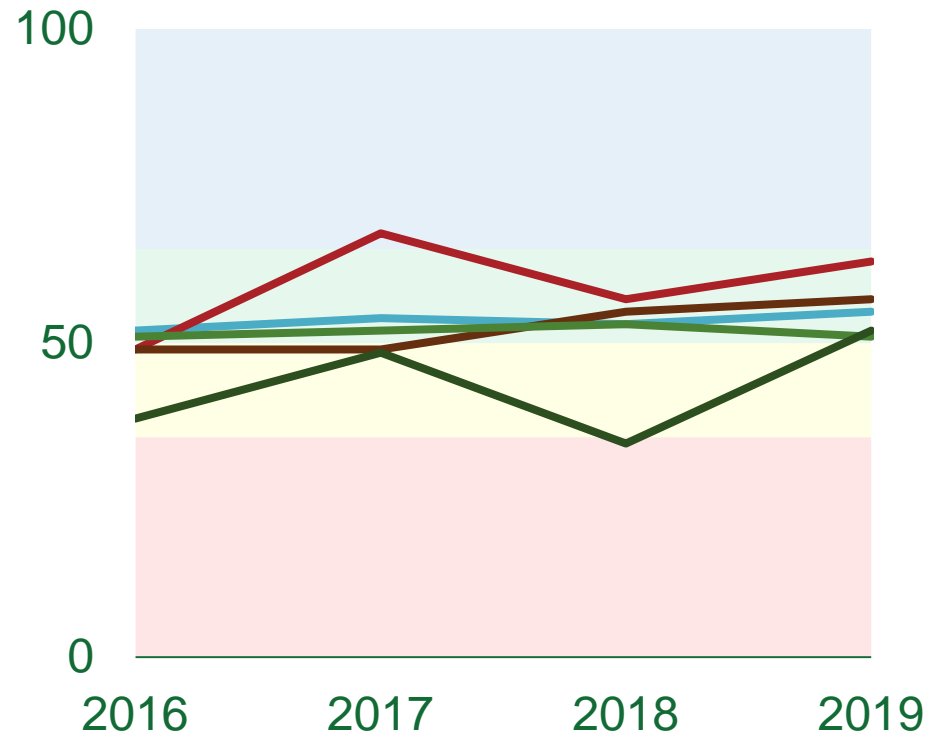
Vista Ridge State ELA Assessment
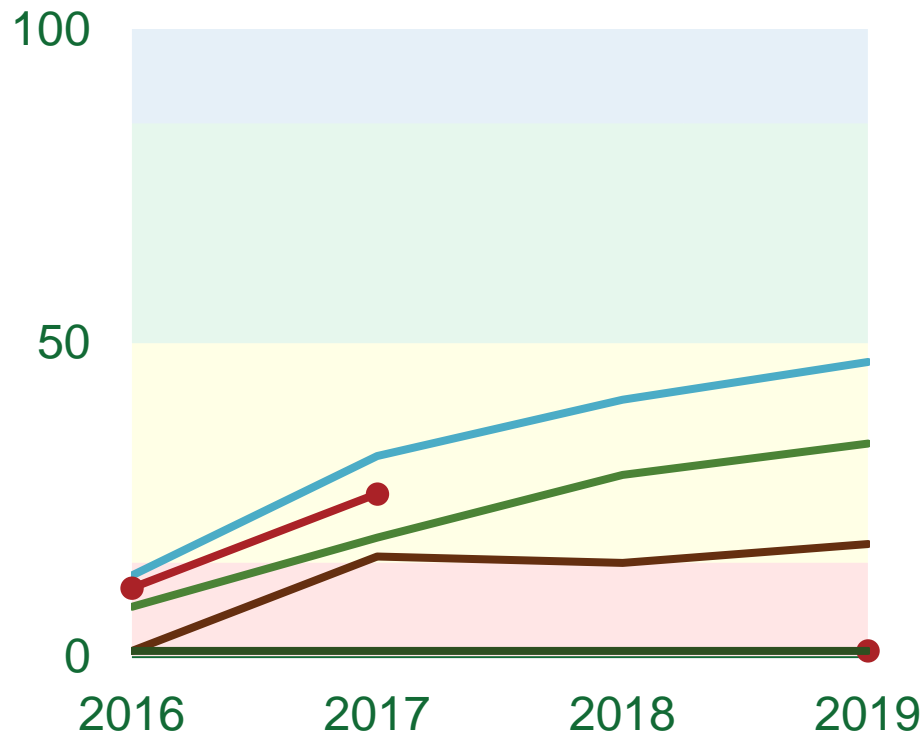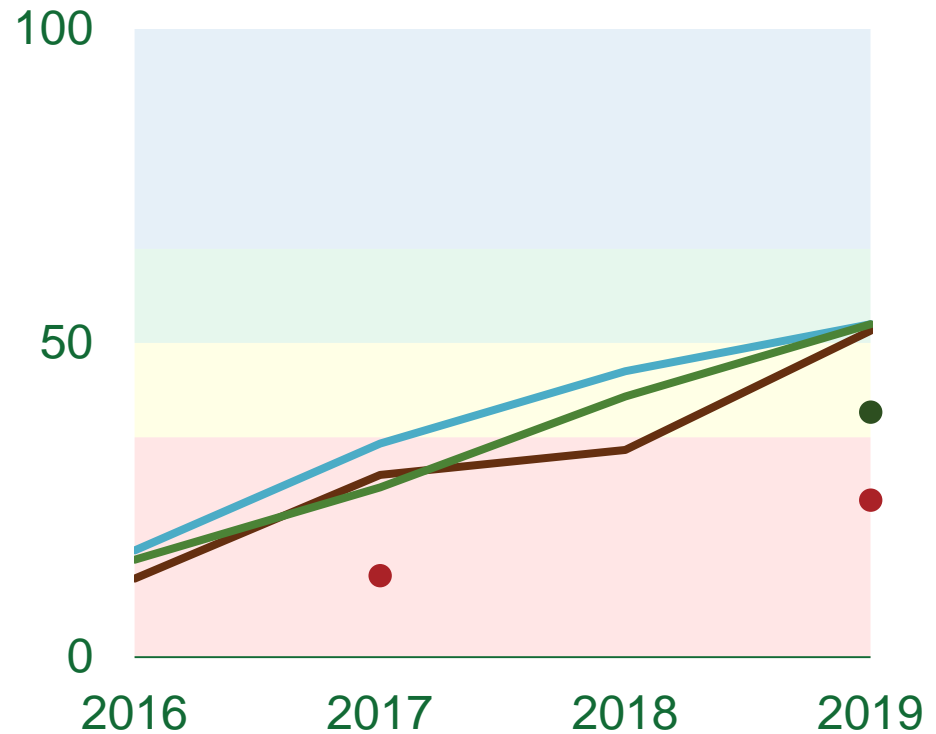
Vista Ridge State Math Assessment
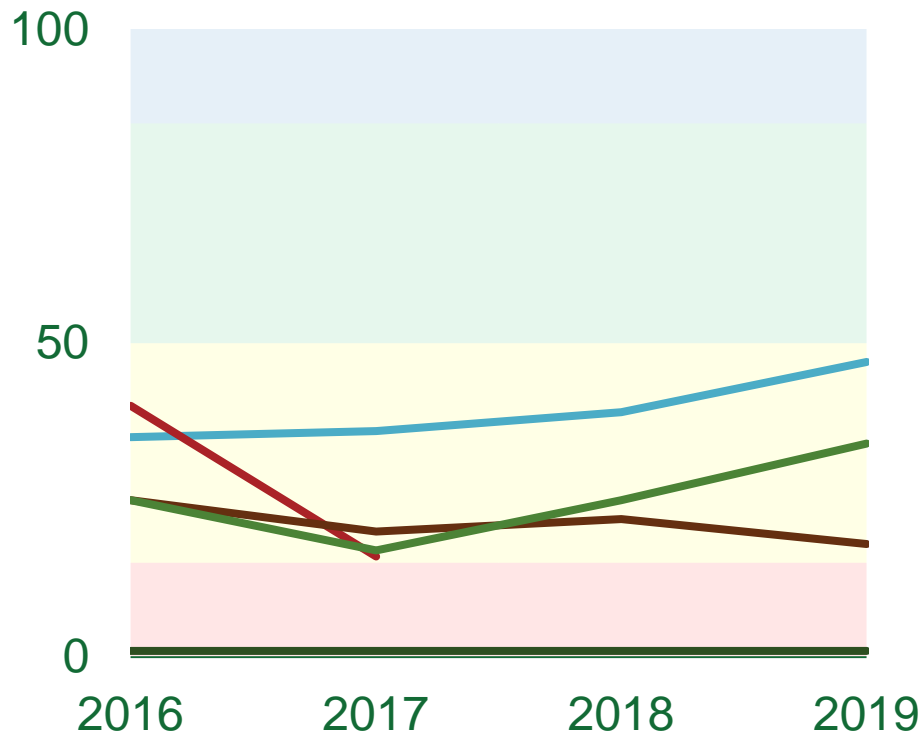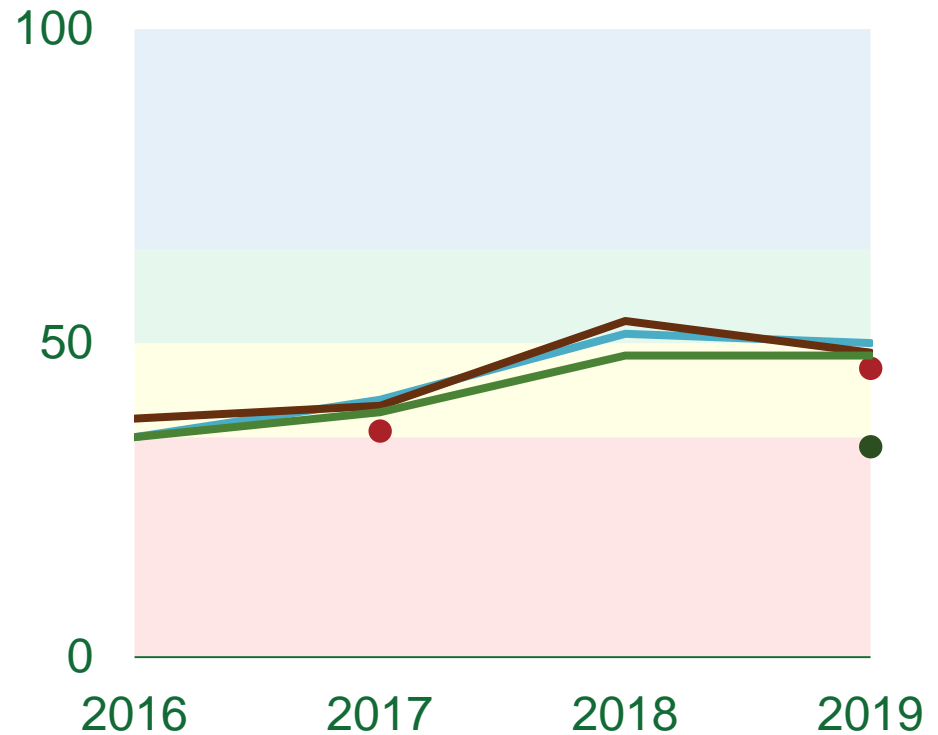
The Best Choice to Learn, Work and Lead

Achievement Percentile in Subgroup - FRL

ELA/EBRW
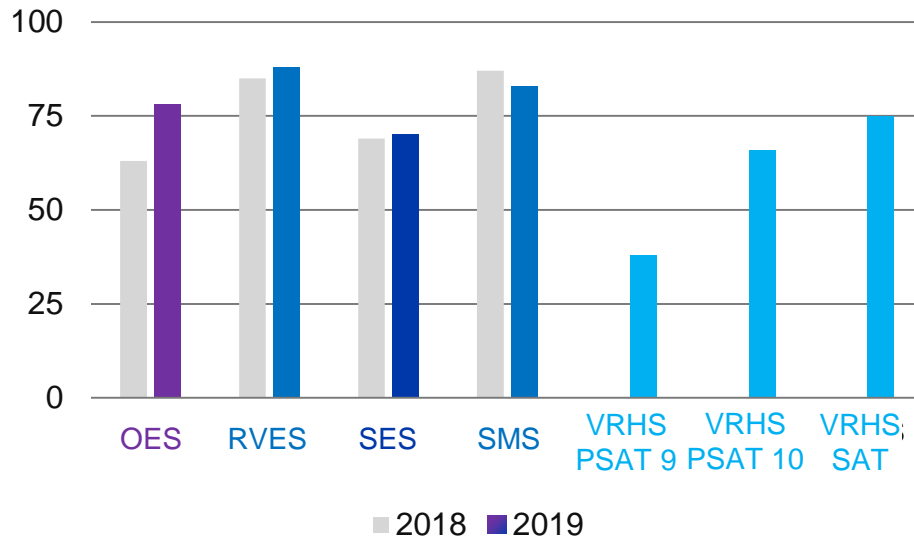
Math
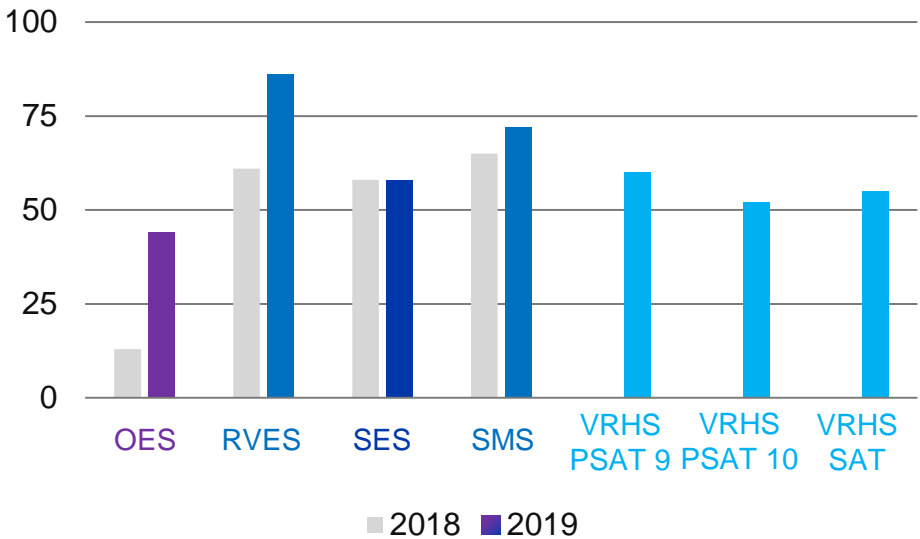
Achievement Percentile in Subgroup – Students with Disabilities

ELA/EBRW

School	2018	2019
OES	51	62
RVES	62	
SES	41	41
SMS	68	70
VRHS PSAT 9		38
VRHS PSAT 10		50
VRHS SAT		48

Math

School	2018	2019
OES	19	49
RVES	25	
SES	45	40
SMS	58	67
VRHS PSAT 9		37
VRHS PSAT 10		47
VRHS SAT		50
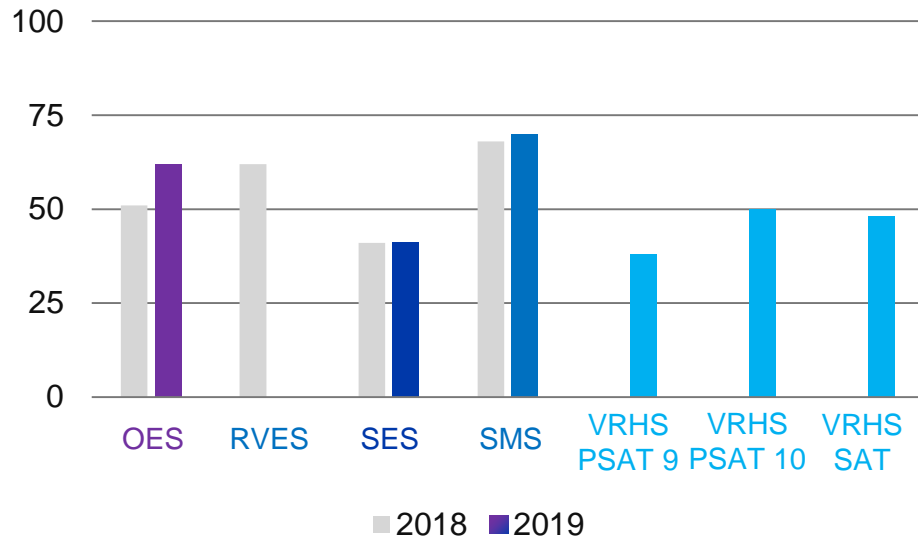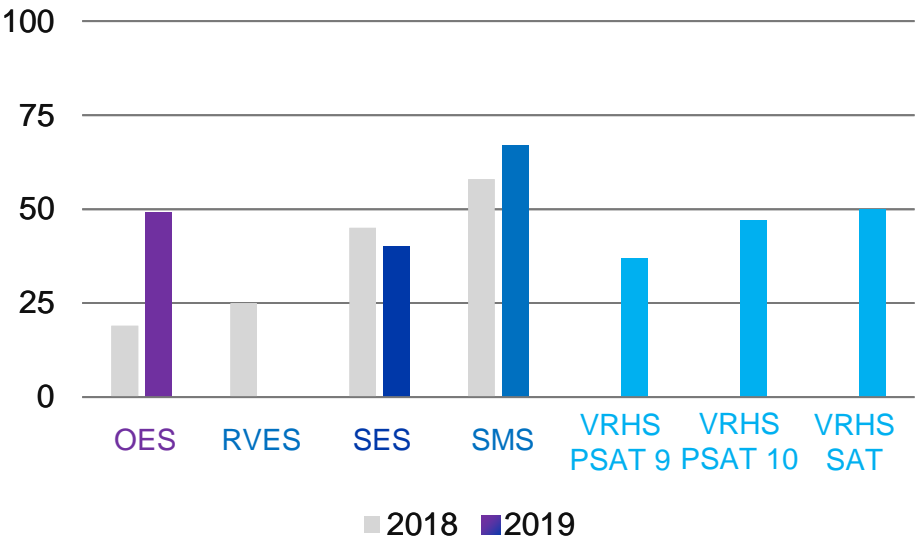
Vista Ridge PSAT/SAT

PSAT 10

SAT

Note – Scales are not consistent

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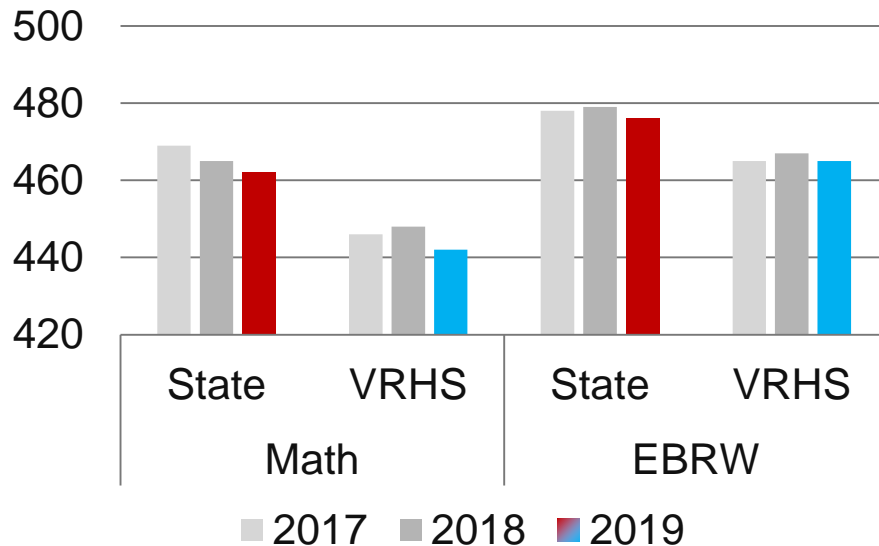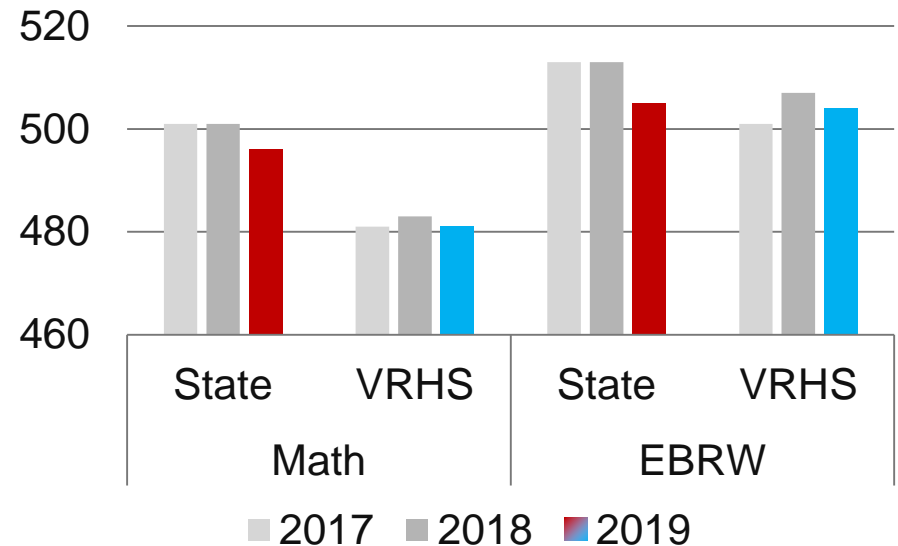
Vista Ridge FRL PSAT/SAT

PSAT 10 FRL

460

440

420

400

State   VRHS   State   VRHS

Math   EBRW

■ 2017   ■ 2018   ■ 2019

SAT FRL

500

480

460

440

420

State   VRHS   State   VRHS

Math   EBRW

■ 2017   ■ 2018   ■ 2019

Note – Scales are not consistent

The Best Choice to Learn, Work and Lead
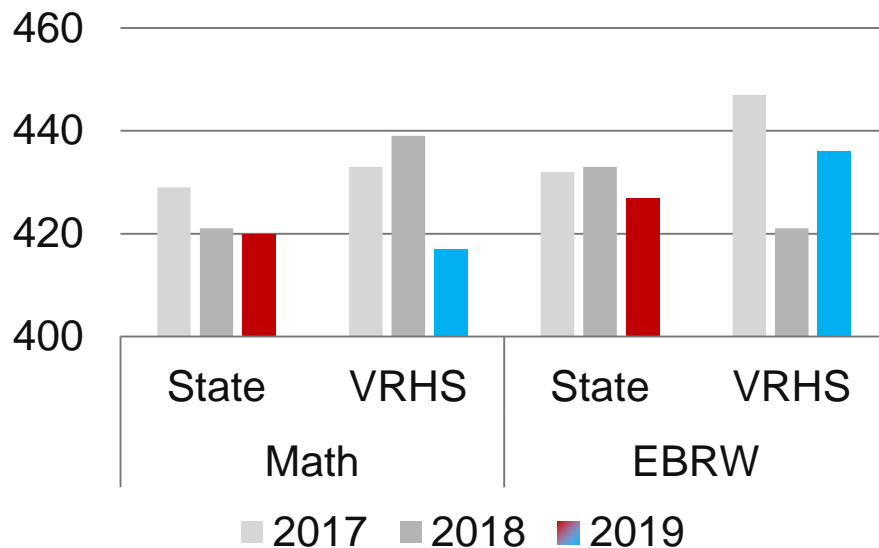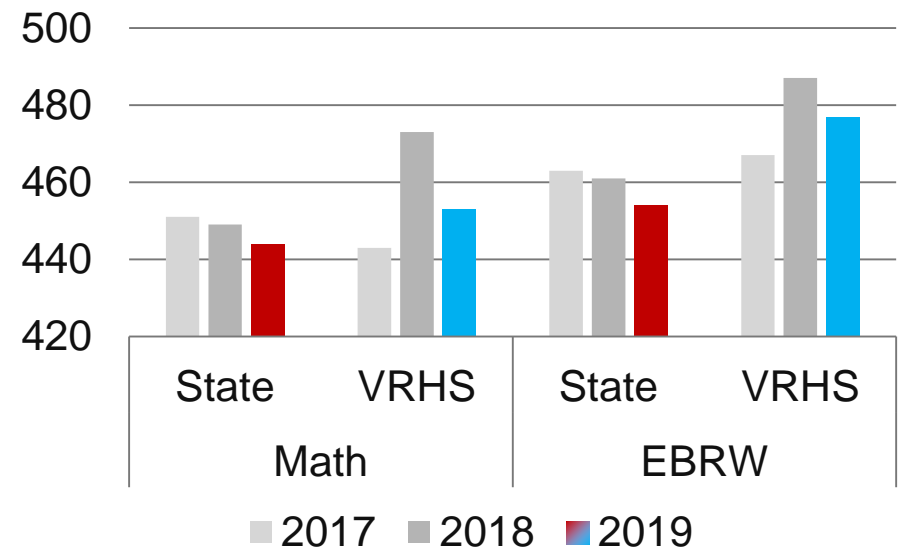
Vista Ridge IEP PSAT/SAT

Note – Scales are not consistent

The Best Choice to Learn, Work and Lead
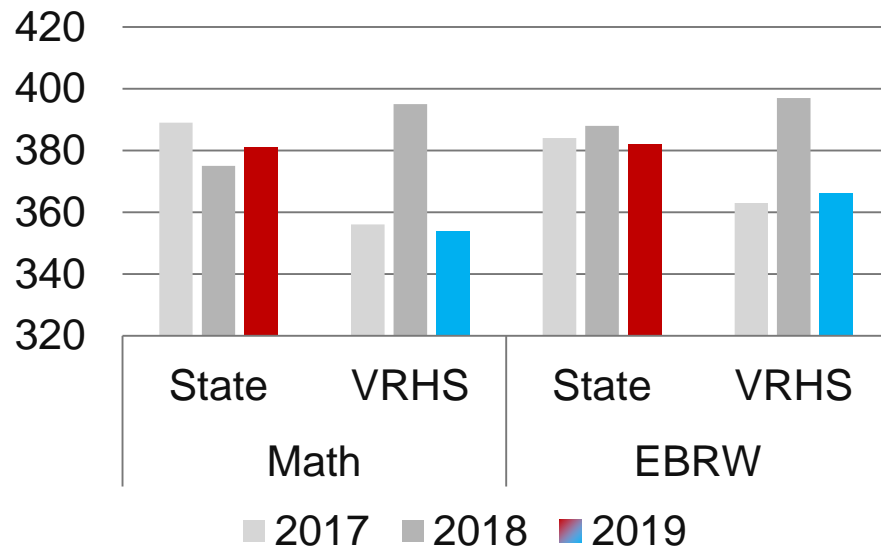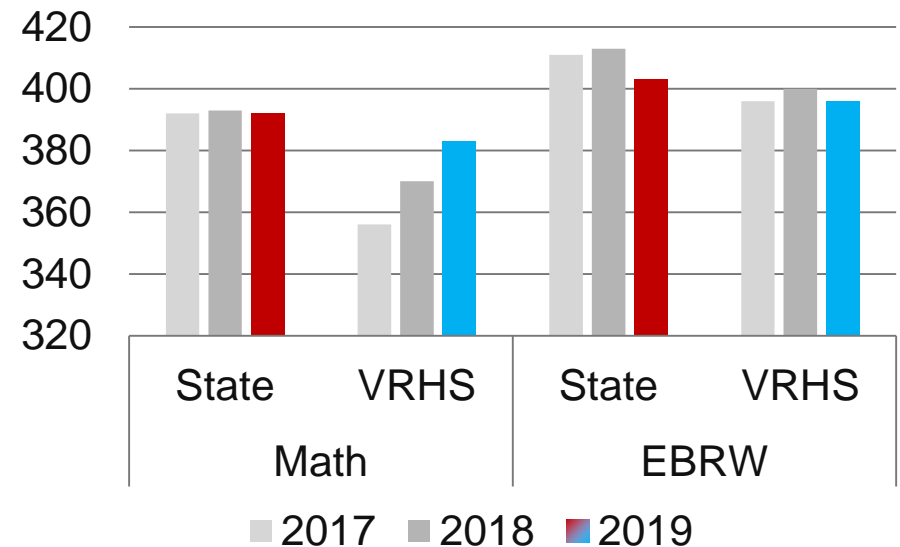
OES DIBELS %s At/Above Composite
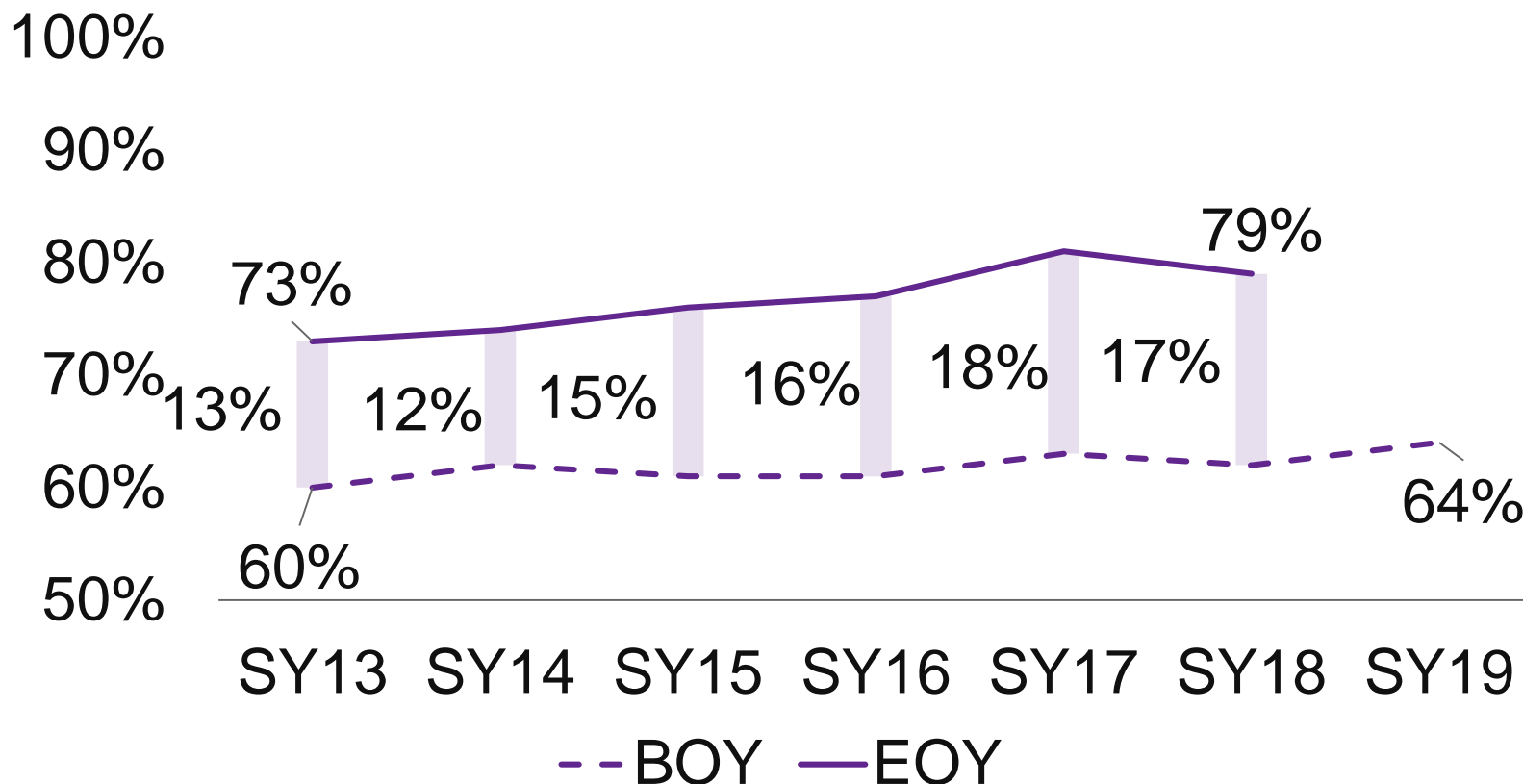
RVES DIBELS %s At/Above Composite
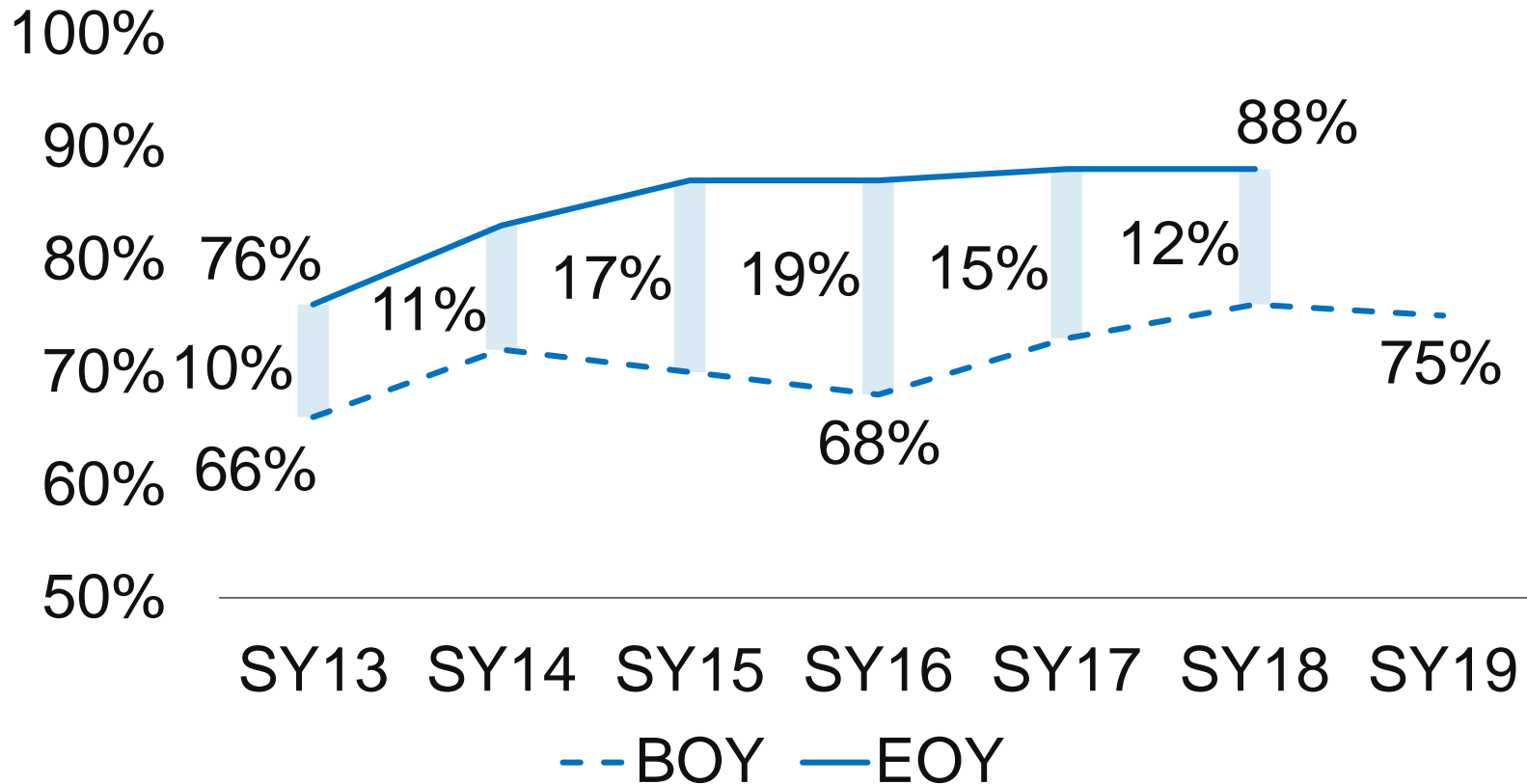
SES DIBELS %s At/Above Composite
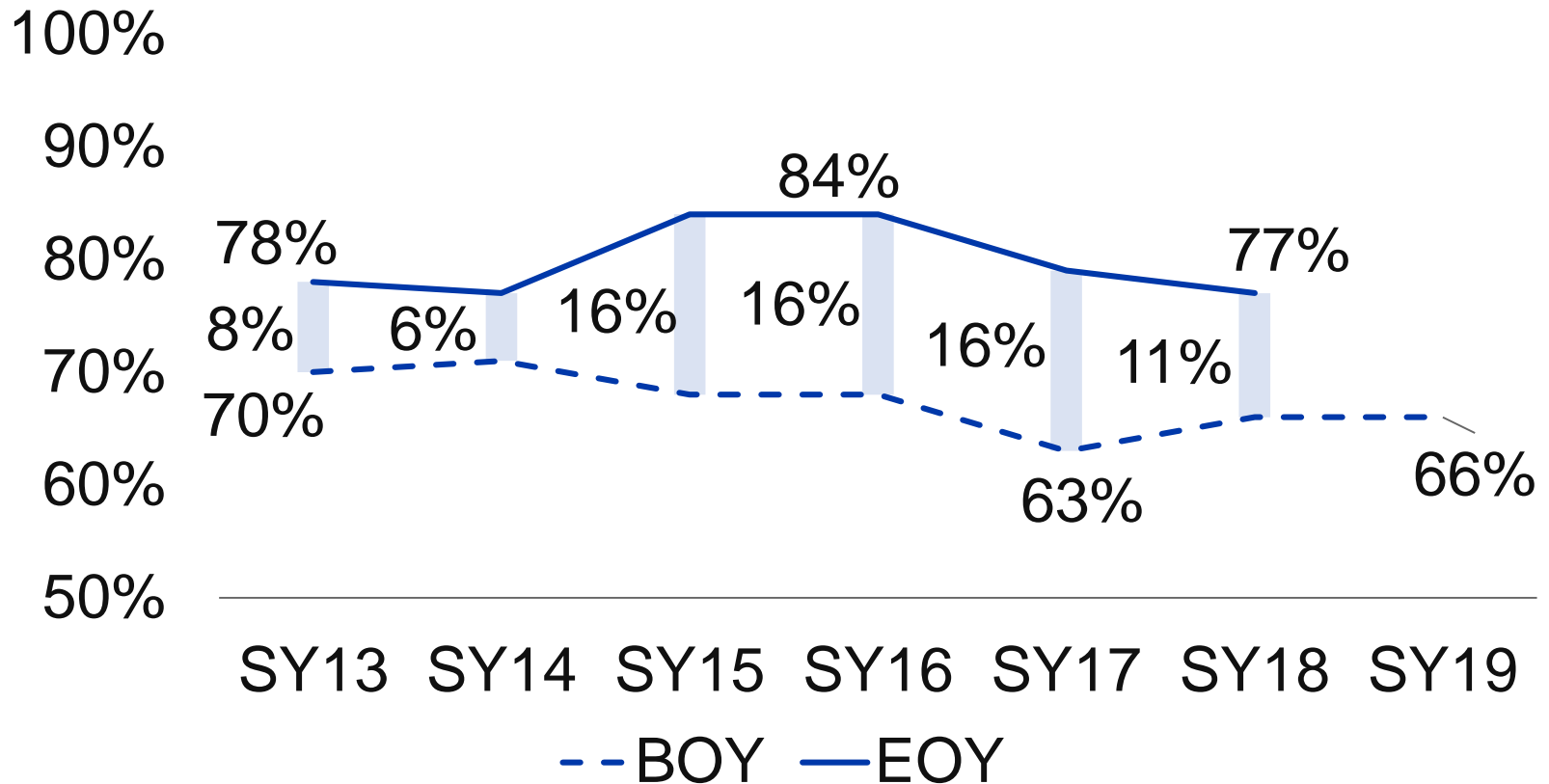
DIBELS % of Benchmark 2018-2019
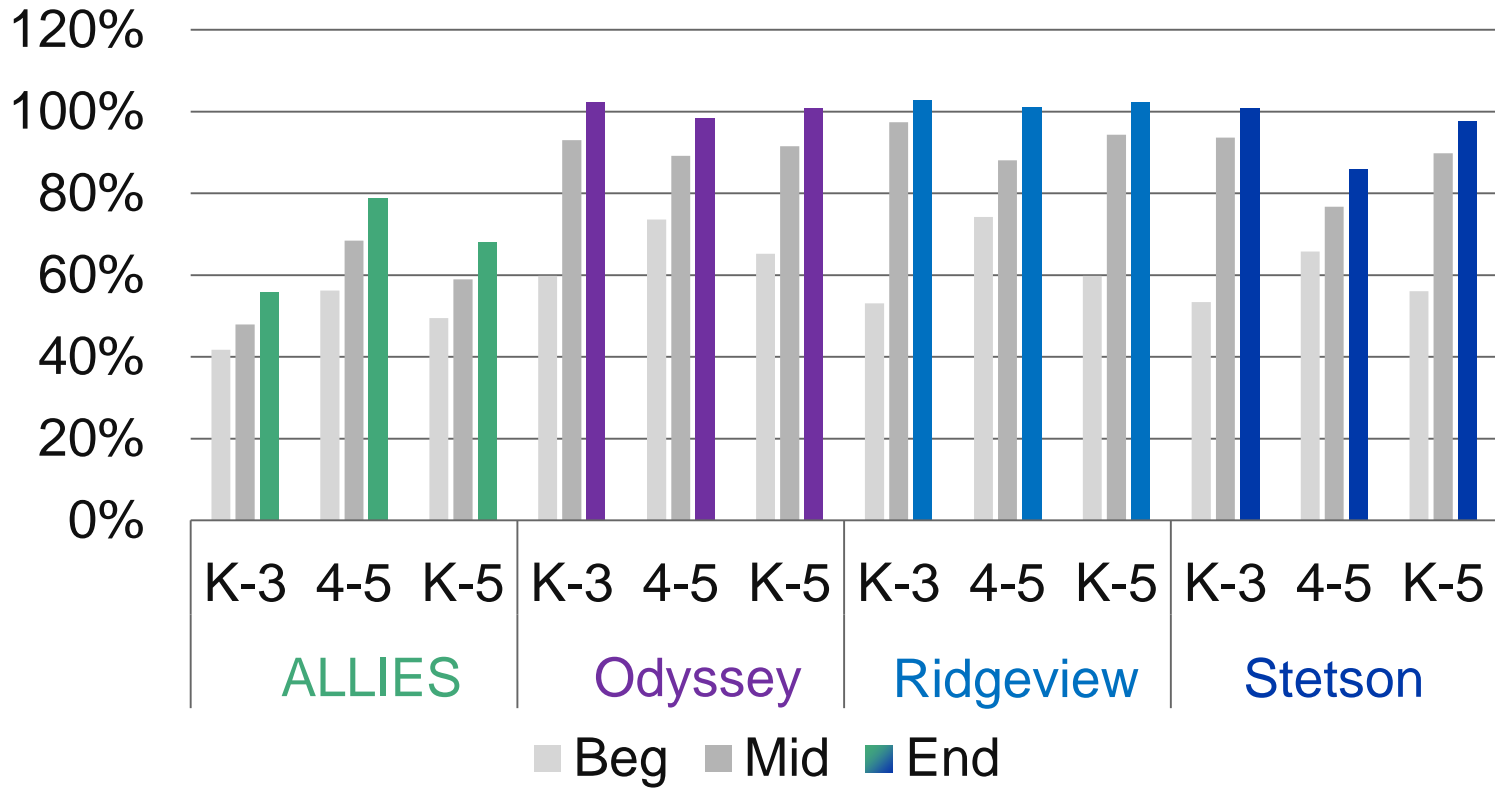
% of benchmark for students that started the year below the low risk benchmark for DIBELS

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DIBELS 2019 BOY %At/Above Benchmark
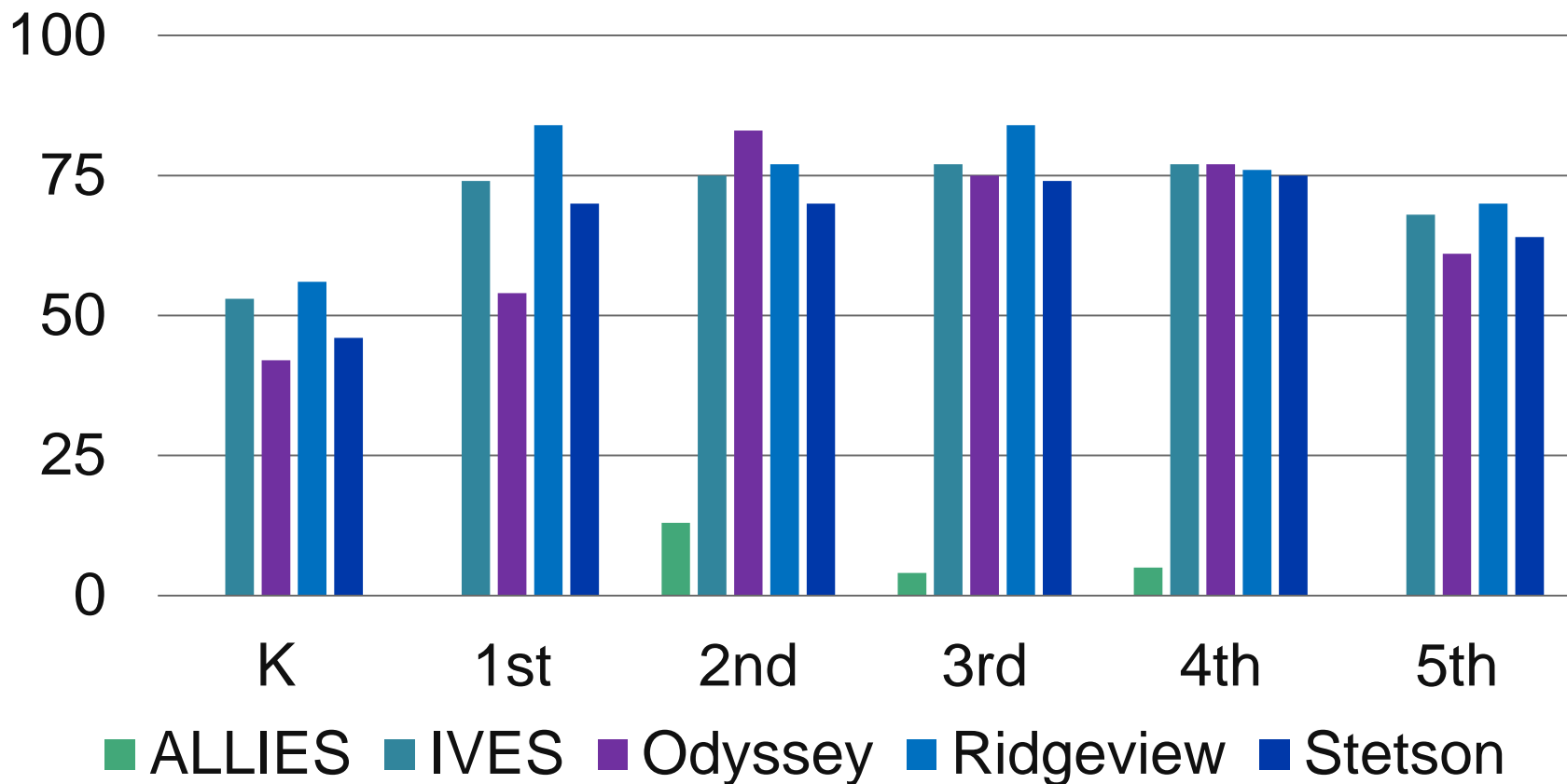
2019 BOY Affirm Foundations
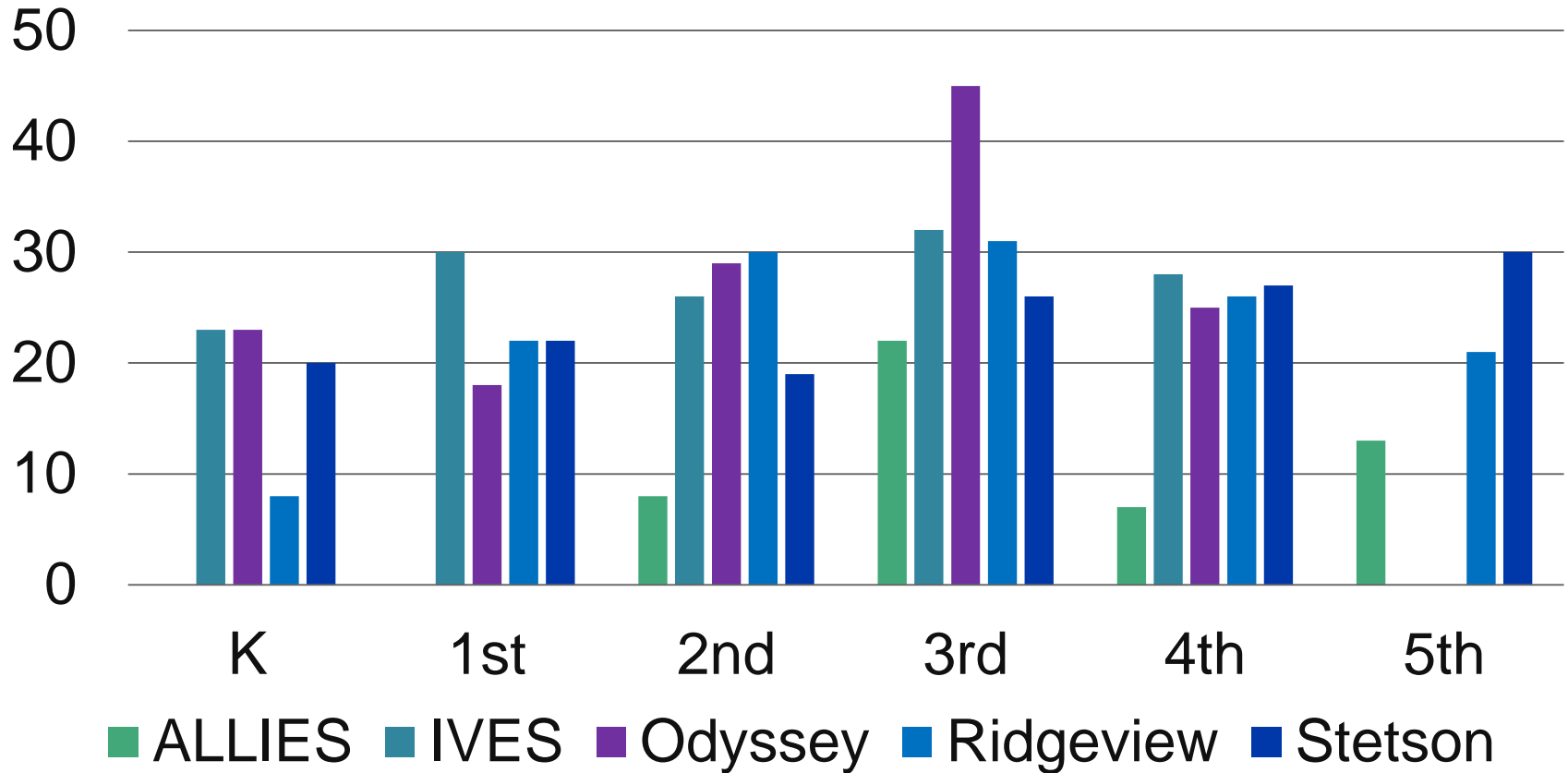
High Reliability Schools Certification Timeline and Level Descriptors

SCHOOL	CURRNET CERTIFIED HRS LEVEL	NEXT STEPS	HRS Level	Level Descriptor
ALLIES	LEVEL 1	SURVEYING LEVEL 2	Level 1	Safe, Supportive, and Collaborative Culture
IVES	OPENED AUG 2019	SURVEYING LEVEL 1		
OES	LEVEL 2	SURVEYING LEVEL 3	Level 2	Effective Teaching in Every Classroom
RVES	LEVEL 2	SURVEYING LEVEL 3		
SES	LEVEL 2	SURVEYING LEVEL 3	Level 3	Guaranteed and Viable Curriculum
SMS	LEVEL 2	SURVEYING LEVEL 3	Level 4	Standards Referenced Reporting
VRHS	LEVEL 2	SURVEYING LEVEL 3		
			Level 5	Competency Based Education

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POWER Zone
Unified Improvement Plans - Major Improvement Strategies

- ALLIES
  - CREATE AND MAINTAIN A UNIQUE AND SAFE AND COLLABORATIVE CULTURE

  - ENSURE EFFECTIVE TEACHING AND USE OF APPROPRIATE ACCOMMODATIONS

  - USE EFFECTIVE INTERVENTION FOR DYSLEXIA AND ITS CO-MORBIDITIES

- OES
  - UTILIZE THE MARZANO INSTRUCTIONAL FRAMEWORK TO INCREASE ACADEMIC PERFORMANCE

  - COLLABORATIVE ONGOING PROFESSIONAL DEVELOPMENT

  - SAFE AND COLLABORATIVE CULTURE

  - PERSONALIZATION

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POWER Zone
Unified Improvement Plans - Major Improvement Strategies

- **RVES**
  - UTILIZE THE MARZANO INSTRUCTIONAL FRAMEWORK TO INCREASE ACADEMIC PERFORMANCE

  - PERSONALIZED LEARNING

  - CLIMATE AND SAFETY

- **SES**
  - UTILIZE THE MARZANO INSTRUCTIONAL FRAMEWORK TO INCREASE ACADEMIC PERFORMANCE

  - PERSONALIZED LEARNING

  - CLIMATE AND SAFETY

- **IVES**
  - CREATE AND MONITOR A SAFE, SUPPORTIVE AND COLLABORATIVE LEARNING ENVIRONMENT

  - ENSURE EFFECTIVE TEACHING IN EVERY CLASSROOM AND A GUARANTEED/ VIABLE CURRICULUM

  - PERSONALIZE LEARNING THROUGH COMPETENCY-BASED EDUCATION

POWER Zone
Unified Improvement Plans -
Major Improvement Strategies

- ## SMS

  - FOCUSED CURRICULUM ALIGNMENT

  - EFFECTIVE INSTRUCTION IN EVERY CLASSROOM

  - RELATIONAL FRAMEWORK

  - FOCUS ON INDIVIDUALIZING MTSS PROCESS

- ## VRHS

  - INCREASING PERSONALIZED PATHWAYS AND PROGRAMMING

  - EFFECTIVE TEACHING IN EVERY CLASSROOM (HRS LEVEL 2)

  - CAPTURING KIDS HEARTS (CKH)

Questions and Comments

BOARD OF EDUCATION ITEM 8
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Jodi Poulin, Accounting Group Manager
TITLE OF AGENDA ITEM:	Monthly Financial Update as of 10/31/2019
ACTION/INFORMATION/DISCUSSION:	Discussion

BACKGROUND OR RATIONALE

Report to the Board of Education the performance of actual revenues and expenditures versus budgeted revenues and expenditures in all funds with comparison to prior year. Reference the first attached spreadsheet: the first column is the list of each fund the District has. Percentages over 100% on a revenue line are good in that we received more revenue than was anticipated. If any of the expenditure lines were higher than the percentage of year concluded, that fund could be an area of possible concern depending upon why it was high. The 2018-2019 year-end fund balance columns are required by statute. This is showing you the budgeted and anticipated end-of-year fund balance. These amounts are provided for comparison to the current year amounts.

RELEVANT DATA AND EXPECTED OUTCOMES:

This report is to keep the BOE informed of spending. It is required to be provided to the BOE on a quarterly basis by law; however, the Business Office provides monthly reports to align with the Board's goal of financial transparency and fiscal responsibility. It is expected that the monitoring of expenditures will result in spending in line with the Board's goals and direction as budgeted.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring**—How we treat each other **Outer Ring**—How we treat our work	
Strategy	**Rock #1**—Establish enduring <u>trust</u> throughout our community **Rock #2**—Research, design and implement programs for intentional <u>community</u> participation **Rock #3**— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u> **Rock #4**— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive **Rock #5**— Customize our educational systems to <u>launch each student toward success</u>	*Clarity and transparency in financial management strategy and decisions.*

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: No specific action necessary beyond recognizing the receipt of these reports and this information.

APPROVED BY: Brett Ridgway, Chief Business Officer

DATE: November 8, 2019

Monthly Financial Report
As of October 31, 2019
(Unaudited)

Brett Ridgway, Chief Business Officer
Jodi L. Poulin, Accounting Group Manager

Date: November 13, 2019

To the Citizens and Board of Education of School District 49:

State law requires that the Board of Education shall review the financial condition of the school district at least quarterly (C.R.S 22-45-102(1)(b)). In an effort to be more transparent, the District provides a financial report to the public monthly. The following is the unaudited Monthly Financial Report for the period ending October 31, 2019.

This financial package includes balance sheets as well as revenues and expenditures with prior year to date, current budget and actual expenditures for all funds within the School District. Expenditure reports for each zone and school, as we as grant information. Other analysis has also been included to help in the understanding of expenditures.

Interim financial statements are unaudited and will occasionally contain immaterial coding or reclassification errors that do not materially affect the results of each fund. These items will be corrected in subsequent reports.

Sincerely,

Brett Ridgway, Chief Financial Officer

About District 49

Our *vision* is to be the best choice in public education. We envision a future when every time a student, parent, or educator chooses a school district, we are the best choice they can make. We have a *mission* to **Learn, Work, and Lead**. Our commitment is to be the best place to learn, to work, and to lead. Every day, we create environments so that everyone associated with the district is always learning, working, and leading us to be the best.

District 49 spans 133 square miles of urban and rural areas in Colorado, covering northeast Colorado Springs and the Falcon area of El Paso County. The district's central office is located at 10850 E. Woodmen Road in Peyton, Colo. As the fastest growing school district in the Pikes Peak region, it's currently serving more than 21,000 students within its portfolio of schools. The district offers school choice options and has seven Chartered Schools within its portfolio, adding over 6,000 additional students.

With a pioneer organizational structure, District 49 is led by three chief officers rather than a single superintendent: a chief education officer, a chief business officer and a chief operations officer. The District was organized in 1888 is the third largest district in El Paso County and the 14th largest in Colorado. The District has a population of 80,008 based on the latest survey from the Department of Local Affairs (2014).

The District operates eleven elementary schools, three middle schools, three high schools, seven charter schools (five K-8 and two high school), two online programs, one alternative school program, one home school program and three student support facilities. These schools service over 22,500 students. They provide a full range of programs and services authorized by Colorado statute. This includes: pre-kindergarten, elementary, and secondary curriculum at the general, college preparatory and vocational levels. The District also provides the chance for high school students to take college classes and receive college credit during the high school years.

The District has seven charter schools under its Chartered Portfolio. Each charter school has been approved by the Board and authorized by the State of Colorado to provide alternatives for students and parents. These schools have separate governing boards and are funded by the State of Colorado and local property tax funds which passes through the district. The District also provides some support services to the charter schools.

District 49 charter schools are as follows:

- Pikes Peak School of Expeditionary Learning established with D49 in 2004
- Banning Lewis Ranch Academy and Prep established with D49 in 2006
- Imagine Classical Academy established with D49 in 2010
- GOAL Academy established with D49 in 2014
- Rocky Mountain Classical Academy established with D49 in 2015
- Power Technical Early College established with D49 in 2016
- Liberty Tree Academy established with D49 in 2018
- Three additional Charter Schools are expected to open for the 2020-2021 school year

The District is governed by a five member Board of Education (the Board). Board members are elected to four year terms by registered voters of the District. The District is divided into five representative areas. Board members must live in the area they represent and are limited to two (2) terms. Biennial school district elections are held in November of odd-numbered years. The Board elects its officers following each yearly election. The Board is a policy making body whose primary 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 receiving compensation.

The District is divided into four zones: Falcon Zone, Sand Creek Zone, POWER Zone and iConnect Zone. Each zone is led by a zone leader and is similar to an assistant superintendent at other school districts. Three zones cover a geographic area and one covers alternative schools and charter schools. Each of the geographic zones contains three or four elementary schools, one middle, and one high school.

The Falcon Zone has a strong tradition that dates back to 1900. That tradition carries on today with six highly successful schools. Falcon Zone offers the following programs: Academy of Health Sciences, Academy of Finance, Academy of Information and Technology, Air Force JROTC, FBLA, Distributive Education Clubs of America, Link Crew, National Honor Society, Student-to-Student program and many others. The zone offers more than 20 advanced placement and CU Succeed classes. Its schools have performed well on CMAS and SAT.

While the Falcon Zone greatly honors tradition, we also embrace that our learners today deserve a different learning experience from yesteryear—one that will prepare them to be successful in our ever-changing world.

The Sand Creek Zone, located in the southwest corner of the district, covers about 7 square miles. Three of the schools, Evans International Elementary School, Horizon Middle School and Sand Creek High School, encompass the only K-12 International Baccalaureate feeder system in eastern Colorado Springs. As an internationally accredited, rigorous and engaging educational program, the International Baccalaureate is a large part of the zone's identity. All of its schools, including Springs Ranch Elementary School and Remington Elementary School, offer a first class education for students with diverse interests and needs, and each extends sound, research-based educational services to each learner. Academic supports are also provided in each building to be inclusive of all students and their current capabilities.

The Sand Creek Zone focuses on the pursuit of excellence, meeting students where they are and putting them on a personalized path to success. The zone's commitment to technology and the latest classroom innovations allow for the development and mastery of 21st century skills at all

levels of a child's education.   All Sand Creek Zone staff learn, work and lead with a growth mindset, benefitting students by utilizing the newest structures and strategies daily. As a result, educators value and expect beneficial engagement among all students. They offer gifted and talented services, performing and visual arts, engineering and business pathways, workplace learning opportunities, full-day kindergarten at no cost to families, and a wealth of extra-curricular activities for students at all levels. The Sand Creek Zone is dedicated to its stakeholders, service in the community, growth and innovation and above all, student success.

Power Zone

The Power zone covers the northwest part of the district and covers about 8 square miles. Odyssey Elementary School, Skyview Middle School and Vista Ridge High School are designated by District 49 as "STEM schools." STEM stands for science, technology, engineering, and math.

The STEM designation's purpose is to get students interested in STEM-related careers, but not at the expense of other content areas. The root of a STEM education is inquiry based learning, which is teaching students how to think and problem solve.

Schools are implementing this type of learning through project-based units, which requires the integration of other content areas. Students begin to see the relationships between various subject areas and use major skills learned in each area in multiple classrooms. Our goal is to help our students become well rounded thinkers and problem solvers in this digital age.

iConnect Zone

The fourth zone in the District is the iConnect Zone. This zone does not cover a specific geographical area within the district. Instead, the zone focuses on non-traditional learning including blending learning, home school and charter schools. Costs associated with helping manage the charter schools is paid for by the charter schools in the form of administration fees charged on a monthly basis based on the charter schools student numbers.

The iConnect Zone has reinvented educational environments that inspire individuals' peak potential. In iConnect, faculty interconnect effective educational systems, which inspire individuals to their learning potential, investigate and implement best educational practices that lead students to success, invest in students by challenging and developing citizens that compete in a global society, invent settings and systems that empower individuals' learning, leadership and life. The zone strives to inspire individuals with meaningful challenges and surround them with nurturing support to achieve ambitious goals.

The student capacity at Springs Studio for Academic Excellence, Pikes Peak Early College and the Falcon Home School differ from other schools as not all students are at the facility at the same time. Similar, Patriot High School serves a population of students who are at-risk. Under the State definition of an Alternative Education Center, Patriot High School is limited to enrolling students who meet a risk factor. Because of this limitation, Patriot High School tends to have smaller enrollment numbers.

Executive Summary

To be as transparent as possible to our Stakeholders, the District 49 Business Office is providing more detailed revenue and expenditures than is required by Colorado law. The following discussion of the revenue and expenditures is offered to give the Board of Education and our Community a better view of the district's financial situation on a monthly basis.

The District has no debt, as the last bond payment was in December 2017.

Notes on the Governmental (General) Fund:
The **Per Pupil Revenue (PPR)** from the state is currently $8,221.24 for in-school students and $7,790.67 for online students.

District 49's portion of the **Budget Stabilization Factor or Negative Factor** is $15,452,253.42 for fiscal year 2019-2020. The negative factor is the amount that our school funding is reduced in order to balance the budget at the state level. The district has no input for this reduction in funding.

The student full time equivalent (FTE) number that is used is based on actuals at the October count. As of October 31, 2019 General Funds (plural) net revenue is $42,116,380 and expenditures total $44,539,467. The majority of revenue (93%) related to property taxes each year is collected from March to June and are expected to be within budget.

Notes on Other Funds:
MLO **2016 3B projects** are wrapping up and majority of activity is held in fund 49, with the expenses for the refresh and refurbish (priority 2), the high school additions and remodels (priority 3), and the two new elementary schools (priority 4).

The **Capital Reserve Fund** has a purpose to support expenses related to aging buildings such as water heaters that may break down and need replacement. This fund also houses capital leases on three (3) buildings as well as capital leases on school buses and apple computers for the District.

The **Transportation Fund** is currently being supplemented by the general fund as planned.

For the current fiscal year, the Accounting Team has produced over 2,033 checks totaling over $9,752,176 and 854 electronic payments to vendors for over $5,703,031. The Payroll Team successfully paid 2,151 employees for the month of September 2019 with a district gross total of $6,861,130.

Conclusion
In total, the district is in good financial condition. We continuously monitor the state budget to determine impacts to our budget in current and future planning cycles.

Fund 10-18 - General Funds (plural)

For the period ending October 31, 2019, total net revenue is $42,116,380 or 34.41% of total budget. The majority of revenue (93%) related to property taxes each year is collected from March to June and are expected to be within budget at fiscal year-end.

Total expenditures are $44,539,467 or 34.93% of total budget and are in line with budget.

Revenue transfers from the General Fund 10 to General Fund 15 is done monthly and on a straight line basis for Capital Projects. This fund is mainly used to covered unexpected building repairs, bus leases, computer leases, and three capital leases on buildings. All are expected to be within budget at the end of the fiscal year.

Revenue transfers from the General Fund 10 to General Fund 18 is done monthly and on a straight line basis for Risk Management. This fund is mainly used to covered Property and Liability Insurances for the district.

Fund 17 holds activity for future Stetson Kitchen remodeling and a future Central Office building.

Funds 14 and 16 holds activity for Mill Levy Override projects related to 3A and 3B Priority 1.

Fund 39, 43 & 49 - COP Repayment Fund & Cash in Lieu of Land

For the period ending October 31, 2019, total revenue to date is $843,911. The majority of revenue related to property taxes are collected from March to June and are expected to be within budget.

Fund 43 revenue is generated from cell towers on District land and fees in lieu of land dedication. Mill Levy override monies are received via monthly El Paso County Treasurer's monthly payments. Certificates of Participation (COP's) were used to fund these projects and repayments to Zion's National Bank are paid on a semi-annual basis in December and June each year. This activity resides in Fund 39. The large fund balance at the end of each fiscal year is to ensure monies are set aside to pay the December payment each year.

Expenditures are $2,772,393 or 211.03% of total budget. Budget is significantly under but will be rectified with the amended budget later in the year.

Expenditures for district spending must be endorsed by the MLO committee and should be approved prior to spending of any funds. Charter schools are reimbursed after the funds are expensed. The timing of expenditures depends on schools identifying projects that meet specific criteria and are reviewed by the MLO committee.

The 3A MLO was approved in 2014 and is to be spent on: (funding revised Nov 2018 with 4C)
1. attracting and retaining highly effective teachers,
2. offering classes for students to receive college credits,
3. securing the ground, traffic flow, main entries, and classrooms at the district and
4. provide students with technology

The 3B MLO was voted on in 2016 and is to be used for four (4) specific categories.
   1. teacher compensation
   2. refresh and refurbish schools
   3. additions and remodels at the three high schools
   4. Two new elementary schools

Fund 22 and 26 - Federal, State & Local Grant Funds

For the period ending October 31, 2019, total revenue is $1,943,175 or 14.95% of total budget. Total Expenditure are $1,883,510 or 13.11%. Expenditures equal revenue as revenue cannot be greater than expenses for grant funds. The exception is for the Laptop buy back sales as that is local money. All expenditures are in line within the guidelines of each grant.

See additional grant details at the end of this package.

Fund 23 & 74 - Student Activity Fiduciary Funds

Fund 23 Activity Fees - For the period ending October 31, 2019, total revenue is $885,763. Fees are based on participation in extracurricular activities and may fluctuate from year to year or even semester to semester. Expenditures year to date total $462,265 or 51.30% of total budget.

The BOE supports those that qualify for free or reduced food services with transfers on their behalf to cover Transportation services as well as Board Approved Activity fees.

Fund 74 Fundraising - For the period ending October 31, 2019, total revenue is $1,672,598. Expenditures year to date total $535,540 or 32.49% of total budget.

Funds 23 and 74 are similar in nature with a few differences in the type of money received. Fund 23 revenue comes in the form of fees charges for participation of activities and are Board Approved and gate income. Fund 74 revenue come from school sponsored pupil organization fundraising. For each fund the revenue raised for a specific program can only be spent on that program.

Fund 19 - Colorado Preschool Fund

For the period ending October 31, 2019, total revenue is $170,679 or 33.59% of total budget. All revenue comes in the form of revenue transfers from the General Fund done on a monthly basis. Expenses total $148,485 or 29.24% of total budget.

Fund 27 - Before & After School Care (BASE49) Fund

For the period ending October 31, 2019 total revenue is $488,723or 44.43% of budget. Expenditure to date are $372,603 or 33.87% of budget to date.

All elementary locations within District 49 offer "Before and After School Expeditions" and three offer summer services as well. BASE49 reimburses each school for facility costs, which in turn supports schools with additional funds at the school level.

Fund 21 – Food Services Fund

For the period ending October 31, 2019, total revenue is $1,053,023 or 27.64% of total budget. The majority of revenue comes from student purchases and reimbursement from the Federal School Lunch Program. Total expenditures are $1,347,633 or 35.37% of total budget.

The Food Services fund has been a self-sufficient fund, meaning it requires no support from the general fund. For several years this fund has helped support the general fund but was not be able to do so in FY18-19 due to unexpected equipment repairs to aging equipment at year end. The indirect costs "collected" helps to offset services shared by both departments of the district, such as the Business Office which processes all payments to vendors.

Fund 25 - Fee for Service Transportation Fund

For the period ending October 31, 2019, total revenue is $1,098,056 or 85.31% of total budget. The transportation fund is not a self-sufficient fund, meaning it requires revenue from the general fund in order to break even on a yearly basis. Expenditures total $606,085 or 47.09% of budget.

For those that qualify for free or reduced food services, the BOE also supports those students with transfers done on their behalf to cover Transportation services as well as Board Approved Activity fees.

Fund 64 – District Funded Health Insurance

For the period ending October 31, 2019, total revenue is $125,814 and expenditures to date are $770,579.

Fund 64 revenue is a combination of employees that sign up for health care benefits as well as the district's portion of said insurance premiums. Expenses are in the form of heath care claims paid by the District. The District operates a self-funded plan through Anthem Blue Cross/Blue Shield. As of January 2020, the District will switch administration to United Health Care for of our self-funded plans.

Fund 73 - Dane Balcon Scholarship Fund

This fund serves as a place holder as the District is the Fiscal Agent for this scholarship fund. For the period ending October 31, 2019, total revenue from interest income is $18. For the current fiscal year, expenditures are $1,000.

School Spending - General Fund

Falcon Zone as of October 31, 2019

Overall Falcon Zone total expenses are $8,536,622 or 32.67% of their anticipated budget. Total Falcon zone level general fund expenditures are $98,966 through October 31, 2019.

Total Membership count per PS is 338. Free and/or reduced is 29% of total membership. General fund expenditures were $742,940 or 32.32% of their total budget. Personnel expenditures average 94.32%, which includes salary and benefits, while implementation costs average 5.68%.

Total Membership count per PS is 286. Free and/or reduced is 42% of total membership. General fund expenditures were $737,135 or 32.45% of their total budget. Personnel expenditures average 93.36%, which includes salary and benefits, while implementation costs average 6.64%.

Total Membership count per PS is 652. Free and/or reduced is 17% of total membership. General fund expenditures were $1,283,385or 32.84% of their total budget. Personnel expenditures average 93.92%, which includes salary and benefits, while implementation costs average 6.08%.

Total Membership count per PS is 588. Free and/or reduced is 21% of total membership. General fund expenditures were $1,368,060 or 32.99% of their total budget. Personnel expenditures average 94.53%, which includes salary and benefits, while implementation costs average 5.47%.

Falcon Middle School

Total Membership count per PS is 1,020. Free and/or reduced is 27% of total membership. General fund expenditures were $1,989,105 or 32.29% of their total budget. Personnel expenditures average 92.34%, which includes salary and benefits, while implementation costs average 7.66%.

Falcon High School

Total Membership count per PS is 1,233. Free and/or reduced is 21% of total membership. General fund expenditures were $2,317,000 or 31.51% of their total budget. Personnel expenditures average 86.53%, which includes salary and benefits, while implementation costs average 13.47%.

Sand Creek Zone as of October 31, 2019

Sand Creek Zone total expenses are $8,153,697 or 31.89% of their anticipated budget.
Total Sand Creek zone level general fund expenditures are $279,565 or 18.12% of the total budget.

Evans International Elementary School

Total Membership count per PS is 624. Free and/or reduced is 60% of total membership. General fund expenditures were $1,231,920 or 33.90% of their total budget. Personnel expenditures average 90.35% which includes salary and benefits, while implementation costs average 9.65%.

Remington Elementary School

Total Membership count per PS is 621. Free and/or reduced is 44% of total membership. General fund expenditures were $1,283,108 or 32.73% of their total budget. Personnel expenditures average 93.89%, which includes salary and benefits, while implementation costs average 6.11%.

Springs Ranch Elementary School

Total Membership count per PS is 556. Free and/or reduced is 25% of total membership. General fund expenditures were $1,233,533 or 33.15% of their total budget. Personnel expenditures average 92.18%, which includes salary and benefits. Implementation costs average 7.82%.

Total Membership count per PS is 782. Free and/or reduced is 47% of total membership. General fund expenditures were $1,683,802 or 33.57% of their total budget. Personnel expenditures average 80.08% which includes salary and benefits, while implementation costs average 9.92%.

Total Membership count per PS is 1,122. Free and/or reduced is 38% of total membership. General fund expenditures were $2,441,749 or 31.56% of their total budget. Personnel expenditures average 89.98%, which includes salary and benefit, while implementation costs average 10.02%.

Power Zone as of October 31, 2019

Overall Power Zone total expenses are $9,988,775 or 34.03% of anticipated budget.
The Power zone level general fund expenditures are $246,617 or 28.93% of their total budget.

Total Membership count per PS is 654. Free and/or reduced is 20% of total membership. General fund expenditures were $1,306,779 or 33.26% of their total budget. Personnel expenditures average 95.06% which includes salary and benefits, while implementation costs average 4.94%.

Total Membership count per PS is 500. Free and/or reduced is 37% of total membership. General fund expenditures were $1,188,844 or 33.42% of their total budget. Personnel expenditures average 93.98%, which includes salary and benefits, while implementation costs average 6.02%.

Total Membership count per PS is 454. Free and/or reduced is 42% of total membership. General fund expenditures were $953,534 or 9.44% of their total budget. Personnel expenditures average 90.56% which includes salary and benefits, while implementation costs average 9.44%.

Total Membership count per PS is 124. Free and/or reduced is 27% of total membership. General fund expenditures were $467,489 or 34.20% of their total budget. Personnel expenditures average 94.53% which includes salary and benefits, while implementation costs average 5.47%.

Total Membership count per PS is 360. Free and/or reduced is 27% of total membership. General fund expenditures were $750,549 or 39.02% of their total budget. Personnel expenditures average 95.19% which includes salary and benefits, while implementation costs average 4.81%.

Total Membership count per PS is 1,069. Free and/or reduced is 32% of total membership. General fund expenditures were $2,154,559 or 34.54% of their total budget. Personnel expenditures average 92.86% which includes salary and benefits, while implementation costs average 6.02%.
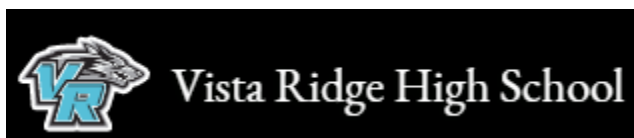
Total Membership count per PS is 1,604. Free and/or reduced is 25% of total membership. General fund expenditures were $2,920,403 or 34.02% of their total budget. Personnel expenditures average 90.40%, which includes salary and benefits, while implementation costs average 9.60%.

iConnect Zone as of October 31, 2019

iConnect Zone total expenses are $2,079,453 or 30.39% of their anticipated budget. iConnect zone level expenses are $439,199 or 35.13% of their total budget.

This zone does not cover any specific geographical area within the district. Instead, it focuses on non-traditional learning including blended learning, home school and charter schools. Costs associated with helping manage the charter schools are paid for by the charter schools in the form of administration fees charged on a monthly basis based on the charter schools student numbers.

Total Membership count per PS is 99. General fund expenditures were $501,222 or 30.32% of their total budget. Personnel expenditures average 77.67% which includes salary and benefits, while implementation costs average 22.33%.

Total Membership count per PS is 183. General fund expenditures were $221,237 or 22.29% of their total budget. Personnel expenditures average 73.59%, which includes salary and benefits, while implementation costs average 26.41%.

Total Membership count per PS is 396. Free and/or reduced is 11% of total membership. General fund expenditures were $739,059 or 30.84% of their total budget. Personnel expenditures average 72.69%, which includes salary and benefits, while implementation costs average 27.31%.

Falcon Home School Program

Total Membership count per PS is 219. General fund expenditures were $178,736 or 32.41% of their total budget. Personnel expenditures average 94.15%, which includes salary and benefits, while implementation costs average 5.85%.

Internal Vendor Group at October 31, 2019

District 49's Internal Vendor Group includes Transportation, Facilities, Food Services and Information Technology and Security. Expenses within the General fund to date are $3,690,498 or 35.94% of their total budget.

Internal Service Group at October 31, 2019

District 49's Internal Service Group includes the Business Office, Board of Education, Education Office, and Communications. These all support the schools for the education of students. Expenditures within the General fund are $6,580,017 or 38.50% of their total budget.

Colorado School District 49
Fund Balance Summary as of 10/31/2019 Unaudited

	ASSETS	LIABILITIES	Estimated BEGINNING FUND BALANCE 07/01/2019	REVENUE	EXPENSE	TOTAL	Estimated CLOSING FUND BALANCE 06/30/2020
Governmental							
General Funds							
Fund 10 General School Managed	$ 25,122,264	$ 25,260,182	$ 6,396,357	$ 32,968,242	$ 39,502,517	$ (6,534,275)	$ (137,918)
Fund 12 General Grant Related	-	843,374	(1,714,518)	1,253,961	382,817	871,144	(843,374)
Fund 13 General Contingency	-	172,838	(155,628)	-	17,210	(17,210)	(172,838)
Fund 14 Mill Levy Override (MLO) old	8,893,815	-	9,752,388	141,417	999,990	(858,573)	8,893,815
Fund 15 Short Term Capital	5,131,226	145	237,013	7,416,667	2,522,598	4,894,068	5,131,081
Fund 16 Mill Levy Override MLO18C	3,982,160	3,158,279	871,110	-	47,229	(47,229)	823,882
Fund 17 Long Term Capital	2,186,568	-	2,167,141	19,426	-	19,426	2,186,568
Fund 18 District Mandated Insurance	-	248,793	501,645	316,667	1,067,105	(750,439)	(248,793)
Sub Total General Funds	*$ 45,316,034*	*$ 29,683,611*	*$ 18,055,510*	*$ 42,116,380*	*$ 44,539,467*	*$ (2,423,087)*	*$ 15,632,422*
Fund 19 Preschool	263,235	184,603	56,439	170,679	148,485	22,194	78,633

Colorado School District 49
Fund Balance Summary as of 10/31/2019 Unaudited

	ASSETS	LIABILITIES	Estimated BEGINNING FUND BALANCE 07/01/2019	REVENUE	EXPENSE	TOTAL	Estimated CLOSING FUND BALANCE 06/30/2020
Special Revenue							
Fund 23 Student Fees	649,631	145,688	80,445	885,763	462,265	423,498	503,943
Fund 25 Transportation Fee For Service	652,757	160,786	-	1,098,056	606,085	491,971	491,971
Fund 22 State & Federal Grants	3,466,232	3,466,232	-	1,748,365	1,748,365	-	-
Fund 26 Local Grants	347,688	281,534	6,489	194,810	135,145	59,665	66,154
Fund 27 BASE 49	315,136	146,271	52,745	488,723	372,603	116,119	168,864
Sub Total Special Revenue	*$ 5,694,679*	*$ 4,385,113*	*$ 196,118*	*$ 4,586,396*	*$ 3,472,949*	*$ 1,113,448*	*$ 1,309,566*
Fund 21 Food Service	$ 1,224,221	$ 520,155	$ 998,677	$ 1,053,023	$ 1,347,633	$ (294,611)	$ 704,066
Proprietary							
Fund 39 COP Repayments	13,350,827	3,000,000	9,761,684	589,332	189	589,143	10,350,827
Fund 43 Cash In Lieu of Land	1,627,775	-	1,468,917	199,479	40,621	158,858	1,627,775
Fund 49 Mill Levy Override P2 P3 P4	4,296,535	3,717,582	3,255,437	55,100	2,731,583	(2,676,484)	578,953
Fund 64 Self Funded Health Insurance	2,436,240	1,713,728	1,367,276	125,814	770,579	(644,764)	722,511
Fiduciary							
Fund 73 Dane Balcon Scholarships	3,801	-	4,783	18	1,000	(982)	3,801
Fund 74 Student Fundraising	1,095,879	8,014	(49,194)	1,672,598	535,540	1,137,059	1,087,865
Totals	**$ 75,045,991**	**$ 43,028,204**	**$ 35,059,207**	**$ 50,398,140**	**$ 53,439,560**	**$ (3,041,420)**	**$ 32,017,787**

		GOVERNMENTAL		
			General Funds	
	Fund 10 General School Managed	Fund 12 General Grant Related	Fund 13 General Contingency	Fund 14 General Mill Levy Override (MLO)
ASSETS				
Cash*	$ 18,284,852	$ -	$ -	$ 2,768,981
Accounts Receivable	(265,683)	-	-	(67,069)
Due From Other Funds	7,103,095	-	-	6,191,903
Inventory	-	-	-	-
Total Assets	*$ 25,122,264*	*$ -*	*$ -*	*$ 8,893,815*
Less LIABILITIES				
Accounts Payable	$ 495,294	$ 32,373	$ -	$ -
Accrued Salaries	13,183,385	-	-	-
Due To Other Funds	11,581,503	646,127	172,838	-
Patron Balances	-	-	-	-
Unearned Revenue	-	164,873	-	-
Total Liabilities	*$ 25,260,182*	*$ 843,374*	*$ 172,838*	*$ -*
Net FUND BALANCE				
Non Spendable / Committed at 6/30/2019	$ 5,847,934	$ -	$ -	$ -
Tabor / Restricted Reserve at 6/30/2019	3,455,000	-	-	7,025,614
Assigned / Unrestricted at 6/30/2019	(2,906,577)	(1,714,518)	(155,628)	2,726,775
Fund Balance	*$ 6,396,357*	*$ (1,714,518)*	*$ (155,628)*	*$ 9,752,388*
2019-2020 Estimated Change in Fund Balance	$ (6,534,275)	$ 871,144	$ (17,210)	$ (858,573)

*In past years, 93% of Cash due to Property Tax
    Collection happens from March to June

	Fund 15 General Short Term Capital	Fund 16 General Mill Levy Override MLO	Fund 17 General Long Term Capital	Fund 18 District Liability/Property Insurance	Fund 19 Preschool
	GOVERNMENTAL				
			General Funds		
ASSETS					
Cash*	$ -	$ 3,982,160	$ 1,933,977	$ -	$ -
Accounts Receivable	-	-	-	-	-
Due From Other Funds	5,131,226	-	252,591	-	263,235
Inventory	-	-	-	-	-
Total Assets	*$ 5,131,226*	*$ 3,982,160*	*$ 2,186,568*	*$ -*	*$ 263,235*
Less LIABILITIES					
Accounts Payable	$ 145	$ -	$ -	$ -	$ 9,295
Accrued Salaries	-	-	-	-	175,308
Due To Other Funds	-	3,158,279	-	248,793	-
Patron Balances	-	-	-	-	-
Unearned Revenue	-	-	-	-	-
Total Liabilities	*$ 145*	*$ 3,158,279*	*$ -*	*$ 248,793*	*$ 184,603*
Net FUND BALANCE					
Non Spendable / Committed at 6/30/2019	$ -	$ -	$ -	$ 474,849	$ -
Tabor / Restricted Reserve at 6/30/2019	-	4,764,956	-	-	56,439
Assigned / Unrestricted at 6/30/2019	237,013	(3,893,846)	2,167,141	26,797	-
Fund Balance	*$ 237,013*	*$ 871,110*	*$ 2,167,141*	*$ 501,645*	*$ 56,439*
2019-2020 Estimated Change in Fund Balance	$ 4,894,068	$ (47,229)	$ 19,426	$ (750,439)	$ 22,194

*In past years, 93% of Cash due to Property Tax
   Collection happens from March to June

	GOVERNMENTAL				
	Special Revenue			*Special Revenue*	
	Fund 23 Student Fees	Fund 25 Transportation Fee For Service	Fund 22 State & Federal Grants	Fund 26 Local Grants	Fund 27 BASE 49
ASSETS					
Cash*	$ 578,071	$ (151,820)	$ -	$ -	$ 116,795
Accounts Receivable	-	236,015	1,465,937	-	-
Due From Other Funds	71,560	568,562	2,000,295	347,688	198,341
Inventory	-	-	-	-	-
Total Assets	*$ 649,631*	*$ 652,757*	*$ 3,466,232*	*$ 347,688*	*$ 315,136*
Less LIABILITIES					
Accounts Payable	$ 29,407	$ -	$ 206,954	$ 459	$ -
Accrued Salaries	-	160,786	-	-	146,271
Due To Other Funds	102,296	-	-	-	-
Patron Balances	13,985	-	-	-	-
Unearned Revenue	-	-	3,259,278	281,075	-
Total Liabilities	*$ 145,688*	*$ 160,786*	*$ 3,466,232*	*$ 281,534*	*$ 146,271*
Net FUND BALANCE					
Non Spendable / Committed at 6/30/2019	$ 80,445	$ -	$ -	$ 6,489	$ 52,745
Tabor / Restricted Reserve at 6/30/2019	-	-	-	-	-
Assigned / Unrestricted at 6/30/2019	-	-	-	-	(0)
Fund Balance	*$ 80,445*	*$ -*	*$ -*	*$ 6,489*	*$ 52,745*
2019-2020 Estimated Change in Fund Balance	$ 423,498	$ 491,971	$ -	$ 59,665	$ 116,119

*In past years, 93% of Cash due to Property Tax
    Collection happens from March to June

Colorado School District 49
Balance Sheet Detail as of 10/31/2019 Unaudited

| | GOVERNMENTAL | PROPIETARY | | |
	Fund 21 Food Service	Fund 39 COP Repayments	Fund 43 Cash In Lieu of Land	Fund 49 Mill Levy Override P2 P3 P4
ASSETS				
Cash*	$ 799,550	$ 13,582,104	$ -	$ 4,296,535
Accounts Receivable	424,671	(462,552)	-	-
Due From Other Funds	-	-	1,627,775	-
Inventory	-	-	-	-
Total Assets	*$ 1,224,221*	*$ 13,119,551*	*$ 1,627,775*	*$ 4,296,535*
Less LIABILITIES				
Accounts Payable	$ 35,816	$ -	$ -	$ 184,964
Accrued Salaries	264,290	-	-	-
Due To Other Funds	29,503	3,000,000	-	3,532,618
Patron Balances	190,546	-	-	-
Unearned Revenue	-	-	-	-
Total Liabilities	*$ 520,155*	*$ 3,000,000*	*$ -*	*$ 3,717,582*
Net FUND BALANCE				
Non Spendable / Committed at 6/30/2019	$ 110,857	$ -	$ -	$ 33,248,517
Tabor / Restricted Reserve at 6/30/2019	887,819	9,761,684	-	-
Assigned / Unrestricted at 6/30/2019	-	-	1,468,917	(29,993,080)
Fund Balance	*$ 998,677*	*$ 9,761,684*	*$ 1,468,917*	*$ 3,255,437*
2019-2020 Estimated Change in Fund Balance	$ (294,611)	$ 357,867	$ 158,858	$ (2,676,484)

*In past years, 93% of Cash due to Property Tax
    Collection happens from March to June

Colorado School District 49
Balance Sheet Detail as of 10/31/2019 Unaudited

	PROPIETARY	FIDUCIARY	
	Fund 64 Self Funded Health Insurance	Fund 73 Dane Balcon Scholarships	Fund 74 Student Fundraising
ASSETS			
Cash*	$ 2,373,792	$ 1,729	$ 830,072
Accounts Receivable	62,448	-	83,122
Due From Other Funds	-	2,071	182,686
Inventory	-	-	-
Total Assets	*$ 2,436,240*	*$ 3,801*	*$ 1,095,879*
Less LIABILITIES			
Accounts Payable	$ 244,655	$ -	$ 8,014
Accrued Salaries	-	-	-
Due To Other Funds	1,469,073	-	-
Patron Balances	-	-	-
Unearned Revenue	-	-	-
Total Liabilities	*$ 1,713,728*	*$ -*	*$ 8,014*
Net FUND BALANCE			
Non Spendable / Committed at 6/30/2019	$ -	$ -	$ (953,587)
Tabor / Restricted Reserve at 6/30/2019	-	-	-
Assigned / Unrestricted at 6/30/2019	1,367,276	4,783	904,393
Fund Balance	*$ 1,367,276*	*$ 4,783*	*$ (49,194)*
2019-2020 Estimated Change in Fund Balance	$ (644,764)	$ (982)	$ 1,137,059

*In past years, 93% of Cash due to Property Tax
   Collection happens from March to June

		Total Budget FY20		Actual to Date FY20		Previous Year to Date FY19		Monthly Target 33.33%
Local Sources								
Property Taxes	$	24,852,623	$	149,460	$	171,328		
Specific Ownership Tax & Other Related		4,205,181		773,686		988,665		
Tuition & Fees		189,500		112,415		64,180		
Interest Earned		185,000		120,665		79,346		
Charter School Purchased Services		4,281,948		1,860,943		1,511,195		
Cash In Lieu of Land		-		-		-		
Other Local Revenue		655,671		6,043,956		(460,055)		
Total Local Revenue	**$**	**34,369,923**	**$**	**9,061,124**	**$**	**2,354,658**		**26.36%**
State Sources								
State Equalization Revenue	$	169,217,202	$	58,655,481	$	52,080,572		
Capital Construction		1,243,619		-		424,710		
Vocational Education		853,000		-		-		
Special Education		4,402,369		-		3,633,941		
ELL		763,196		-		444,644		
Gifted & Talented		233,985		-		133,502		
Transportation		528,597		-		484,813		
Other State Revenue		295,787		6,010,216		489,482		
Total State Revenue	**$**	**177,911,571**	**$**	**64,665,697**	**$**	**57,691,664**		**36.35%**
Federal Sources								
Impact Aid	$	544,556	$	48,732	$	355,310		
IDEA		-		-		-		
DoDEA		-		-		-		
Other Federal Revenue		-		-		42,236		
Total Federal Revenue	**$**	**544,556**	**$**	**48,732**	**$**	**397,546**		**8.95%**
Transfers								
Transfers from Fund 10 to F15, F18, F19	$	(1,456,227)	$	(168,742)	$	(291,611)		
Charter School PPR		(88,986,477)		(31,490,432)		(27,475,556)		
Total Revenue Transfers	**$**	**(90,442,705)**	**$**	**(31,659,174)**	**$**	**(27,767,167)**		**35.00%**
NET REVENUE	**$**	**122,383,346**	**$**	**42,116,380**	**$**	**32,676,701**		**34.41%**

General Funds F10-18

JPoulin 2019 11 13

| | | Preschool F19 | | Monthly Target | | Pupil Activity Fees F23 | | Monthly Target |
	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	33.33%	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	33.33%
Local Sources								
Property Taxes	$ -	$ -	$ -		$ -	$ -	$ -	
Specific Ownership Tax & Other Related	-	-	-		-	-	-	
Tuition & Fees	-	-	-		-	-	-	
Interest Earned	-	-	-		-	-	-	
Charter School Purchased Services	-	-	-		-	-	-	
Cash In Lieu of Land	-	-	-		-	-	-	
Other Local Revenue	-	-	-		-	885,763	436,057	
Total Local Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ 885,763**	**$ 436,057**	**#DIV/0!**
State Sources								
State Equalization Revenue	$ -	$ -	$ -		$ -	$ -	$ -	
Capital Construction	-	-	-		-	-	-	
Vocational Education	-	-	-		-	-	-	
Special Education	-	-	-		-	-	-	
ELL	-	-	-		-	-	-	
Gifted & Talented	-	-	-		-	-	-	
Transportation	-	-	-		-	-	-	
Other State Revenue	1,937	1,937	-		-	-	-	
Total State Revenue	**$ 1,937**	**$ 1,937**	**$ -**	**100.00%**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Federal Sources								
Impact Aid	$ -	$ -	$ -		$ -	$ -	$ -	
IDEA	-	-	-		-	-	-	
DoDEA	-	-	-		-	-	-	
Other Federal Revenue	-	-	-		-	-	-	
Total Federal Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Transfers								
Transfers from Fund 10 to F15, F18, F19	$ 506,227	$ 168,742	$ 291,611		$ -	$ -	$ -	
Charter School PPR	-	-	-		-	-	-	
Total Revenue Transfers	**$ 506,227**	**$ 168,742**	**$ 291,611**	**33.33%**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
NET REVENUE	**$ 508,164**	**$ 170,679**	**$ 291,611**	**33.59%**	**$ -**	**$ 885,763**	**$ 436,057**	**#DIV/0!**

JPoulin 2019 11 13

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	Transportation Fee for Service F25			Monthly Target	Grants F22 & F26			Monthly Target
	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	33.33%	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	33.33%
Local Sources								
Property Taxes	$ -	$ -	$ -		$ -	$ -	$ -	
Specific Ownership Tax & Other Related	-	-	-		-	-	-	
Tuition & Fees	-	-	-		-	-	-	
Interest Earned	-	36	62		-	-	-	
Charter School Purchased Services	-	-	-		-	-	-	
Cash In Lieu of Land	-	-	-		-	-	-	
Other Local Revenue	817,105	140,094	173,563		333,131	194,810	104,613	
Total Local Revenue	**$ 817,105**	**$ 140,130**	**$ 173,625**	**17.15%**	**$ 333,131**	**$ 194,810**	**$ 104,613**	**58.48%**
State Sources								
State Equalization Revenue	$ -	$ -	$ -		$ -	$ -	$ -	
Capital Construction	-	-	-		-	-	-	
Vocational Education	-	-	-		-	-	-	
Special Education	-	-	-		-	-	-	
ELL	-	-	-		-	-	-	
Gifted & Talented	-	-	-		-	-	-	
Transportation	-	-	-		-	-	-	
Other State Revenue	470,000	957,926	473,315		1,318,236	335,025	273,674	
Total State Revenue	**$ 470,000**	**$ 957,926**	**$ 473,315**	**203.81%**	**$ 1,318,236**	**$ 335,025**	**$ 273,674**	**25.41%**
Federal Sources								
Impact Aid	$ -	$ -	$ -		$ -	$ -	$ -	
IDEA	-	-	-		2,988,218	651,001	-	
DoDEA	-	-	-		881,201	104,752	-	
Other Federal Revenue	-	-	-		7,480,713	657,587	87,690	
Total Federal Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ 11,350,133**	**$ 1,413,340**	**$ 87,690**	**12.45%**
Transfers								
Transfers from Fund 10 to F15, F18, F19	$ -	$ -	$ -		$ -	$ -	$ -	
Charter School PPR	-	-	-		-	-	-	
Total Revenue Transfers	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
NET REVENUE	**$ 1,287,105**	**$ 1,098,056**	**$ 646,940**	**85.31%**	**$ 13,001,499**	**$ 1,943,175**	**$ 465,977**	**14.95%**

Colorado School District 49
Revenue Detail as of 10/31/2019 Unaudited

	Base49 (Before/After Care) F27			Monthly Target 33.33%	Food Services F21			Monthly Target 33.33%
	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19		Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	
Local Sources								
Property Taxes	$ -	$ -	$ -		$ -	$ -	$ -	
Specific Ownership Tax & Other Related	-	-	-		-	-	-	
Tuition & Fees	-	-	-		-	-	-	
Interest Earned	-	-	-		-	3,880	2,040	
Charter School Purchased Services	-	-	-		-	-	-	
Cash In Lieu of Land	-	-	-		-	-	-	
Other Local Revenue	1,100,000	488,723	368,071		1,786,211	551,034	502,573	
Total Local Revenue	**$ 1,100,000**	**$ 488,723**	**$ 368,071**	**44.43%**	**$ 1,786,211**	**$ 554,914**	**$ 504,613**	**31.07%**
State Sources								
State Equalization Revenue	$ -	$ -	$ -		$ -	$ -	$ -	
Capital Construction	-	-	-		-	-	-	
Vocational Education	-	-	-		-	-	-	
Special Education	-	-	-		-	-	-	
ELL	-	-	-		-	-	-	
Gifted & Talented	-	-	-		-	-	-	
Transportation	-	-	-		-	-	-	
Other State Revenue	-	-	-		47,568	11,327	12,983	
Total State Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ 47,568**	**$ 11,327**	**$ 12,983**	**23.81%**
Federal Sources								
Impact Aid	$ -	$ -	$ -		$ -	$ -	$ -	
IDEA	-	-	-		-	-	-	
DoDEA	-	-	-		-	-	-	
Other Federal Revenue	-	-	-		1,975,826	486,782	570,026	
Total Federal Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ 1,975,826**	**$ 486,782**	**$ 570,026**	**24.64%**
Transfers								
Transfers from Fund 10 to F15, F18, F19	$ -	$ -	$ -		$ -	$ -	$ -	
Charter School PPR	-	-	-		-	-	-	
Total Revenue Transfers	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
NET REVENUE	**$ 1,100,000**	**$ 488,723**	**$ 368,071**	**44.43%**	**$ 3,809,606**	**$ 1,053,023**	**$ 1,087,621**	**27.64%**

	COP and Cash In Lieu of Land F39, F49 & F43			Monthly Target	Dane Balcon Schoolarships F73			Monthly Target
	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	33.33%	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	33.33%
Local Sources								
Property Taxes	-	$ 72,516	$ -		$ -	$ -	$ -	
Specific Ownership Tax & Other Related	-	374,167	-		-	-	-	
Tuition & Fees	-	-	-		-	-	-	
Interest Earned	-	196,612	383,292		-	18	20	
Charter School Purchased Services	-	-	-		-	-	-	
Cash In Lieu of Land	-	171,224	179,448		-	-	-	
Other Local Revenue	-	29,392	20,879		-	-	-	
Total Local Revenue	**$ -**	**$ 843,911**	**$ 583,619**	**#DIV/0!**	**$ -**	**$ 18**	**$ 20**	**#DIV/0!**
State Sources								
State Equalization Revenue	$ -	$ -	$ -		$ -	$ -	$ -	
Capital Construction	-	-	-		-	-	-	
Vocational Education	-	-	-		-	-	-	
Special Education	-	-	-		-	-	-	
ELL	-	-	-		-	-	-	
Gifted & Talented	-	-	-		-	-	-	
Transportation	-	-	-		-	-	-	
Other State Revenue	-	-	-		-	-	-	
Total State Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Federal Sources								
Impact Aid	$ -	$ -	$ -		$ -	$ -	$ -	
IDEA	-	-	-		-	-	-	
DoDEA	-	-	-		-	-	-	
Other Federal Revenue	-	-	-		-	-	-	
Total Federal Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Transfers								
Transfers from Fund 10 to F15, F18, F19	$ -	$ -	$ -		$ -	$ -	$ -	
Charter School PPR	-	-	-		-	-	-	
Total Revenue Transfers	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
NET REVENUE	**$ -**	**$ 843,911**	**$ 583,619**	**#DIV/0!**	**$ -**	**$ 18**	**$ 20**	**#DIV/0!**

		Pupil Fundraising F74		Monthly Target	District Funded Health Insurance F64			Monthly Target
	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	33.33%	Total Budget FY20	Actual to Date FY20	Previous Year to Date FY19	33.33%
Local Sources								
Property Taxes	$ -	$ -	$ -		$ -	$ -	$ -	
Specific Ownership Tax & Other Related	-	-	-		-	-	-	
Tuition & Fees	-	-	-		-	-	-	
Interest Earned	-	8,248	4,916		-	9,879	6,383	
Charter School Purchased Services	-	-	-		-	-	-	
Cash In Lieu of Land	-	-	-		-	-	-	
Other Local Revenue	-	1,664,351	511,047		-	115,935	716,121	
Total Local Revenue	**$ -**	**$ 1,672,598**	**$ 515,963**	**#DIV/0!**	**$ -**	**$ 125,814**	**$ 722,504**	**#DIV/0!**
State Sources								
State Equalization Revenue	$ -	$ -	$ -		$ -	$ -	$ -	
Capital Construction	-	-	-		-	-	-	
Vocational Education	-	-	-		-	-	-	
Special Education	-	-	-		-	-	-	
ELL	-	-	-		-	-	-	
Gifted & Talented	-	-	-		-	-	-	
Transportation	-	-	-		-	-	-	
Other State Revenue	-	-	-		-	-	-	
Total State Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Federal Sources								
Impact Aid	$ -	$ -	$ -		$ -	$ -	$ -	
IDEA	-	-	-		-	-	-	
DoDEA	-	-	-		-	-	-	
Other Federal Revenue	-	-	-		-	-	-	
Total Federal Revenue	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
Transfers								
Transfers from Fund 10 to F15, F18, F19	$ -	$ -	$ -		$ -	$ -	$ -	
Charter School PPR	-	-	-		-	-	-	
Total Revenue Transfers	**$ -**	**$ -**	**$ -**	**#DIV/0!**	**$ -**	**$ -**	**$ -**	**#DIV/0!**
NET REVENUE	**$ -**	**$ 1,672,598**	**$ 515,963**	**#DIV/0!**	**$ -**	**$ 125,814**	**$ 722,504**	**#DIV/0!**

		General Funds 10-18 (plural)		Monthly Target
Revenues	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%
Local Revenue	$ 34,369,923	$ 9,061,124	$ 2,354,658	
State Revenue	177,911,571	64,665,697	57,689,727	
Federal Revenue	544,556	48,732	397,546	
Revenue Transfers	(90,442,705)	(31,659,174)	(27,644,298)	
Total Revenues	**$ 122,383,346**	**$ 42,116,380**	**$ 32,797,633**	**34.41%**
Instructional Spend				
General Education	22,458,216	7,782,602	7,004,980	
Other Instructional	31,402,777	10,396,178	9,677,153	
Special Education	13,842,396	4,627,607	4,828,180	
Athletic Extracurricular	1,092,311	214,277	89,909	
Academic Extracurricular	232,479	14,851	16,977	
Support Services				
Student Support Services	7,928,420	3,195,557	2,611,822	
Instructional Staff Support	5,052,490	1,976,181	1,815,991	
Board Administration	1,155,676	274,867	371,196	
School Administration	11,003,292	3,653,232	3,544,423	
Business Services	1,677,747	770,598	979,855	
Operations & Maintenance	11,342,758	4,353,249	3,770,512	
Student Transportation	3,825,504	1,938,170	1,693,780	
Central Support Services	5,398,870	2,281,718	2,084,590	
Risk Management	365,393	1,058,319	752,138	
Cocurricular Activities - non Athletic	-	-	-	
Food Services	1,700	-	11	
Facilities Acquisition & Construction	1,748,574	688,460	519,680	
Other Use of Funds	2,313,843	1,313,601	1,143,829	
Operating RESERVES	6,658,349	-	-	
Total Expenditures	**$ 127,500,797**	**$ 44,539,467**	**$ 40,905,026**	**34.93%**
Net Change in Fund Balance	**$ (5,117,451)**	**$ (2,423,087)**		
Fund Balances, beginning at 7/1/19	22,397,775	22,397,775		
Fund balances, ending (estimated)	**$ 17,280,324**	**$ 19,974,688**	**$ 22,397,775**	

	Preschool Fund 19			Monthly Target	Pupil Activities Fund 23			Monthly Target
Revenues	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%
Local Revenue	$ -	$ -	$ -		$ -	$ 885,763	$ 436,057	
State Revenue	1,937	1,937	-		-	-	-	
Federal Revenue	-	-	-		-	-	-	
Revenue Transfers	506,227	168,742	291,611		-	-	-	
Total Revenues	**$ 508,164**	**$ 170,679**	**$ 291,611**	**33.59%**	**$ -**	**$ 885,763**	**$ 436,057**	**#DIV/0!**
Instructional Spend								
General Education	-	-	-		205,486	127,026	92,585	
Other Instructional	507,815	148,485	169,361		379,406	111,420	56,550	
Special Education	-	-	-		250	-	-	
Athletic Extracurricular	-	-	-		236,977	213,638	153,838	
Academic Extracurricular	-	-	-		76,693	9,687	29,568	
Support Services								
Student Support Services	-	-	-		1,554	335	28	
Instructional Staff Support	-	-	-		758	160	-	
Board Administration	-	-	-		-	-	-	
School Administration	-	-	-		-	-	-	
Business Services	-	-	-		-	-	-	
Operations & Maintenance	-	-	-		-	-	-	
Student Transportation	-	-	-		-	-	-	
Central Support Services	-	-	-		-	-	-	
Risk Management	-	-	-		-	-	-	
Cocurricular Activities - non Athletic	-	-	-		(74)	-	-	
Food Services	-	-	-		-	-	-	
Facilities Acquisition & Construction	-	-	-		-	-	-	
Other Use of Funds	-	-	-		-	-	-	
Operating RESERVES	-	-	-		-	-	-	
Total Expenditures	**$ 507,815**	**$ 148,485**	**$ 169,361**	**29.24%**	**$ 901,049**	**$ 462,265**	**$ 332,570**	**51.30%**
Net Change in Fund Balance	**$ 349**	**$ 22,194**			**$ (901,049)**	**$ 423,498**		
Fund Balances, beginning at 7/1/19	75,083	75,083			421,412	421,412		
Fund balances, ending (estimated)	**$ 75,432**	**$ 97,277**	**$ 75,083**		**$ (479,637)**	**$ 844,910**	**$ 421,412**	

	Transportation Fund 25			Monthly Target	Grant Funds 22, 26			Monthly Target
Revenues	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%
Local Revenue	$ 817,105	$ 140,130	$ 173,625		$ 333,131	$ 194,810	$ 104,613	
State Revenue	470,000	957,926	473,315		1,318,236	335,025	273,674	
Federal Revenue	-	-	-		11,350,133	1,413,340	87,690	
Revenue Transfers	-	-	-		-	-	-	
Total Revenues	$ 1,287,105	$ 1,098,056	$ 646,940	85.31%	$ 13,001,499	$ 1,943,175	$ 465,977	14.95%
Instructional Spend								
General Education	-	-	-		6,183,301	181,608	160,343	
Other Instructional	-	-	-		951,809	176,834	176,042	
Special Education	-	-	-		2,593,191	568,948	475,505	
Athletic Extracurricular	-	-	-		-	-	-	
Academic Extracurricular	-	-	-		2,263	-	134	
Support Services								
Student Support Services	-	-	-		2,295,613	414,206	533,229	
Instructional Staff Support	-	-	-		1,570,551	243,253	323,054	
Board Administration	-	-	-		206,943	27,703	41,612	
School Administration	-	-	-		449,723	228,840	-	
Business Services	-	10	225		4,622	21	141	
Operations & Maintenance	-	-	-		89,168	41,162	-	
Student Transportation	1,245,304	606,075	815,042		-	-	-	
Central Support Services	-	-	-		-	-	1,583	
Risk Management	41,801	-	-		1,400	-	-	
Cocurricular Activities - non Athletic	-	-	-		-	-	-	
Food Services	-	-	-		21,000	934	1,836	
Facilities Acquisition & Construction	-	-	-		-	-	9,270	
Other Use of Funds	-	-	-		-	-	-	
Operating RESERVES	-	-	-		-	-	-	
Total Expenditures	$ 1,287,105	$ 606,085	$ 815,267	47.09%	$ 14,369,584	$ 1,883,510	$ 1,722,751	13.11%
Net Change in Fund Balance	$ -	$ 491,971			$ (1,368,085)	$ 59,665		
Fund Balances, beginning at 7/1/19	-	-			-	-		
Fund balances, ending (estimated)	$ -	$ 491,971	$ -		$ (1,368,085)	$ 59,665	$ -	

Revenues	BASE49 (Before/After Care) Fund 27			Monthly Target	Food Service Fund 21			Monthly Target
	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%
Local Revenue	$ 1,100,000	$ 488,723	$ 368,071		$ 1,786,211	$ 554,914	$ 504,613	
State Revenue	-	-	-		47,568	11,327	12,983	
Federal Revenue	-	-	-		1,975,826	486,782	570,026	
Revenue Transfers	-	-	-		-	-	-	
Total Revenues	$ 1,100,000	$ 488,723	$ 368,071	44.43%	$ 3,809,606	$ 1,053,023	$ 1,087,621	27.64%
Instructional Spend								
General Education	-	-	-		-	-	-	
Other Instructional	-	-	-		-	-	20	
Special Education	-	-	-		-	-	-	
Athletic Extracurricular	-	-	-		-	-	-	
Academic Extracurricular	738,226	279,292	224,342		-	-	-	
Support Services								
Student Support Services	-	-	-		-	-	-	
Instructional Staff Support	-	-	-		-	-	-	
Board Administration	-	-	-		-	-	-	
School Administration	26,299	11,503	14,288		-	-	-	
Business Services	-	-	-		-	-	-	
Operations & Maintenance	67,318	32,579	27,590		-	-	-	
Student Transportation	-	-	-		-	2,584	1,415	
Central Support Services	-	-	-		-	-	-	
Risk Management	-	-	-		-	-	-	
Cocurricular Activities - non Athletic	-	-	-		-	-	-	
Food Services	119,056	49,230	46,074		3,661,260	1,345,049	1,204,229	
Facilities Acquisition & Construction	-	-	-		-	-	-	
Other Use of Funds	-	-	-		-	-	-	
Operating RESERVES	149,102	-	-		148,346	-	-	
Total Expenditures	$ 1,100,000	$ 372,603	$ 312,294	33.87%	$ 3,809,606	$ 1,347,633	$ 1,205,664	35.37%
Net Change in Fund Balance	$ -	$ 116,119			$ (0)	$ (294,611)		
Fund Balances, beginning at 7/1/19	-	-			1,253,113	1,253,113		
Fund balances, ending (estimated)	$ -	$ 116,119	$ -		$ 1,253,113	$ 958,502	$ 1,253,113	

Revenues	COP and Cash in Lieu of Funds F39, F43, F49				Dane Balcon Schoolarships Fund 73		
	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%	Total Budget FY19	Actuals to Date FY19	Previous Year to Date
Local Revenue	$ -	$ 843,911	$ 583,619		$ -	$ 18	$ 20
State Revenue	-	-	-		-	-	-
Federal Revenue	-	-	-		-	-	-
Revenue Transfers	-	-	-		-	-	-
Total Revenues	$ -	$ 843,911	$ 583,619		$ -	$ 18	$ 20
Instructional Spend							
General Education	-	-	-		-	-	-
Other Instructional	-	-	-		-	1,000	-
Special Education	-	-	-		-	-	-
Athletic Extracurricular	-	-	-		-	-	-
Academic Extracurricular	-	-	-		-	-	-
Support Services							
Student Support Services	-	-	-		-	-	-
Instructional Staff Support	-	-	-		-	-	-
Board Administration	-	189	-		-	-	-
School Administration	-	-	-		-	-	-
Business Services	-	-	(177)		-	-	-
Operations & Maintenance	-	-	-		-	-	-
Student Transportation	-	-	-		-	-	-
Central Support Services	-	-	-		-	-	-
Risk Management	-	-	-		-	-	-
Cocurricular Activities - non Athletic	-	-	-				
Food Services	-	-	-		-	-	-
Facilities Acquisition & Construction	1,146,103	2,772,204	11,715,556		-	-	-
Other Use of Funds	-	-	-		-	-	-
Operating RESERVES	167,645	-	-		-	-	-
Total Expenditures	$ 1,313,748	$ 2,772,393	$ 11,715,379	211.03%	$ -	$ 1,000	$ -	#DIV/0!
Net Change in Fund Balance	$ (1,313,748)	$ (1,928,482)			$ -	$ (982)	
Fund Balances, beginning at 7/1/19	41,897,506	41,897,506			4,722	4,722	
Fund balances, ending (estimated)	$ 40,583,758	$ 39,969,024	$ 41,897,506		$ 4,722	$ 3,740	$ 4,722

Colorado School District 49
Income Statement as of 10/31/2019 Unaudited

	Pupil Fundraising Fund 74			Monthly Target	District Health Insurance Fund 64			Monthly Target
Revenues	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%	Total Budget FY19	Actuals to Date FY19	Previous Year to Date	33.33%
Local Revenue	$ -	$ 1,672,598	$ 515,963		$ -	$ 125,814	$ 722,504	
State Revenue	-	-	-		-	-	-	
Federal Revenue	-	-	-		-	-	-	
Revenue Transfers	-	-	-		-	-	-	
Total Revenues	$ -	$ 1,672,598	$ 515,963		$ -	$ 125,814	$ 722,504	#DIV/0!
Instructional Spend								
General Education	22,315	7,909	10,237		-	-	-	
Other Instructional	228,997	89,487	68,150		-	-	-	
Special Education	3,127	446	277		-	-	-	
Athletic Extracurricular	294,265	149,154	144,683		-	-	-	
Academic Extracurricular	1,088,342	270,739	193,943		-	-	-	
Support Services								
Student Support Services	6,701	224	630		-	-	-	
Instructional Staff Support	4,586	(334)	377		-	-	-	
Board Administration	-	-	-		-	-	-	
School Administration	-	-	-		-	-	-	
Business Services	-	9,104	4,746		-	-	-	
Operations & Maintenance	-	-	-		-	-	-	
Student Transportation	-	-	-		-	-	-	
Central Support Services	-	-	-		-	770,579	1,307,582	
Risk Management	-	-	-		-	-	-	
Cocurricular Activities - non Athletic		8,810	9,326					
Food Services	-	-	-		-	-	-	
Facilities Acquisition & Construction	-	-	-		-	-	-	
Other Use of Funds	-	-	-		-	-	-	
Operating RESERVES	-	-	-		-	-	-	
Total Expenditures	$ 1,648,333	$ 535,540	$ 432,370	32.49%	$ -	$ 770,579	$ 1,307,582	#DIV/0!
Net Change in Fund Balance	$ (1,648,333)	$ 1,137,059			$ -	$ (644,764)		
Fund Balances, beginning at 7/1/19	872,470	872,470			953,910	953,910		
Fund balances, ending (estimated)	$ (775,863)	$ 2,009,529	$ 872,470		$ 953,910	$ 309,146	$ 953,910	

Falcon Zone

						General Fund - School Managed F10			Monthly Target:
School	**Membership Count per CDE FY20**	**Free Reduced % FY20**	**Per Pupil Spend FY20**		**Total Budget FY20**	**Actuals to Date FY20**	**Previous Year to Date FY19**		**33.33%**
									% used
Falcon Elementary School of Technology	286	42%	$ 2,577	$	2,271,618	$ 737,135	$ 729,834		32.45%
Meridian Ranch Elementary	662	17%	1,939		3,908,012	1,283,385	1,157,013		32.84%
Woodman Hills Elementary	588	21%	2,327		4,147,485	1,368,060	1,370,089		32.99%
Bennett Ranch Elementary	338	29%	2,198		2,263,444	742,940	466,496		32.82%
Falcon Middle School	1,020	27%	1,950		6,159,613	1,989,105	1,831,061		32.29%
Falcon High School	1,233	21%	1,879		7,353,907	2,317,000	2,280,660		31.51%
Falcon Zone Administration	-	-	-		25,939	98,996	164,468		381.65%
Falcon Zone Totals	**4,127**	**26%**		**$**	**26,130,018**	**$ 8,536,622**	**$ 7,999,621**		**32.67%**

General Fund Expenditures	**Falcon Elementary School of Technology**		**Meridian Ranch Elementary**		**Woodman Hills Elementary**		**Bennett Ranch Elementary**		**Falcon Middle School**		**Falcon High School**		**Falcon Zone Administration**	
Salaries	$	518,562	$	907,215	$	966,554	$	520,871	$	1,367,268	$	1,498,418	$	64,146
Employee Benefits		169,602		298,199		326,665		179,848		469,482		506,429		17,155
Purchased Prof & Tech Services		891		(200)		-		350		40,025		36,506		2,748
Purchased Property Services		13,220		28,618		32,047		11,042		23,483		106,736		-
Other Purchased Services		5,155		7,511		7,535		3,669		10,262		22,910		4,394
Supplies		28,925		37,872		34,202		25,841		65,785		136,814		7,956
Property		593		3,004		1,057		208		7,183		5,786		1,902
Miscellaneous		187		1,167		-		1,111		5,615		3,401		695
Other Use of Funds		-		-		-		-		-		-		-
Total General Fund Expenditures	**$**	**737,135**	**$**	**1,283,385**	**$**	**1,368,060**	**$**	**742,940**	**$**	**1,989,105**	**$**	**2,317,000**	**$**	**98,996**	**$ 8,536,622**
Personnel Expenditures		93.36%		93.92%		94.53%		94.32%		92.34%		86.53%		82.13%
Implementation Expenditures		6.64%		6.08%		5.47%		5.68%		7.66%		13.47%		17.87%
Other Fund Expenditures by School														
Capital Funds (F15, F17)		-		-		-		-		65,326.99		-		-
Preschool (F19)		-		5,948.31		12,008.87		4,607.69		-		-		-
Food Services (F21)		42,614		31,282		31,229		31,340		71,244		70,265		17,042
Mill Levy Override Funds (F14, F16, F39, F49)		64,522		7,131		28,418		135,805		102,452		64,522		17,640
Grant Funds (F22, F26)		33,994		29,061		4,676		1,744		19,522		94,796		37,327
Pupil Activities (F23)		-		4,628		2,019		2,490		54,948		74,972		-
Pupil Fundraising (F74)		3,202		17,537		46,201		3,996		20,370		89,901		2,139
BASE 49 (F27)		13,589		35,142		20,220		20,488		-		-		-
Total Fund Expenditures	**$**	**895,056**	**$**	**1,414,115**	**$**	**1,512,832**	**$**	**943,410**	**$**	**2,322,968**	**$**	**2,711,456**	**$**	**173,144**

Sand Creek Zone

	General Fund - School Managed F10	Monthly Target: 33.33%

School	Membership Count per CDE FY20	Free Reduced % FY20	Per Pupil Spend FY20	Total Budget FY20	Actuals to Date FY20	Previous Year to Date FY19	% used
Evans International Elementary	624	60%	$ 1,974	$ 3,633,829	$ 1,231,920	$ 1,157,060	33.90%
Remington Elementary	621	44%	2,066	3,920,428	1,283,108	1,237,605	32.73%
Springs Ranch Elementary	556	25%	2,219	3,721,652	1,233,553	1,159,003	33.15%
Horizon Middle School	782	47%	2,153	5,015,692	1,683,802	1,596,980	33.57%
Sand Creek High	1,122	38%	2,176	7,735,838	2,441,749	2,356,243	31.56%
Sand Creek Zone Administration	-	-	-	1,542,551	279,565	327,211	18.12%
Sand Creek Zone Totals	**3,705**	**36%**		**$ 25,569,989**	**$ 8,153,697**	**$ 7,834,102**	**31.89%**

	Evans International Elementary	Remington Elementary	Springs Ranch Elementary	Horizon Middle School	Sand Creek High	Sand Creek Zone Administration	
General Fund Expenditures							
Salaries	$ 831,979	$ 904,230	$ 844,359	$ 1,130,141	$ 1,646,087	$ 176,186	
Employee Benefits	281,099	300,519	292,776	386,582	550,906	53,196	
Purchased Prof & Tech Services	10,967	-	2,460	34,537	13,967	37,180	
Purchased Property Services	15,205	17,306	29,855	41,815	70,599	383	
Other Purchased Services	17,890	9,674	7,212	11,619	13,672	1,862	
Supplies	68,062	48,278	52,973	75,914	137,294	10,759	
Property	6,718	3,045	3,918	2,872	452	-	
Miscellaneous	-	56	-	321	8,773	-	
Other Use of Funds	-	-	-	-	-	-	
Total General Fund Expenditures	**$ 1,231,920**	**$ 1,283,108**	**$ 1,233,553**	**$ 1,683,802**	**$ 2,441,749**	**$ 279,565**	**$ 8,153,697**
Personnel Expenditures	90.35%	93.89%	92.18%	90.08%	89.98%	82.05%	
Implementation Expenditures	9.65%	6.11%	7.82%	9.92%	10.02%	17.95%	
Other Fund Expenditures by School							
Preschool (F19)	$ -	$ 13,777	$ 19,840	$ -	$ -	$ -	
Food Services (F21)	32,133	26,519	29,477	70,621	63,808	16,180	
Mill Levy Override Funds (F14, F16, F39, F49)	148,450	97,620	97,989	5,330	64,522	999	
Grant Funds (F22, F26)	190,189	92,563	6,648	84,336	15,511	-	
Pupil Activities (F23)	24,792	3,992	9,402	33,179	68,994	-	
Pupil Fundraising (F74)	4,490	9,663	7,881	13,384	54,097	7,179	
BASE 49 (F27)	29,645	31,680	35,603				
Total Fund Expenditures	**$ 1,661,621**	**$ 1,558,921**	**$ 1,440,393**	**$ 1,890,653**	**$ 2,708,682**	**$ 303,924**	

Power Zone

| | | General Funds - School Managed F10 | | | | | Monthly Target: 33.33% |

School	Membership Count per CDE FY20	Free Reduced % FY20	Per Pupil Spend FY20	Total Budget FY20	Actuals to Date FY20	Previous Year to Date FY19	% used
Ridgeview Elementary	651	20%	$ 2,007	$ 3,929,049	$ 1,306,779	$ 1,361,020	33.26%
Stetson Elementary	500	37%	2,378	3,556,969	1,188,844	1,184,198	33.42%
Odyssey Elementary	454	42%	2,100	2,896,301	953,534	1,058,934	32.92%
Inspiration View Elementary	360	-	-	1,923,261	750,549	-	39.02%
ALLIES	124	27%		1,366,909	467,489	380,737	34.20%
Skyview Middle	1,069	32%	2,015	6,238,254	2,154,559	2,038,856	34.54%
Vista Ridge High	1,604	25%	1,821	8,585,385	2,920,403	2,720,916	34.02%
Power Zone Administration	-	-	-	852,547	246,617	332,847	28.93%
Power Zone Totals	**4,762**	**23%**		**$ 29,348,675**	**$ 9,988,775**	**$ 9,077,508**	**34.03%**

General Fund Expenditures	Ridgeview Elementary	Stetson Elementary	Odyssey Elementary	ALLIES	Inspiration View Elementary	Skyview Middle	Vista Ridge High	Power Zone Administration
Salaries	$ 944,540	$ 826,099	$ 645,512	$ 339,863	$ 538,225	$ 1,471,986	$ 1,979,002	$ 170,201
Employee Benefits	297,619	291,166	218,043	102,068	176,234	528,817	661,057	50,328
Purchased Prof & Tech Services	-	-	26,404	-	85	10,000	32,072	2,491
Purchased Property Services	16,193	15,501	14,575	3,802	18,081	50,232	55,627	2,542
Other Purchased Services	7,426	8,037	5,320	1,897	7,101	15,479	27,999	3,266
Supplies	40,249	46,907	43,679	17,980	10,375	71,737	145,273	17,574
Property	95	939	-	1,878	-	5,820	15,779	-
Miscellaneous	658	196	-	-	448	488	3,594	216
Other Use of Funds	-	-	-	-	-	-	-	-
Total General Fund Expenditures	**$ 1,306,779**	**$ 1,188,844**	**$ 953,534**	**$ 467,489**	**$ 750,549**	**$ 2,154,559**	**$ 2,920,403**	**$ 246,617**	**$ 9,988,775**
Personnel Expenditures	95.06%	93.98%	90.56%	94.53%	95.19%	92.86%	90.40%	89.42%
Implementation Expenditures	4.94%	6.02%	9.44%	5.47%	4.81%	7.14%	9.60%	10.58%

Other Fund Expenditures by School								
Capital Funds (F15, F17)	$ -	$ -	$ -	$ 373,180	$ -	$ -	$ -	$ -
District Insurance (F18)	-	-	-	-	-	-	-	-
Preschool (F19)	18,519.85	19,515.51	11,397.79	-	6,645	-	-	-
Food Services (F21)	26,475	30,282	26,562	-	16,716	78,476	87,030	15,432
Transportation (F25)	-	-	-	-	-	-	-	-
Mill Levy Override Funds (F14, F16, F39, F49)	71,711	105,536	27,994	5,249	1,487,979	132,053	64,522	77,721
Grant Funds (F22, F26)	13,740	7,370	52,602	-	1,630	53,623	45,665	-
Pupil Activities (F23)	4,960	4,663	2,247	1,355	3,303	14,573	146,116	-
Pupil Fundraising (F74)	32,180	21,130	4,852	2,772	488	13,813	113,474	6,878
BASE 49 (F27)	37,196	20,215	28,782	-	17,776	-	-	-
Total Fund Expenditures	**$ 1,511,561**	**$ 1,397,555**	**$ 1,107,971**	**$ 850,045**	**$ 2,285,086**	**$ 2,447,096**	**$ 3,377,209**	**$ 346,648**

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iConnect Zone

				General Funds - School Managed F10			Monthly Target:
							33.33%

School / Program	Membership Count per CDE FY20	Free Reduced % FY20	Per Pupil Spend FY20	Total Budget FY20	Actuals to Date FY20	Previous Year to Date FY19	% used
Pikes Peak Early College	183	-	$ 1,209	$ 992,705	$ 221,237	$ 285,674	22.29%
Springs Studio for Academic Excellence	396	11%	1,866	2,396,126	739,059	763,455	30.84%
Patriot High School	99	-	5,063	1,652,858	501,222	574,437	30.32%
Falcon Home School	219	-	-	551,491	178,736	216,880	32.41%
iConnect Zone Totals	-	-	-	1,250,304	439,199	295,943	35.13%
CHARTERED SCHOOLS							
PPSEL	415	14%					
PTEC	267	21%					
BLRA	1,376	11%					
RMCA	1,632	15%					
ICA	705	14%					
LTA	318	-					
GOAL	4,153	60%					
iConnect Zone Totals	**9,763**			**$ 6,843,484**	**$ 2,079,453**	**$ 2,136,389**	**30.39%**

	Pikes Peak Early College	Springs Studio for Academic Excellence	Patriot High School	Falcon Home School	iConnect Zone Totals	
General Fund Expenditures						
Salaries	$ 120,381	$ 405,301	$ 293,637	$ 133,834	$ 181,972	
Employee Benefits	42,419	131,929	95,676	34,442	51,925	
Purchased Prof & Tech Services	17,000	150	(677)	-	1,930	
Purchased Property Services	483	4,638	28,462	1,178	458	
Other Purchased Services	(7,103)	11,628	4,780	1,009	6,177	
Supplies	46,847	125,611	54,733	7,214	9,293	
Property	1,018	3,437	10,020	1,059	5,312	
Miscellaneous	193	99	2,330	-	182,130	
Other Use of Funds	-	56,266	12,261	-	-	
Total Expenditures	**$ 221,237**	**$ 739,059**	**$ 501,222**	**$ 178,736**	**$ 439,199**	**$ 2,079,453**
Personnel Expenditures	73.59%	72.69%	77.67%	94.15%	53.26%	
Implementation Expenditures	26.41%	27.31%	22.33%	5.85%	46.74%	
Other Fund Expenditures by School						
Capital Funds (F15, F17)	$ -	$ 102,444	$ 93,069	$ -	$ -	
Food Services (F21)	-	-	8,581	-	2,245	
Mill Levy Override Funds (F14, F16, F39, F49)	591	64,522	64,522	-	-	
Grant Funds (F22, F26)	-	27,879	2,968	-	31,841	
Pupil Activities (F23)	150	4,095	-	1,387	-	
Pupil Fundraising (F74)	170	3,860	5,716	-	508	
Total Fund Expenditures	**$ 222,148**	**$ 945,178**	**$ 676,079**	**$ 180,123**	**$ 473,793**	

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Internal Vendor Group

| | | | | General Funds - School Managed F10 | | | Monthly Target: |
| | | | | | | | 33.33% |

Department	Membership Count per CDE FY20	Free Reduced % FY20	Per Pupil Spend FY20	Total Budget FY20	Actuals to Date FY20	Previous Year to Date FY19	% used
Facilities			$ 60.25	$ 2,070,621	$ 812,831	$ 858,218	39.26%
Transportation			65	2,817,737	878,802	658,380	31.19%
Warehouse / Food Services			2	59,789	23,214	21,076	38.83%
IT			131	4,616,492	1,761,041	1,603,495	38.15%
Security			10	418,500	129,287	97,488	30.89%
Miscellaneous			6	284,264	85,322	-	30.02%
Internal Vendor Group Totals	**13,491**			**$ 10,267,402**	**$ 3,690,498**	**$ 3,238,657**	**35.94%**

	Facilities	Transportation	Food Services Warehouse	IT	Security	Miscellaneous	
General Fund Expenditures							
Salaries	$ 461,821	$ 616,798	$ 15,131	$ 28,086	$ 79,562	$ 67,323	
Employee Benefits	173,946	248,087	6,367	9,185	25,271	17,791	
Purchased Prof & Tech Services	1,910	10,540	15	977,934	735	-	
Purchased Property Services	17,812	6,243	142	-	444	-	
Other Purchased Services	19,601	22,074	1,560	142,748	4,788	208	
Supplies	112,054	232,946	-	71,721	7,693	-	
Property	6,044	1,294	-	51,902	6,617	-	
Miscellaneous	19,645	(259,181)	-	(2)	4,176	-	
Other Use of Funds	-	-	-	479,469	-	-	
Total Expenditures	**$ 812,831**	**$ 878,802**	**$ 23,214**	**$ 1,761,041**	**$ 129,287**	**$ 85,322**	**$ 3,690,498**
Personnel Expenditures	78.22%	98.42%	92.61%	2.12%	81.09%	99.76%	
Implementation Expenditures	21.78%	1.58%	7.39%	97.88%	18.91%	0.24%	
Other Fund Expenditures by School							
Capital Funds (F15, F17)	$ -	$ 1,268,910	$ -	$ -	$ -	$ -	
Food Services (F21)	-	-	433,485	-	-	-	
Transportation (F25)	-	606,085	-	-	-	-	
Mill Levy Override Funds (F14, F16, F39, F49)	62,097	-	-	148,924	189,348	-	
Grant Funds (F22, F26)	-	-	-	-	-	-	
Pupil Fundraising (F74)	-	4,329	-	-	-	-	
Total Fund Expenditures	**$ 874,928**	**$ 2,758,125**	**$ 433,485**	**$ 1,909,965**	**$ 318,635**	**$ 85,322**	

Internal Services Group

	General Funds - School Managed F10	Monthly Target:
		33.33%

School	Membership Count per CDE FY20	Free Reduced % FY20	Per Pupil Spend FY20	Total Budget FY20	Actuals to Date FY20	Previous Year to Date FY19	% used
Creekside			$ 4.41	$ 184,470	$ 59,535	$ 60,851	32.27%
Central Offices			384	13,093,283	5,182,755	4,253,518	39.58%
Board of Education			17	657,067	231,431	193,227	35.22%
Human Resources			28	1,079,474	371,401	409,001	34.41%
Community Relations			24	832,622	322,014	337,820	38.67%
Business Office			30	1,194,395	401,749	734,987	33.64%
District Wide			1	50,000	11,132	1,038	22.26%
Internal Services Group	**13,491**	**-**		**$ 17,091,311**	**$ 6,580,017**	**$ 5,990,443**	**38.50%**

	Creekside	Central Offices	Board of Education	Human Resources	Community Relations	Business Office	District Wide		
General Fund Expenditures									
Salaries	$ 26,024	$ 2,628,093	$ 154,413	$ 214,666	$ 137,378	$ 220,210	$ -		
Employee Benefits	10,589	847,642	44,204	69,110	41,661	78,472	-		
Purchased Prof & Tech Services	-	721,884	-	50,255	78,875	85,253	-		
Purchased Property Services	7,237	28,523	643	1,493	786	2,316	-		
Other Purchased Services	1,004	342,880	5,150	6,220	17,165	10,553	11,132		
Supplies	14,652	574,362	24,908	26,762	45,852	835	-		
Property	-	8,778	754	1,601	178	2,809	-		
Miscellaneous	28	30,593	1,360	1,295	117	1,300	-		
Other Use of Funds	-	-	-	-	-	-	-		
Total Expenditures	**$ 59,535**	**$ 5,182,755**	**$ 231,431**	**$ 371,401**	**$ 322,014**	**$ 401,749**	**$ 11,132**	**$ 6,580,017**	**$ -**
Personnel Expenditures	61.50%	67.06%	85.82%	76.41%	55.60%	74.35%	0.00%		
Implementation Expenditures	38.50%	32.94%	14.18%	23.59%	44.40%	25.65%	100.00%		
Other Fund Expenditures by School									
Capital Funds (F15, F17)	$ 108,295	$ 12,145	$ -	$ -	$ -	$ -	$ 496,342		
District Insurance (F18)	-	-	-	-	-	-	1,063,788		
Preschool (F19)	-	36,226	-	-	-	-	-		
Mill Levy Override Funds (F14, F16, F39, F49)	-	17,184	-	-	-	-	159		
Grant Funds (F22, F26)	-	581,031	7,905	3,985	-	20,875	-		
Pupil Fundraising (F74)	-	45,328	-	-	-	-	-		
BASE 49 (F27)	-	82,268	-	-	-	-	-		
Self Funded Health Insurances (F64)	-	-	-	-	-	-	770,579		
Total Fund Expenditures	**$ 167,829**	**$ 5,956,939**	**$ 239,337**	**$ 375,386**	**$ 322,014**	**$ 422,624**	**$ 2,342,000**		

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Student Fees by Program	Falcon Elementary 132			Meridian Ranch Elementary 134			Woodmen Hills Elementary 137		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
1st Grade - 0011	$ 287	$ -	$ 287	2,506	$ 990	$ 1,515	1,048	$ 157	$ 890
2nd Grade - 0012	519	-	$ 519	1,170	237	$ 933	637	-	$ 637
3rd Grade - 0013	439	-	$ 439	3,222	980	$ 2,242	1,876	-	$ 1,876
4th Grade - 0014	44	-	$ 44	1,678	-	$ 1,678	2,096	1,060	$ 1,036
5th Grade - 0015	74	-	$ 74	2,196	867	$ 1,329	974	-	$ 974
Kidgergarten - 0019	280	-	$ 280	3,626	-	$ 3,626	1,755	311	$ 1,444
Library - 0080	145	-	$ 145	468	-	$ 468	550	-	$ 550
Field Trips - 0089	-	-	$ -	-	-	$ -	87	-	$ 87
Art - 0210	123	-	$ 123	407	-	$ 407	630	-	$ 630
Art Club - 0212	-	-	$ -	-	-	$ -	-	-	$ -
Painting - 0250	-	-	$ -	-	-	$ -	-	-	$ -
PE - 0800	137	-	$ 137	412	-	$ 412	11	-	$ 11
Dance - 0833	-	-	$ -	-	-	$ -	-	-	$ -
5th Grade Camp - 0843	-	-	$ -	-	-	$ -	-	-	$ -
- 0991	-	-	$ -	-	-	$ -	-	-	$ -
Music - 1210	126	-	$ 126	407	-	$ 407	28	-	$ 28
Choir - 1241	-	-	$ -	4,402	396	$ 4,006	2,606	47	$ 2,559
- 1249	-	-	$ -	-	-	$ -	-	-	$ -
Band - 1251	-	-	$ -	3,295	1,159	$ 2,136	2,826	444	$ 2,382
Technology - 1610	1,658	-	$ 1,658	421	-	$ 421	457	-	$ 457
Computer Repair - 1640	-	-	$ -	-	-	$ -	-	-	$ -
Boys Basketball - 1845	-	-	$ -	-	-	$ -	-	-	$ -
CoEd Basketball - 1875	-	-	$ -	-	-	$ -	-	-	$ -
Boys Track & Field - 1890	-	-	$ -	-	-	$ -	-	-	$ -
Cocurricular Nonathletic - 1900	-	-	$ -	-	-	$ -	-	-	$ -
Yearbook - 1903	784	-	$ 784	240	-	$ 240	-	-	$ -
Makerspace - 1941	-	-	$ -	-	-	$ -	-	-	$ -
Walking Club - 1947	-	-	$ -	-	-	$ -	-	-	$ -
Garden Club - 1957	-	-	$ -	-	-	$ -	-	-	$ -
BoosterThon - 1969	-	-	$ -	-	-	$ -	-	-	$ -
Bobcat Sisterhood - 1979	-	-	$ -	-	-	$ -	-	-	$ -
STEAM - 1982	-	-	$ -	20	-	$ 20	-	-	$ -
YMCA - 2001	-	-	$ -	-	-	$ -	-	-	$ -
Tshirts EES - 2002	-	-	$ -	-	-	$ -	-	-	$ -
Battle of the Books - 2004	-	-	$ -	-	-	$ -	-	-	$ -
	$ 4,615	$ -	$ 4,615	$ 24,469	$ 4,628	$ 19,840	$ 15,582	$ 2,019	$ 13,562

Student Fees by Program	Bennett Ranch Elementary 141			Evans Elementary 131			Remington Elementary 135		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
1st Grade - 0011	$ 911	$ 435	$ 475	$ 2,358	$ 3,700	$ (1,342)	$ 1,584	$ 133	$ 1,451
2nd Grade - 0012	214	298	$ (84)	958	3,700	$ (2,742)	1,805	670	$ 1,135
3rd Grade - 0013	806	390	$ 416	3,166	3,800	$ (634)	1,609	392	$ 1,217
4th Grade - 0014	830	521	$ 309	6,309	4,400	$ 1,909	2,005	133	$ 1,872
5th Grade - 0015	715	283	$ 432	14,423	5,000	$ 9,423	1,340	1,181	$ 159
Kidgergarten - 0019	969	560	$ 409	2,293	3,313	$ (1,020)	1,158	1,386	$ (229)
Library - 0080	29	-	$ 29	-	-	$ -	-	-	$ -
Field Trips - 0089	-	-	$ -	-	-	$ -	-	-	$ -
Art - 0210	-	-	$ -	-	-	$ -	2,316	-	$ 2,316
Art Club - 0212	2	2	$ -	-	-	$ -	451	-	$ 451
Painting - 0250	-	-	$ -	-	-	$ -	-	-	$ -
PE - 0800	-	-	$ -	169	-	$ 169	-	-	$ -
Dance - 0833	-	-	$ -	-	-	$ -	4	-	$ 4
5th Grade Camp - 0843	-	-	$ -	-	-	$ -	-	-	$ -
- 0991	-	-	$ -	-	-	$ -	150	96	$ 54
Music - 1210	-	-	$ -	-	-	$ -	-	-	$ -
Choir - 1241	1,153	-	$ 1,153	-	-	$ -	-	-	$ -
- 1249	-	-	$ -	-	-	$ -	-	-	$ -
Band - 1251	1,050	-	$ 1,050	-	-	$ -	-	-	$ -
Technology - 1610	-	-	$ -	-	-	$ -	-	-	$ -
Computer Repair - 1640	-	-	$ -	-	-	$ -	-	-	$ -
Boys Basketball - 1845	-	-	$ -	-	-	$ -	-	-	$ -
CoEd Basketball - 1875	-	-	$ -	-	-	$ -	1,645	-	$ 1,645
Boys Track & Field - 1890	-	-	$ -	-	-	$ -	-	-	$ -
Cocurricular Nonathletic - 1900	-	-	$ -	-	879	$ (879)	-	-	$ -
Yearbook - 1903	-	-	$ -	-	-	$ -	1,055	-	$ 1,055
Makerspace - 1941	-	-	$ -	-	-	$ -	-	-	$ -
Walking Club - 1947	-	-	$ -	-	-	$ -	-	-	$ -
Garden Club - 1957	-	-	$ -	-	-	$ -	-	-	$ -
BoosterThon - 1969	-	-	$ -	-	-	$ -	-	-	$ -
Bobcat Sisterhood - 1979	-	-	$ -	-	-	$ -	-	-	$ -
STEAM - 1982	-	-	$ -	-	-	$ -	-	-	$ -
YMCA - 2001	-	-	$ -	-	-	$ -	17	-	$ 17
Tshirts EES - 2002	-	-	$ -	111	-	$ 111	-	-	$ -
Battle of the Books - 2004	-	-	$ -	-	-	$ -	-	-	$ -
	$ 6,678	$ 2,490	$ 4,189	$ 29,787	$ 24,792	$ 4,995	$ 15,138	$ 3,992	$ 11,146

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Student Fees by Program	Springs Ranch Elementary 138			Ridgeview Elementary 136			Stetson Elementary 139		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
1st Grade - 0011	$ 1,563	$ 891	$ 672	2,513	$ 1,289	$ 1,224	1,613	$ 770	$ 843
2nd Grade - 0012	1,825	952	$ 873	1,747	960	$ 786	970	269	$ 701
3rd Grade - 0013	2,586	978	$ 1,608	1,468	479	$ 988	710	475	$ 235
4th Grade - 0014	1,250	290	$ 960	1,080	1,061	$ 19	970	1,708	$ (738)
5th Grade - 0015	6,223	2,985	$ 3,238	995	357	$ 638	1,580	560	$ 1,021
Kidgergarten - 0019	2,993	2,386	$ 606	1,480	355	$ 1,124	997	881	$ 117
Library - 0080	301	-	$ 301	86	-	$ 86	-	-	$ -
Field Trips - 0089	-	-	$ -	-	-	$ -	-	-	$ -
Art - 0210	-	-	$ -	660	169	$ 490	2	-	$ 2
Art Club - 0212	-	-	$ -	-	-	$ -	-	-	$ -
Painting - 0250	-	-	$ -	1,515	-	$ 1,515	-	-	$ -
PE - 0800	-	-	$ -	301	-	$ 301	-	-	$ -
Dance - 0833	-	-	$ -	-	-	$ -	-	-	$ -
5th Grade Camp - 0843	3,222	-	$ 3,222	-	-	$ -	-	-	$ -
- 0991	-	-	$ -	-	-	$ -	-	-	$ -
Music - 1210	-	-	$ -	496	90	$ 406	-	-	$ -
Choir - 1241	2,080	54	$ 2,026	5,895	99	$ 5,795	46	-	$ 46
- 1249	-	-	$ -	-	-	$ -	-	-	$ -
Band - 1251	-	-	$ -	-	-	$ -	-	-	$ -
Technology - 1610	-	-	$ -	1,238	57	$ 1,181	-	-	$ -
Computer Repair - 1640	-	-	$ -	-	-	$ -	-	-	$ -
Boys Basketball - 1845	-	-	$ -	-	-	$ -	-	-	$ -
CoEd Basketball - 1875	1,606	294	$ 1,312	-	-	$ -	-	-	$ -
Boys Track & Field - 1890	-	-	$ -	-	-	$ -	263	-	$ 263
Cocurricular Nonathletic - 1900	-	-	$ -	-	-	$ -	-	-	$ -
Yearbook - 1903	-	-	$ -	-	-	$ -	70	-	$ 70
Makerspace - 1941	-	-	$ -	1	-	$ 1	-	-	$ -
Walking Club - 1947	-	-	$ -	-	-	$ -	285	-	$ 285
Garden Club - 1957	-	-	$ -	-	-	$ -	970	-	$ 970
BoosterThon - 1969	-	-	$ -	-	-	$ -	-	-	$ -
Bobcat Sisterhood - 1979	930	-	$ 930	-	-	$ -	-	-	$ -
STEAM - 1982	-	-	$ -	97	42	$ 56	-	-	$ -
YMCA - 2001	-	-	$ -	-	-	$ -	-	-	$ -
Tshirts EES - 2002	-	-	$ -	-	-	$ -	-	-	$ -
Battle of the Books - 2004	-	-	$ -	-	-	$ -	-	-	$ -
	$ 24,577	$ 8,829	$ 15,747	$ 19,572	$ 4,960	$ 14,612	$ 8,475	$ 4,663	$ 3,813

Student Fees by Program	Odyssey Elementary 140			ALLIES 143			Inspiration View Elementary 142		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
1st Grade - 0011	$ 2,625	$ 392	$ 2,233	$ -	$ -	$ -	$ 875	$ 968	$ (93)
2nd Grade - 0012	682	240	$ 442	397	414	$ (17)	620	380	$ 240
3rd Grade - 0013	433	259	$ 173	438	322	$ 117	840	180	$ 660
4th Grade - 0014	1,856	823	$ 1,033	1,440	310	$ 1,130	720	184	$ 536
5th Grade - 0015	585	428	$ 157	525	310	$ 215	770	201	$ 569
Kidgergarten - 0019	713	106	$ 606	-	-	$ -	1,180	1,020	$ 160
Library - 0080	-	-	$ -	-	-	$ -	-	-	$ -
Field Trips - 0089	-	-	$ -	-	-	$ -	-	-	$ -
Art - 0210	-	-	$ -	-	-	$ -	-	-	$ -
Art Club - 0212	-	-	$ -	-	-	$ -	740	145	$ 595
Painting - 0250	-	-	$ -	-	-	$ -	-	-	$ -
PE - 0800	-	-	$ -	-	-	$ -	-	-	$ -
Dance - 0833	-	-	$ -	-	-	$ -	-	-	$ -
5th Grade Camp - 0843	-	-	$ -	-	-	$ -	-	-	$ -
- 0991	-	-	$ -	-	-	$ -	-	-	$ -
Music - 1210	-	-	$ -	665	-	$ 665	-	-	$ -
Choir - 1241	-	-	$ -	-	-	$ -	-	-	$ -
- 1249	-	-	$ -	-	-	$ -	300	225	$ 75
Band - 1251	-	-	$ -	-	-	$ -	-	-	$ -
Technology - 1610	30	-	$ 30	1,489	-	$ 1,489	-	-	$ -
Computer Repair - 1640	-	-	$ -	1,620	-	$ 1,620	-	-	$ -
Boys Basketball - 1845	-	-	$ -	-	-	$ -	-	-	$ -
CoEd Basketball - 1875	-	-	$ -	-	-	$ -	-	-	$ -
Boys Track & Field - 1890	-	-	$ -	-	-	$ -	-	-	$ -
Cocurricular Nonathletic - 1900	44	-	$ 44	-	-	$ -	-	-	$ -
Yearbook - 1903	127	-	$ 127	-	-	$ -	-	-	$ -
Makerspace - 1941	-	-	$ -	-	-	$ -	-	-	$ -
Walking Club - 1947	-	-	$ -	-	-	$ -	-	-	$ -
Garden Club - 1957	-	-	$ -	-	-	$ -	-	-	$ -
BoosterThon - 1969	-	-	$ -	-	-	$ -	-	-	$ -
Bobcat Sisterhood - 1979	-	-	$ -	-	-	$ -	-	-	$ -
STEAM - 1982	-	-	$ -	-	-	$ -	-	-	$ -
YMCA - 2001	-	-	$ -	-	-	$ -	-	-	$ -
Tshirts EES - 2002	-	-	$ -	-	-	$ -	-	-	$ -
Battle of the Books - 2004	113	-	$ 113	-	-	$ -	-	-	$ -
	$ 7,207	$ 2,247	$ 4,960	$ 6,575	$ 1,355	$ 5,220	$ 6,045	$ 3,303	$ 2,742

Student Fees by Program	Falcon Middle 220			Horizon Middle 225			Skyview Middle 230		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
6th Grade - 0016	$ -	$ -	$ -	6,778	$ 7,406	$ (628)	$ -	$ -	$ -
7th Grade - 0017	-	-	$ -	6,713	7,378	$ (665)	-	-	$ -
8th Grade - 0018	-	-	$ -	7,133	6,173	$ 960	-	-	$ -
Mini Course - 0020	1	-	$ 1	-	-	$ -	-	-	$ -
6th Grade - 0026	25,605	30,331	$ (4,726)	1,349	-	$ 1,349	5,082	-	$ 5,082
7th Grade - 0027	1,033	1,601	$ (568)	3,721	-	$ 3,721	4,794	1,968	$ 2,826
8th Grade - 0028	266	1,965	$ (1,699)	2,652	(264)	$ 2,915	4,830	1,297	$ 3,533
Library - 0080	565	-	$ 565	75	-	$ 75	731	-	$ 731
ELL - 0091	-	-	$ -	-	-	$ -	48	-	ELL 48
Summer School - 0096	-	-	$ -	-	-	$ -	5	-	Summer 5
Textbook Fee - 0099	492	-	$ 492	9	-	$ 9	-	-	$ -
Art - 0210	1,579	2,469	$ (891)	-	-	$ -	3,634	285	$ 3,350
Reading - 0500	-	-	$ -	-	-	$ -	461	-	$ 461
Communications - 0553	-	-	$ -	-	-	$ -	77	-	$ 77
Broadcasting - 0554	-	-	$ -	-	-	$ -	96	-	$ 96
Drama - 0560	528	224	$ 304	-	-	$ -	370	19	$ 351
Foreign Language - 0600	-	-	$ -	-	-	$ -	29	-	$ 29
PE - 0800	5,956	1,090	$ 4,866	10,475	5,269	$ 5,206	6,289	2,888	$ 3,401
Intramural PE - 0801	-	-	$ -	-	-	$ -	243	-	$ 243
Health & Wellness - 0819	-	-	$ -	-	-	$ -	50	-	$ 50
Family/Consumer Science - 0900	1,298	229	$ 1,069	-	-	$ -	2,436	-	$ 2,436
Engineering/Robitics - 1032	-	-	$ -	-	-	$ -	5	-	$ 5
Woodshop - 1060	-	-	$ -	5	-	$ 5	-	-	$ -
Choir - 1241	138	-	$ 138	55	-	$ 55	2,033	178	$ 1,856
Show Choir - 1242	842	159	$ 683	-	-	$ -	-	-	$ -
Band - 1251	4,203	2,374	$ 1,829	1,444	1,199	$ 245	664	-	$ 664
Orchestra - 1255	-	-	$ -	1,205	1,907	$ (702)	-	-	$ -
Science - 1310	(577)	375	$ (952)	-	-	$ -	-	-	$ -
Technology - 1610	716	-	$ 716	290	-	$ 290	1,293	-	$ 1,293
Tech Insurance - 1640	-	-	$ -	-	-	$ -	16,855	3,887	$ 12,969
Girls Basketball - 1815	6	992	$ (986)	-	-	$ -	1,624	-	$ 1,624
Spirit Club - 1817	-	-	$ -	-	-	$ -	241	-	$ 241

Student Fees by Program	Falcon Middle 220			Horizon Middle 225			Skyview Middle 230		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
Softball - 1827	11	1,596	$ (1,585)	-	-	$ -	421	-	$ 421
Volleyball - 1832	4,199	3,779	$ 420	650	1,352	$ (702)	2,826	1,857	$ 969
Boys Basketball - 1845	600	992	$ (392)	55	-	$ 55	1,863	-	$ 1,863
Football - 1850	1,910	4,101	$ (2,191)	1,340	1,454	$ (113)	6,971	1,030	$ 5,941
Wrestling - 1863	-	260	$ (260)	399	-	$ 399	2,039	-	$ 2,039
Cross Country - 1878	1,525	2,286	$ (761)	765	1,305	$ (540)	3,760	1,144	$ 2,616
Track - 1890	182	124	$ 58	-	-	$ -	3,037	-	$ 3,037
Principal Discretionary - 1900	277	-	$ 277	-	-	$ -	491	-	$ 491
Yearbook - 1903	-	-	$ -	-	-	$ -	8,005	-	$ 8,005
Student Council - 1953	-	-	$ -	-	-	$ -	1,042	-	$ 1,042
NJHS - 1954	60	-	$ 60	170	-	$ 170	768	22	$ 746
FCCLA - 1961	-	-	$ -	-	-	$ -	357	-	$ 357
Grant 2 Pride - 2002	(875)	-	$ (875)	-	-	$ -	-	-	$ -
	$ 50,539	$ 54,948	$ (4,409)	$ 45,284	$ 33,179	$ 12,105	$ 83,469	$ 14,573	$ 68,896

Student Fees by Program	Falcon High - 310			Sand Creek High -315			Vista Ridge High -320		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
PSAT -0030	$ -	$ -	$ -	1,332	$ -	$ 1,332	$ -	$ -	$ -
Class fees - 0031	-	-	$ -	60	-	$ 60	-	-	$ -
9th Grade - 0032	-	-	$ -	1,383	1,716	$ (333)	-	-	$ -
10th Grade - 0033	-	-	$ -	3,795	2,729	$ 1,065	-	-	$ -
11th Grade - 0034	-	-	$ -	3,799	1,725	$ 2,074	-	-	$ -
- 0035	-	-	$ -	4,948	3,920	$ 1,028	-	-	$ -
Library - 0080	228	-	$ 228	731	-	$ 731	-	-	$ -
- 0095	398	-	$ 398	-	-	$ -	-	-	$ -
Summer School - 0096	14,725	6,420	$ 8,305	2,165	-	$ 2,165	6,281	-	$ 6,281
AP Exams - 0098	143	100	$ 43	8,806	-	$ 8,806	1,411	270	$ 1,141
Textbook Fee - 0099	149	-	$ 149	2,542	-	$ 2,542	-	-	$ -
AP Art - 0200	-	-	$ -	15	-	$ 15	1,311	300	$ 1,011
IB Art - 0201	-	-	$ -	175	121	$ 55	-	-	$ -
Art - 0210	3,528	2,625	$ 903	5	152	$ (147)	20	-	$ 20
Graphic Desgn - 0220	1,589	90	$ 1,500	1,711	441	$ 1,270	707	17	$ 690
49 Design Fee - 0222	209	-	$ 209	578	-	$ 578	-	-	$ -
3D Art - 0225	5,095	964	$ 4,131	1,809	139	$ 1,670	1,415	1,332	$ 83
3D Art - 0226	7,753	92	$ 7,661	1,109	447	$ 661	238	6	$ 232
AMDED Printing - 0229	-	-	$ -	20	-	$ 20	-	-	$ -
Art II - 0230	-	-	$ -	31	31	$ -	0	-	$ 0
Ceramics - 0232	173	-	$ 173	1,117	568	$ 549	2,326	3,051	$ (725)
Ceramics II - 0233	-	-	$ -	952	568	$ 384	-	-	$ -
Beginning Drawing - 0240	49	-	$ 49	22	22	$ -	-	-	$ -
Diploma Project - 0249	-	-	$ -	127	109	$ 19	-	-	$ -
Painting - 0250	100	-	$ 100	8	8	$ -	149	260	$ (111)
Digital Photo - 0260	5,328	851	$ 4,477	2,011	514	$ 1,498	2,692	330	$ 2,362
AP Art - 0290	1,575	-	$ 1,575	5	15	$ (10)	1	-	$ 1
2D Art - 0292	1,532	-	$ 1,532	1,811	848	$ 963	420	641	$ (221)
3D Art - 0293	-	-	$ -	253	14	$ 239	-	-	$ -
Visual Art - 0294	-	-	$ -	646	476	$ 169	-	-	$ -
English - 0500	24	-	$ 24	528	-	$ 528	1,905	32	$ 1,873
AP English - 0519	-	-	$ -	-	-	$ -	1,800	97	$ 1,703
AP Lit. - 0531	-	-	$ -	-	-	$ -	3,449	2,040	$ 1,409
English Lit - 0532	-	-	$ -	-	-	$ -	1	395	$ (394)
American Lit. - 0539	-	-	$ -	-	-	$ -	713	511	$ 202
AP Lang & Comp - 0549	-	-	$ -	-	-	$ -	6,442	3,340	$ 3,103
One Act Play - 0560	753	-	$ 753	217	109	$ 108	1,146	670	$ 476

Colorado School District 49
Student Fees H as of 10/31/2019 Unaudited

Student Fees by Program	Falcon High - 310			Sand Creek High -315			Vista Ridge High -320		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
Drama - 0564	3,846	-	$ 3,846	-	-	$ -	-	-	$ -
Tech Theater - 0566	6,587	50	$ 6,537	-	-	$ -	561	440	$ 120
Foreign Lan - 0600	-	-	$ -	-	-	$ -	3,998	928	$ 3,070
American Sign Lang - 0629	-	-	$ -	-	-	$ -	871	3,076	$ (2,205)
Health Science - 0700	2,160	-	$ 2,160	-	90	$ (90)	250	-	$ 250
PE - 0800	8,754	15	$ 8,739	-	-	$ -	-	-	$ -
Adventrure PE - 0801	-	-	$ -	-	-	$ -	817	-	$ 817
Interior Design - 0927	-	-	$ -	-	-	$ -	2	-	$ 2
Landscape Design - 1011	726	-	$ 726	-	-	$ -	-	-	$ -
Film making - 1023	-	-	$ -	-	-	$ -	1,551	-	$ 1,551
Engineering/Robitics - 1032	-	-	$ -	5,816	-	$ 5,816	20	-	$ 20
- 1051	-	-	$ -	290	10	$ 280	-	-	$ -
- 1061	-	-	$ -	140	-	$ 140	-	-	$ -
IB Design Tech - 1090	-	-	$ -	454	-	$ 454	-	-	$ -
Math - 1100	-	-	$ -	-	-	$ -	7,972	5,197	$ 2,775
Music Theory - 1211	-	-	$ -	15	-	$ 15	93	-	$ 93
Choir - 1241	(52)	-	$ (52)	14	-	$ 14	(829)	1,394	$ (2,223)
Womens Select -1242	-	-	$ -	494	-	$ 494	30	5	$ 26
Solo/Ensemble - 1243	405	442	$ (36)	170	-	$ 170	-	-	$ -
Concert Choir - 1244	435	-	$ 435	965	-	$ 965	30	-	$ 30
Women's Ensemble - 1245	-	-	$ -	1,041	-	$ 1,041	234	957	$ (723)
Chamber Choir - 1246	314	-	$ 314	598	-	$ 598	-	-	$ -
Mens Ensemble - 1247	-	-	$ -	75	-	$ 75	-	-	$ -
Concert Band - 1251	721	255	$ 466	3,248	550	$ 2,698	4,210	2,965	$ 1,245
Marching Band - 1252	4,334	3,354	$ 980	9,451	7,314	$ 2,137	4,896	5,575	$ (679)
Symphonic Band - 1253	184	-	$ 184	-	-	$ -	-	-	$ -
Wind Ensemble - 1254	(47)	-	$ (47)	-	-	$ -	-	-	$ -
Women's Ensemble - 1255	1,129	-	$ 1,129	-	-	$ -	-	-	$ -
Strings -1256	230	540	$ (310)	-	-	$ -	-	-	$ -
Jazz Band - 1257	799	-	$ 799	-	-	$ -	-	-	$ -
Guitar - 1258	1,246	-	$ 1,246	395	-	$ 395	-	-	$ -
Other Instrument - 1259	1,462	1,098	$ 364	90	-	$ 90	-	-	$ -
Musical - 1270	-	-	$ -	1,125	204	$ 922	-	-	$ -
- 1293	-	-	$ -	-	235	$ (235)	-	-	$ -
Science - 1310	3,127	67	$ 3,059	36	-	$ 36	445	102	$ 343
Environmental Science - 1324	-	-	$ -	-	-	$ -	773	-	$ 773
Anatomy - 1325	628	-	$ 628	-	-	$ -	1,270	78	$ 1,192

Student Fees by Program	Falcon High - 310			Sand Creek High -315			Vista Ridge High -320		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
Biology - 1328	-	-	$ -	-	-	$ -	4,923	996	$ 3,927
AP Biology - 1329	992	10	$ 982	-	-	$ -	1,983	1,445	$ 538
Phys Sci - 1330	-	-	$ -	-	-	$ -	862	-	$ 862
AP Chemisty - 1331	1,796	-	$ 1,796	-	-	$ -	1,456	770	$ 686
Physics - 1332	-	-	$ -	-	-	$ -	152	-	$ 152
AP Physics - 1333	-	-	$ -	-	-	$ -	63	-	$ 63
Linear Physics - 1334	-	-	$ -	-	-	$ -	61	-	$ 61
Astrophysics - 1335	-	-	$ -	-	-	$ -	70	-	$ 70
Other Physical Science - 1339	6,657	-	$ 6,657	-	-	$ -	1,026	-	$ 1,026
Astronomy - 1341	-	-	$ -	-	-	$ -	(371)	-	$ (371)
Geology - 1342	(210)	-	$ (210)	-	-	$ -	-	-	$ -
Aerospace Aviation- 1345	-	-	$ -	-	-	$ -	300	-	$ 300
Forensics - 1390	2,325	28	$ 2,297	-	-	$ -	58	-	$ 58
Bio med Science - 1392	1,038	-	$ 1,038	-	-	$ -	1,767	17	$ 1,750
Bio Med Innovation - 1393	413	-	$ 413	-	-	$ -	-	-	$ -
Human Body Systems - 1394	548	-	$ 548	-	-	$ -	-	-	$ -
Social Studies - 1500	-	-	$ -	-	-	$ -	20,730	14,442	$ 6,287
Tech Insurance - 1640	15,730	-	$ 15,730	-	-	$ -	-	-	$ -
SPED - 1709	-	-	$ -	-	-	$ -	250	-	SPED 250
General Athletic - 1805	11,751	666	$ 11,085	22,871	2,157	$ 20,714	5,051	48	$ 5,003
Girls Basketball - 1815	(3,269)	151	$ (3,420)	1,462	226	$ 1,236	-	1,051	$ (1,051)
Cheerleading - 1817	9,587	11,824	$ (2,237)	9,773	8,704	$ 1,069	14,803	37,763	$ (22,960)
Girls Golf - 1821	462	231	$ 231	302	296	$ 6	-	151	$ (151)
Girls Soccer - 1826	(1,149)	151	$ (1,300)	3,048	283	$ 2,765	141	751	$ (610)
Softball - 1827	2,816	6,906	$ (4,090)	2,847	4,494	$ (1,647)	800	6,194	$ (5,394)
Girls Tennis - 1829	(346)	151	$ (497)	58	151	$ (93)	-	-	$ -
Dance Team - 1831	-	-	$ -	675	263	$ 412	-	-	$ -
Volleyball - 1832	9,037	8,766	$ 271	5,398	7,578	$ (2,180)	3,152	6,172	$ (3,020)
Baseball - 1844	(836)	151	$ (987)	50	151	$ (101)	335	151	$ 184
Boys Basketball - 1845	5,508	(149)	$ 5,657	1,503	151	$ 1,352	-	1,200	$ (1,200)
Football - 1850	27,040	14,418	$ 12,622	20,435	12,174	$ 8,261	9,792	17,008	$ (7,216)
Boys Golf - 1851	1,840	1,555	$ 284	1,217	1,627	$ (410)	1,600	6,832	$ (5,232)
Boys Soccer - 1856	1,940	3,964	$ (2,024)	3,222	2,410	$ 812	2,131	8,250	$ (6,119)
Boys Tennis - 1859	-	-	$ -	1,921	1,360	$ 561	-	-	$ -
Wrestling - 1863	(5,443)	526	$ (5,969)	293	372	$ (79)	200	501	$ (301)
Cross Country - 1878	6,366	3,397	$ 2,969	3,059	2,174	$ 886	2,135	3,365	$ (1,230)
Track - 1890	(1,443)	302	$ (1,745)	748	302	$ 446	375	302	$ 73

Student Fees by Program	Falcon High - 310			Sand Creek High -315			Vista Ridge High -320		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
Strength & Conditioning -1896	-	-	$ -	-	-	$ -	3,430	-	$ 3,430
Athletic Training - 1895	409	-	$ 409	695	-	$ 695	1,056	3,451	$ (2,395)
Sports Medicine - 1898	940	-	$ 940	-	-	$ -	-	-	$ -
ID Replacement - 1901	4,478	-	$ 4,478	6,554	-	$ 6,554	-	-	$ -
Parking/Security - 1902	9,969	4,740	$ 5,229	3,788	-	$ 3,788	4,032	1,245	$ 2,787
Yearbook - 1903	675	-	$ 675	12,295	-	$ 12,295	29	-	$ 29
Link - 1906	2,477	-	$ 2,477	-	-	$ -	-	-	$ -
Class of 2016 - 1916	175	-	$ 175	-	-	$ -	-	-	$ -
Class of 2020 - 1920	5,770	-	$ 5,770	-	-	$ -	-	-	$ -
Class of 2017 - 1917	-	-	$ -	-	-	$ -	(16)	-	$ (16)
Colorgaurd - 1942	-	-	$ -	-	-	$ -	85	-	$ 85
FBLA - 1950	(27)	-	$ (27)	1,725	36	$ 1,689	(502)	-	$ (502)
DECA - 1951	110	-	$ 110	-	-	$ -	-	-	$ -
Knowledge Bowl - 1952	-	50	$ (50)	56	-	$ 56	-	-	$ -
Student Council - 1953	279	151	$ 128	293	151	$ 142	-	-	$ -
NHS - 1954	460	-	$ 460	140	385	$ (245)	-	-	$ -
Mock Trial - 1956	777	-	$ 777	1,084	-	$ 1,084	-	-	$ -
Key Club - 1960	142	-	$ 142	-	-	$ -	-	-	$ -
Forensic Club - 1965	-	-	$ -	240	-	$ 240	-	-	$ -
NAHS - 1967	-	-	$ -	1,616	-	$ 1,616	-	-	$ -
Environmental Club - 1973	-	-	$ -	-	-	$ -	13	-	$ 13
Key Club - 1981	-	-	$ -	-	-	$ -	15	-	$ 15
School Store - 1982	1	-	$ 1	391	-	$ 391	-	-	$ -
Grant 1 Fees - 2001	-	-	$ -	-	-	$ -	470	-	$ 470
Grant 2 II - 2002	90	-	$ 90	-	-	$ -	-	-	$ -
Counseling - 2122	1,086	20	$ 1,066	442	315	$ 127	16	-	$ 16
IB - 2213	-	-	$ -	163	160	$ 2	-	-	$ -
	$ 201,297	$ 74,972	$ 126,325	$ 175,493	$ 68,994	$ 106,498	$ 142,092	$ 146,116	$ (4,024)

Student Fees by Program	Falcon Elementary 132			Meridian Ranch Elementary 134			Woodmen Hills Elementary 137		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
1st Grade - 0011	$ -	$ -	$ -	$ 684	$ 470	$ 214	$ 536	$ -	$ 536
2nd Grade - 0012	-	-	$ -	1,107	47	$ 1,060	341	-	$ 341
3rd Grade - 0013	-	-	$ -	422	166	$ 256	124	-	$ 124
4th Grade - 0014	-	-	$ -	1,115	100	$ 1,014	65	-	$ 65
5th Grade - 0015	-	-	$ -	3,181	164	$ 3,017	255	-	$ 255
Kidgergarten - 0019	-	-	$ -	701	583	$ 118	28	-	$ 28
Library - 0080	233	-	$ 233	3,494	-	$ 3,494	2,784	430	$ 2,353
Art - 0210	-	-	$ -	607	-	$ 607	1,275	-	$ 1,275
PE - 0800	20	-	$ 20	656	-	$ 656	16	-	$ 16
xxx - 0810	-	-	$ -	-	-	$ -	-	-	$ -
xx - 0819	-	-	$ -	-	-	$ -	-	-	$ -
Music - 1210	-	-	$ -	93	-	$ 93	742	-	$ 742
xxx - 1240	-	-	$ -	-	-	$ -	-	-	$ -
Choir - 1241	-	-	$ -	826	1,602	$ (776)	-	-	$ -
Band - 1251	-	-	$ -	632	1,249	$ (617)	10	-	$ 10
xx - 1310	-	-	$ -	-	-	$ -	-	-	$ -
Technology - 1610	-	-	$ -	23	-	$ 23	1,326	120	$ 1,206
Computer Repair - 1640	-	-	$ -	820	2,911	$ (2,091)	-	-	$ -
xxx - 1700	-	-	$ -	-	165	$ (165)	823	-	$ 823
Cocurricular Nonathletic - 1900	10,354	1,564	$ 8,790	58,976	9,489	$ 49,486	81,844	45,616	$ 36,228
Yearbook - 1903	809	1,638	$ (829)	8,378	590	$ 7,788	1,100	-	$ 1,100
Walking Club - 1947	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 1953	1,521	-	$ 1,521	147	-	$ 147	466	-	$ 466
Garden Club - 1957	-	-	$ -	-	-	$ -	-	-	$ -
xx - 1961	-	-	$ -	-	-	$ -	-	-	$ -
BoosterThon - 1969	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 1976	-	-	$ -	-	-	$ -	-	-	$ -
Bobcat Sisterhood - 1979	-	-	$ -	-	-	$ -	-	-	$ -
YMCA - 2001	-	-	$ -	0	-	$ 0	59	-	$ 59
Tshirts EES - 2002	-	-	$ -	-	-	$ -	-	-	$ -
Grant III - 2003	204	-	$ 204	-	-	$ -	-	-	$ -
Battle of the Books - 2004	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2006	25	-	$ 25	-	-	$ -	540	34	$ 506
xxx - 2008	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2009	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2213	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2122	-	-	$ -	68	-	$ 68	-	-	$ -
xxx - 2200	62	-	$ 62	-	-	$ -	36	-	$ 36
	$ 13,227	$ 3,202	$ 10,026	$ 81,930	$ 17,537	$ 64,393	$ 92,370	$ 46,201	$ 46,169

Student Fees by Program	Bennett Ranch Elementary 141			Evans Elementary 131			Remington Elementary 135		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
1st Grade - 0011	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
2nd Grade - 0012	-	-	$ -	-	-	$ -	-	-	$ -
3rd Grade - 0013	-	-	$ -	-	-	$ -	-	-	$ -
4th Grade - 0014	-	-	$ -	-	382	$ (382)	-	-	$ -
5th Grade - 0015	-	-	$ -	2,222	547	$ 1,675	-	-	$ -
Kidgergarten - 0019	-	-	$ -	1,584	808	$ 776	-	-	$ -
Library - 0080	2,668	2,325	$ 342	-	360	$ (360)	6,262	5,152	$ 1,110
Art - 0210	-	-	$ -	284	91	$ 193	-	-	$ -
PE - 0800	1,135	-	$ 1,135	942	-	$ 942	102	-	$ 102
xxx - 0810	-	-	$ -	-	-	$ -	-	-	$ -
xx - 0819	-	-	$ -	-	-	$ -	-	-	$ -
Music - 1210	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 1240	-	-	$ -	-	-	$ -	-	-	$ -
Choir - 1241	7	-	$ 7	-	-	$ -	-	-	$ -
Band - 1251	-	-	$ -	-	-	$ -	-	-	$ -
xx - 1310	-	-	$ -	-	-	$ -	-	-	$ -
Technology - 1610	-	-	$ -	-	-	$ -	-	-	$ -
Computer Repair - 1640	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 1700	-	-	$ -	-	-	$ -	-	-	$ -
Cocurricular Nonathletic - 1900	18,777	1,671	$ 17,106	26,486	2,303	$ 24,183	27,138	4,481	$ 22,657
Yearbook - 1903	101	-	$ 101	-	-	$ -	385	-	$ 385
Walking Club - 1947	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 1953	-	-	$ -	263	-	$ 263	0	-	$ 0
Garden Club - 1957	-	-	$ -	-	-	$ -	-	-	$ -
xx - 1961	-	-	$ -	-	-	$ -	-	-	$ -
BoosterThon - 1969	-	-	$ -	4,910	-	$ 4,910	1,002	30	$ 972
xxx - 1976	-	-	$ -	-	-	$ -	-	-	$ -
Bobcat Sisterhood - 1979	-	-	$ -	-	-	$ -	-	-	$ -
YMCA - 2001	-	-	$ -	-	-	$ -	-	-	$ -
Tshirts EES - 2002	-	-	$ -	-	-	$ -	0	-	$ 0
Grant III - 2003	-	-	$ -	-	-	$ -	-	-	$ -
Battle of the Books - 2004	53	-	$ 53	-	-	$ -	-	-	$ -
xxx - 2006	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2008	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2009	-	-	$ -	-	-	$ -	860	-	$ 860
xxx - 2213	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2122	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2200	65	-	$ 65	-	-	$ -	-	-	$ -
	$ 22,805	$ 3,996	$ 18,809	$ 36,690	$ 4,490	$ 32,200	$ 35,750	$ 9,663	$ 26,087

Student Fees by Program	Springs Ranch Elementary 138			Ridgeview Elementary 136			Stetson Elementary 139		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
1st Grade - 0011	$ 7	$ -	$ 7	$ 45	$ -	$ 45	$ 712	$ 186	$ 526
2nd Grade - 0012	-	-	$ -	-	-	$ -	668	186	$ 483
3rd Grade - 0013	-	-	$ -	-	-	$ -	367	-	$ 367
4th Grade - 0014	50	-	$ 50	5	-	$ 5	323	-	$ 323
5th Grade - 0015	2,007	127	$ 1,880	-	-	$ -	244	-	$ 244
Kidgergarten - 0019	61	-	$ 61	-	-	$ -	1,148	100	$ 1,049
Library - 0080	8,263	2,718	$ 5,545	3,191	503	$ 2,688	5,607	1,535	$ 4,072
Art - 0210	1,035	1,089	$ (54)	620	-	$ 620	29	-	$ 29
PE - 0800	852	145	$ 708	639	-	$ 639	525	-	$ 525
xxx - 0810	-	-	$ -	-	-	$ -	450	-	$ 450
xx - 0819	-	-	$ -	1,187	-	$ 1,187	-	-	$ -
Music - 1210	159	348	$ (190)	1,500	-	$ 1,500	-	61	$ (61)
xxx - 1240	-	-	$ -	-	-	$ -	-	-	$ -
Choir - 1241	348	-	$ 348	-	622	$ (622)	-	-	$ -
Band - 1251	-	-	$ -	-	-	$ -	-	-	$ -
xx - 1310	26	-	$ 26	-	-	$ -	-	-	$ -
Technology - 1610	2,001	-	$ 2,001	24	12	$ 12	70	-	$ 70
Computer Repair - 1640	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 1700	-	-	$ -	-	-	$ -	28	-	$ 28
Cocurricular Nonathletic - 1900	52,102	3,454	$ 48,648	40,257	4,975	$ 35,282	35,064	5,094	$ 29,970
Yearbook - 1903	436	-	$ 436	-	-	$ -	1,022	-	$ 1,022
Walking Club - 1947	784	-	$ 784	-	-	$ -	-	-	$ -
xxx - 1953	-	-	$ -	-	-	$ -	242	-	$ 242
Garden Club - 1957	-	-	$ -	-	-	$ -	625	-	$ 625
xx - 1961	-	-	$ -	130	92	$ 38	-	-	$ -
BoosterThon - 1969	-	-	$ -	38,177	25,976	$ 12,201	28,766	13,969	$ 14,797
xxx - 1976	-	-	$ -	-	-	$ -	-	-	$ -
Bobcat Sisterhood - 1979	100	-	$ 100	-	-	$ -	-	-	$ -
YMCA - 2001	1,709	-	$ 1,709	-	-	$ -	-	-	$ -
Tshirts EES - 2002	-	-	$ -	-	-	$ -	136	-	$ 136
Grant III - 2003	-	-	$ -	-	-	$ -	130	-	$ 130
Battle of the Books - 2004	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2006	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2008	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2009	-	-	$ -	-	-	$ -	868	-	$ 868
xxx - 2213	-	-	$ -	-	-	$ -	148	-	$ 148
xxx - 2122	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2200	-	-	$ -	-	-	$ -	525	-	$ 525
	$ 69,939	$ 7,881	$ 62,058	$ 85,775	$ 32,180	$ 53,595	$ 77,699	$ 21,130	$ 56,568

Student Fees by Program	Odyssey Elementary 140			ALLIES 143			Inspiration View Elementary 142		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
1st Grade - 0011	$ -	$ 809	$ (809)	$ -	$ -	$ -	$ -	$ -	$ -
2nd Grade - 0012	483	-	$ 483	(46)	236	$ (283)	-	-	$ -
3rd Grade - 0013	50	-	$ 50	(98)	236	$ (334)	-	-	$ -
4th Grade - 0014	-	317	$ (317)	(103)	236	$ (339)	-	-	$ -
5th Grade - 0015	-	-	$ -	(159)	236	$ (396)	-	-	$ -
Kidgergarten - 0019	537	758	$ (221)	-	-	$ -	-	-	$ -
Library - 0080	10	-	$ 10	-	-	$ -	-	-	$ -
Art - 0210	-	-	$ -	-	-	$ -	-	-	$ -
PE - 0800	2,199	559	$ 1,640	-	-	$ -	-	-	$ -
xxx - 0810	-	-	$ -	-	-	$ -	-	-	$ -
xx - 0819	-	-	$ -	-	-	$ -	-	-	$ -
Music - 1210	1,245	396	$ 849	-	-	$ -	-	-	$ -
xxx - 1240	293	-	$ 293	-	-	$ -	-	-	$ -
Choir - 1241	1,913	-	$ 1,913	-	-	$ -	-	-	$ -
Band - 1251	-	-	$ -	-	-	$ -	-	-	$ -
xx - 1310	(812)	-	$ (812)	-	-	$ -	-	-	$ -
Technology - 1610	-	-	$ -	-	-	$ -	-	-	$ -
Computer Repair - 1640	2,720	-	$ 2,720	-	-	$ -	-	-	$ -
xxx - 1700	128	-	$ 128	-	-	$ -	-	-	$ -
Cocurricular Nonathletic - 1900	10,792	(308)	$ 11,100	1,952	1,760	$ 192	-	488	$ (488)
Yearbook - 1903	990	-	$ 990	12	-	$ 12	-	-	$ -
Walking Club - 1947	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 1953	485	-	$ 485	-	-	$ -	-	-	$ -
Garden Club - 1957	-	-	$ -	-	-	$ -	-	-	$ -
xx - 1961	-	-	$ -	-	-	$ -	-	-	$ -
BoosterThon - 1969	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 1976	6,450	2,322	$ 4,128	-	-	$ -	-	-	$ -
Bobcat Sisterhood - 1979	-	-	$ -	-	-	$ -	-	-	$ -
YMCA - 2001	1	-	$ 1	-	-	$ -	-	-	$ -
Tshirts EES - 2002	(240)	-	$ (240)	-	-	$ -	-	-	$ -
Grant III - 2003	88	-	$ 88	-	-	$ -	-	-	$ -
Battle of the Books - 2004	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2006	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2008	511	-	$ 511	-	-	$ -	-	-	$ -
xxx - 2009	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2213	-	-	$ -	-	-	$ -	-	-	$ -
xxx - 2122	142	-	$ 142	-	-	$ -	-	-	$ -
xxx - 2200	(336)	-	$ (336)	576	67	$ 509	-	-	$ -
	$ 27,649	$ 4,852	$ 22,797	$ 2,134	$ 2,772	$ (638)	$ -	$ 488	$ (488)

Student Fees by Program	Falcon Middle 220			Horizon Middle 225			Skyview Middle 230		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
8th Grade - 0018	-	-	$ -	(274)	274	$ (547)	-	-	$ -
Mini Course - 0020	7	-	$ 7	-	-	$ -	-	-	$ -
xxx - 0025	-	-	$ -	74	-	$ 74	-	-	$ -
6th Grade - 0026	957	555	$ 403	384	-	$ 384	100	-	$ 100
7th Grade - 0027	41	-	$ 41	10	-	$ 10	1	-	$ 1
8th Grade - 0028	2	-	$ 2	-	-	$ -	-	-	$ -
G/T - 0070	-	-	$ -	-	-	$ -	78	-	$ 78
Library - 0080	146	-	$ 146	1,191	-	$ 1,191	208	-	$ 208
ELL - 0091	-	-	$ -	-	-	$ -	1	-	$ 1
Art - 0210	1,430	-	$ 1,430	20	-	$ 20	691	-	$ 691
Reading - 0500	-	-	$ -	-	-	$ -	91	-	$ 91
Communications - 0553	-	-	$ -	-	-	$ -	31	-	$ 31
Broadcasting - 0554	-	-	$ -	-	-	$ -	2	-	$ 2
Drama - 0560	628	-	$ 628	146	796	$ (650)	212	413	$ (201)
Foreign Language - 0600	-	-	$ -	-	-	$ -	1	-	$ 1
PE - 0800	69	-	$ 69	132	-	$ 132	(542)	-	$ (542)
xxx - 0818	-	-	$ -	16	-	$ 16	-	-	$ -
Health & Wellness - 0819	-	-	$ -	-	-	$ -	304	-	$ 304
Family/Consumer Science - 0900	102	299	$ (197)	-	-	$ -	93	-	$ 93
Engineering/Robitics - 1032	-	-	$ -	-	-	$ -	63	-	$ 63
Math - 1100	-	-	$ -	-	-	$ -	217	-	$ 217
Choir - 1241	-	-	$ -	1,373	890	$ 483	373	-	$ 373
Band - 1251	1,891	-	$ 1,891	1,729	564	$ 1,165	575	-	$ 575
Orchestra - 1255	-	-	$ -	2,309	79	$ 2,229	-	-	$ -
xx - 1270	988	136	$ 852	-	-	$ -	-	-	$ -

Colorado School District 49
Fundraising M as of 10/31/2019 Unaudited

Student Fees by Program	Falcon Middle 220			Horizon Middle 225			Skyview Middle 230		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
Science - 1310	(8)	-	$ (8)	-	-	$ -	-	-	$ -
Technology - 1610	5	-	$ 5	-	-	$ -	180	-	$ 180
SPED -1700	-	-	$ -	186	72	$ 114	150	-	$ 150
xx -1740	-	-	$ -	1,184	209	$ 975	-	-	$ -
General Athletic - 1805	507	-	$ 507	3,834	1,141	$ 2,693	1,906	1,557	$ 349
Softball - 1827	42	-	$ 42	-	-	$ -	17	-	$ 17
Volleyball - 1832	360	1,268	$ (908)	-	-	$ -	1,009	658	$ 351
Boys Basketball - 1845	56	-	$ 56	263	-	$ 263	1,287	-	$ 1,287
Football - 1850	(1,261)	-	$ (1,261)	-	-	$ -	201	-	$ 201
Wrestling - 1863	71	-	$ 71	-	-	$ -	-	-	$ -
Cross Country - 1878	1,285	943	$ 342	-	-	$ -	380	344	$ 36
Track - 1890	150	-	$ 150	-	-	$ -	78	-	$ 78
Principal Discretionary - 1900	5,036	2,233	$ 2,802	25,134	9,211	$ 15,922	11,200	7,901	$ 3,299
xx - 1902	-	-	$ -	-	-	$ -	441	-	$ 441
Yearbook - 1903	6,873	4,335	$ 2,538	1,972	30	$ 1,942	8,896	-	$ 8,896
xx - 1906	6,468	1,264	$ 5,204	-	-	$ -	-	-	$ -
Student Council - 1953	377	-	$ 377	-	-	$ -	9,334	2,715	$ 6,619
NJHS - 1954	84	-	$ 84	(75)	-	$ (75)	1,889	225	$ 1,664
FCCLA - 1961	-	-	$ -	-	-	$ -	153	-	$ 153
Art Honor Society - 1965	(104)	24	$ (128)	-	-	$ -	-	-	$ -
Lego Club - 1966	500	325	$ 175	-	-	$ -	-	-	$ -
xxx - 1794	171	151	$ 20	-	-	$ -	-	-	$ -
xxx - 1980	-	-	$ -	329	117	$ 212	36	-	$ 36
xx - 2001	36,195	8,815	$ 27,380	-	-	$ -	-	-	$ -
Grant 2 Pride - 2002	4	-	$ 4	4	-	$ 4	-	-	$ -
xxx - 2003	108	-	$ 108	-	-	$ -	0	-	$ 0
xxx - 2122	-	-	$ -	-	-	$ -	1	-	$ 1
xxx - 2123	66	-	$ 66	-	-	$ -	-	-	$ -
xxx - 2200	612	22	$ 590	11	-	$ 11	70	-	$ 70
	$ 63,859	$ 20,370	$ 43,489	$ 39,952	$ 13,384	$ 26,567	$ 39,726	$ 13,813	$ 25,913

Student Fees by Program	Falcon High 310			Sand Creek High 315			Vista Ridge High 320		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
PSAT -0030	$ -	$ -	$ -	852	$ -	$ 852	$ -	$ -	$ -
Class fees - 0031	584	37	$ 547	318	349	$ (31)	-	-	$ -
Library - 0080	530	-	$ 530	1,195	88	$ 1,107	47	-	$ 47
Summer School - 0096	-	-	$ -	1,650	-	$ 1,650	-	-	$ -
- 0097	-	-	$ -	(27)	27	$ (54)	-	-	$ -
AP Exams - 0098	517	600	$ (83)	615	-	$ 615	1,770	-	$ 1,770
Textbook Fee - 0099	5,434	-	$ 5,434	4,679	-	$ 4,679	81	-	$ 81
Art - 0210	843	108	$ 735	236	-	$ 236	-	-	$ -
- 0219	-	-	$ -	-	-	$ -	65	-	$ 65
- 0221	-	-	$ -	318	646	$ (329)	-	-	$ -
49 Design Fee - 0222	-	-	$ -	1,586	-	$ 1,586	-	-	$ -
3D Art - 0225	-	-	$ -	11	-	$ 11	-	-	$ -
AMDED Printing - 0229	-	-	$ -	169	-	$ 169	-	-	$ -
Painting - 0250	75	-	$ 75	-	-	$ -	-	-	$ -
Digital Photo - 0260	-	-	$ -	-	-	$ -	25	-	$ 25
- 0390	112	-	$ 112	-	-	$ -	-	-	$ -
English - 0500	1,115	-	$ 1,115	783	-	$ 783	-	-	$ -
English Lit - 0532	8	-	$ 8	-	-	$ -	-	-	$ -
- 0533	44	-	$ 44	-	-	$ -	-	-	$ -
American Lit. - 0539	-	-	$ -	-	-	$ -	(418)	-	$ (418)
- 0543	-	-	$ -	8	-	$ 8	-	-	$ -
One Act Play - 0560	304	-	$ 304	4,255	-	$ 4,255	4,026	5,670	$ (1,643)
Drama - 0564	5,690	-	$ 5,690	1,290	-	$ 1,290	-	-	$ -
Tech Theater - 0566	20	-	$ 20	-	-	$ -	-	-	$ -
- 0590	250	-	$ 250	-	-	$ -	-	-	$ -
Foreign Lan - 0600	1,364	-	$ 1,364	15	-	$ 15	-	-	$ -
- 0623	-	-	$ -	-	-	$ -	32	-	$ 32
- 0699	-	-	$ -	-	-	$ -	38	-	$ 38
Health Science - 0700	15,845	1,662	$ 14,184	-	-	$ -	2,979	-	$ 2,979
- 0730	33	-	$ 33	-	-	$ -	-	-	$ -
PE - 0800	36	-	$ 36	-	-	$ -	-	-	$ -
Adventrure PE - 0801	-	-	$ -	-	-	$ -	57	-	$ 57
- 0810	-	-	$ -	-	-	$ -	6	-	$ 6
- 0900	-	-	$ -	-	-	$ -	21	-	$ 21
Interior Design - 0927	-	-	$ -	-	-	$ -	1,801	-	$ 1,801
- 0931	-	-	$ -	-	-	$ -	1,835	25	$ 1,810
Engineering/Robitics - 1032	289	-	$ 289	988	-	$ 988	(114)	-	$ (114)

JPoulin 2019 11 13

Student Fees by Program	Falcon High 310			Sand Creek High 315			Vista Ridge High 320		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
- 1034	-	-	$ -	-	-	$ -	382	-	$ 382
Woodshop - 1060	-	-	$ -	5	-	$ 5	-	-	$ -
- 1084	-	-	$ -	-	-	$ -	(1,017)	-	$ (1,017)
- 1088	-	-	$ -	1,545	-	$ 1,545	-	-	$ -
Math - 1100	96	-	$ 96	85	-	$ 85	-	-	$ -
'-1210	21	-	$ 21	(959)	-	$ (959)	-	-	$ -
- 1211	423	-	$ 423	-	-	$ -	-	-	$ -
Choir - 1241	9,329	8,016	$ 1,313	4,127	-	$ 4,127	12,981	106	$ 12,875
Concert Choir - 1244	(22)	-	$ (22)	-	-	$ -	-	-	$ -
Women's Ensemble - 1245	-	-	$ -	-	-	$ -	2,365	9,335	$ (6,970)
Concert Band - 1251	264	-	$ 264	153	-	$ 153	373	1,650	$ (1,277)
Marching Band - 1252	5,417	2,093	$ 3,324	534	-	$ 534	14,207	10,463	$ 3,743
Wind Ensemble - 1254	2,115	454	$ 1,661	-	-	$ -	-	-	$ -
Jazz Band - 1257	10	-	$ 10	-	-	$ -	-	-	$ -
Musical - 1270	6,339	-	$ 6,339	5,074	2,763	$ 2,311	-	-	$ -
Science - 1310	-	-	$ -	231	-	$ 231	0	-	$ 0
AP Biology - 1329	-	-	$ -	-	-	$ -	54	-	$ 54
Other Physical Science - 1339	364	-	$ 364	-	-	$ -	-	-	$ -
Geology - 1342	-	-	$ -	-	-	$ -	1	-	$ 1
Forensics - 1390	-	-	$ -	16	-	$ 16	-	-	$ -
Bio med Science - 1392	-	-	$ -	-	-	$ -	158	-	$ 158
- 1411	-	-	$ -	40	-	$ 40	-	-	$ -
Social Studies - 1500	(160)	-	$ (160)	-	-	$ -	-	-	$ -
- 1700	-	-	$ -	628	-	$ 628	-	-	$ -
Tech Insurance - 1640	3,215	-	$ 3,215	-	-	$ -	-	-	$ -
General Athletic - 1805	30,129	4,057	$ 26,073	8,630	4,743	$ 3,887	762	364	$ 398
Concessions - 1809	1,612	1,622	$ (10)	12,369	9,772	$ 2,597	-	-	$ -
Girls Basketball - 1815	6,906	452	$ 6,454	722	1,150	$ (428)	2,330	600	$ 1,730
Cheerleading - 1817	(586)	936	$ (1,522)	1,458	380	$ 1,078	16,814	24,131	$ (7,317)
Girls Golf - 1821	118	-	$ 118	360	-	$ 360	78	-	$ 78
Girls Soccer - 1826	3,662	-	$ 3,662	3,003	-	$ 3,003	3,303	1,173	$ 2,130
Softball - 1827	6,398	5,366	$ 1,032	1,301	996	$ 304	7,202	4,188	$ 3,013
Girls Tennis - 1829	246	-	$ 246	1,147	-	$ 1,147	-	-	$ -
Dance Team - 1831	-	-	$ -	611	-	$ 611	-	-	$ -
Volleyball - 1832	13,049	1,396	$ 11,653	15,496	9,846	$ 5,650	12,622	4,675	$ 7,947
Baseball - 1844	5,819	2,615	$ 3,205	7,860	-	$ 7,860	3,589	1,088	$ 2,501
Boys Basketball - 1845	4,613	301	$ 4,312	66	300	$ (234)	3,661	3,024	$ 637

JPoulin 2019 11 13

Student Fees by Program	Falcon High 310			Sand Creek High 315			Vista Ridge High 320		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
Football - 1850	46,745	24,441	$ 22,304	11,136	4,550	$ 6,586	11,230	17,543	$ (6,313)
Boys Golf - 1851	3,256	936	$ 2,320	1,798	748	$ 1,050	3,438	954	$ 2,484
Boys Soccer - 1856	372	1,526	$ (1,154)	1,034	-	$ 1,034	6,301	4,004	$ 2,297
Boys Tennis - 1859	-	-	$ -	2,052	-	$ 2,052	-	-	$ -
- 1862	(1,129)	-	$ (1,129)	50	(50)	$ 100	-	-	$ -
Wrestling - 1863	(109)	494	$ (603)	953	-	$ 953	5,209	-	$ 5,209
Dance - 1870	-	-	$ -	-	-	$ -	346	1,099	$ (753)
Cross Country - 1878	1,675	-	$ 1,675	1,049	-	$ 1,049	875	2,259	$ (1,384)
- 1885	1,184	-	$ 1,184	0	(0)	$ 0	-	-	$ -
Track - 1890	70	-	$ 70	1,940	-	$ 1,940	640	-	$ 640
Athletic Training - 1895	840	-	$ 840	1,925	-	$ 1,925	1,291	192	$ 1,099
- 1896	-	-	$ -	85	-	$ 85	3,232	1,226	$ 2,006
Sports Medicine - 1898	897	-	$ 897	-	-	$ -	-	-	$ -
- 1900	4,456	4,607	$ (151)	23,909	7,533	$ 16,376	17,045	4,890	$ 12,155
ID Replacement - 1901	-	-	$ -	788	-	$ 788	-	-	$ -
Parking/Security - 1902	3,366	2,725	$ 642	156	-	$ 156	145	-	145
Yearbook - 1903	8,954	-	$ 8,954	731	-	$ 731	26,494	209	$ 26,285
- 1905	359	-	$ 359	114	-	$ 114	-	-	$ -
Link - 1906	18	-	$ 18	619	458	$ 161	764	188	$ 576
- 1909	720	-	$ 720	4,768	-	$ 4,768	-	-	$ -
- 1914	0	-	$ 0	-	-	$ -	-	-	$ -
Class of 2016 - 1916	1,262	349	$ 913	-	-	$ -	-	-	$ -
Class of 2017 - 1917	-	-	$ -	-	-	$ -	16	-	$ 16
- 1918	2,334	-	$ 2,334	572	(572)	$ 1,144	-	-	$ -
'-1919	982	(14)	$ 996	279	(279)	$ 559	-	-	$ -
Class of 2020 - 1920	4,393	3,181	$ 1,212	384	(349)	$ 734	-	-	$ -
Colorgaurd - 1942	28	-	$ 28	-	-	$ -	-	-	$ -
- 1945	-	-	$ -	852	-	$ 852	-	-	$ -
- 1949	-	-	$ -	-	-	$ -	61	18	$ 43
FBLA - 1950	2,716	754	$ 1,963	10,604	4,910	$ 5,695	(822)	300	$ (1,122)
DECA - 1951	1,824	-	$ 1,824	-	-	$ -	-	-	$ -
Knowledge Bowl - 1952	108	-	$ 108	-	-	$ -	300	-	$ 300
Student Council - 1953	44,189	18,329	$ 25,859	15,002	6,429	$ 8,573	62,350	12,707	$ 49,643
NHS - 1954	493	-	$ 493	300	97	$ 203	(145)	438	$ (583)
- 1955	2,849	315	$ 2,533	45	-	$ 45	-	-	$ -
Mock Trial - 1956	-	-	$ -	1,426	-	$ 1,426	33	-	$ 33
- 1958	-	-	$ -	60	-	$ 60	-	-	$ -

Student Fees by Program	Falcon High 310			Sand Creek High 315			Vista Ridge High 320		
	Revenue	Expenses	Balance	Revenue	Expenses	Balance	Revenue	Expenses	Balance
- 1959	18	-	$ 18	-	-	$ -	976	-	$ 976
Key Club - 1960	393	-	$ 393	227	-	$ 227	-	-	$ -
- 1961	-	-	$ -	-	-	$ -	651	50	$ 601
- 1962	-	-	$ -	-	-	$ -	375	-	$ 375
- 1963	-	-	$ -	1,650	-	$ 1,650	-	-	$ -
Forensic Club - 1965	-	-	$ -	-	-	$ -	100	-	$ 100
NAHS - 1967	-	-	$ -	(87)	-	$ (87)	-	-	$ -
- 1968	-	-	$ -	-	-	$ -	34	-	$ 34
- 1970	196	-	$ 196	115	-	$ 115	124	-	$ 124
- 1971	5	-	$ 5	181	-	$ 181	-	-	$ -
- 1972	675	-	$ 675	-	-	$ -	-	-	$ -
Environmental Club - 1973	-	-	$ -	-	-	$ -	292	-	$ 292
- 1974	-	-	$ -	-	-	$ -	704	-	$ 704
- 1977	-	-	$ -	-	-	$ -	110	-	$ 110
- 1980	144	-	$ 144	-	-	$ -	-	-	$ -
Key Club - 1981	-	-	$ -	-	-	$ -	165	266	$ (101)
School Store - 1982	214	82	$ 132	151	-	$ 151	411	330	$ 81
- 1983	166	2,434	$ (2,268)	69	-	$ 69	-	-	$ -
- 2000	-	-	$ -	242	-	$ 242	-	-	$ -
Grant 1 Fees - 2001	-	-	$ -	37	-	$ 37	133	-	$ 133
Grant 2 II - 2002	33	-	$ 33	99	-	$ 99	-	-	$ -
- 2003	-	-	$ -	6	(6)	$ 12	-	-	$ -
- 2004	-	-	$ -	200	-	$ 200	-	-	$ -
- 2009	150	-	$ 150	33	(33)	$ 66	611	-	$ 611
- 2101	-	-	$ -	-	-	$ -	452	164	$ 288
Counseling - 2122	(29)	-	$ (29)	5,591	60	$ 5,532	256	-	$ 256
- 2123	1	-	$ 1	-	-	$ -	-	-	$ -
- 2200	349	-	$ 349	459	(459)	$ 918	-	-	$ -
IB - 2213	-	-	$ -	6	-	$ 6	-	-	$ -
	$ 267,638	$ 89,875	$ 177,764	$ 175,056	$ 54,097	$ 120,959	$ 236,309	$ 113,326	$ 122,983

FY 19/20
DISTRICT GRANTS
AS OF 10/31/2019

Prepared By: Fran Christensen

Accounting & Grants Fiscal Compliance Manager

The Best Choice to Learn, Work and Lead

Summary

CURRENTLY, THE DISTICT HAS NINETY FIVE ACTIVE GRANTS, TOTALLING $10,202,920

13 - FEDERAL GRANTS
TOTALLING $6,494,534

16 - STATE GRANTS
TOTALLING $3,456,021

66 - LOCAL GRANTS (41
FROM THE FEF)
TOTALLING $254,365

GRANTS - FY 19/20

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Federal Grants

THIRTEEN FEDERAL GRANT AWARDS OF $6,492,534
AS OF 10/31/2019

- Award Amount
- YTD Spend
- % of Award Used

Grant	Award Amount	YTD Spend	% of Award Used
TITLE I-A	1,674,619.00	270,522.06	16.15%
IDEA PART B	2,988,218.00	651,001.43	21.79%
PERKINS	99,219.00	304.64	0.31%
IDEA PRESCHOOL	20,194.00	1,923.41	9.52%
TITLE III-A	92,934.00	12,535.94	13.49%
TITLE II-A	393,991.00	90,409.23	22.95%
TITLE-IV ACADEMIC ENRICHMENT	131,254.00	23,073.60	17.58%
EASI	25,531.00	11,090.42	43.44%
LTA CHARTER START UP	183,964.00	165,072.00	89.73%
TITLE III-SAI	1,409.00	-	0.00%
DODEA- BRIGHT	444,648.41	58,696	13.20%
DODEA-IGNITE	324,083.98	13,366	4.12%
IGNITE EXPEDITIONS	112,468.88	32,690	29.07%

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State Grants

FIFTEEN STATE GRANT AWARDS OF $3,456,021
AS OF 10/31/19

- Award Amount
- YTD Spend
- % of Award Used

Grant	Award Amount	YTD Spend	% of Award Used
CTE	852,885.00	175,873.79	20.62%
ELL-PD	372,662.00	22,190.40	5.95%
ELL	326,159.00	104,438.37	32.02%
G/T	213,890.00	50,078.87	23.41%
READ	514,519.00	20,463.04	3.98%
EARSS	53,225.00	11,264.14	21.16%
Student Wellness	51,749.00	4,111.29	7.94%
ELG	318,967.00	100,977.81	31.66%
Universal Screening	41,634.00	3,264.53	7.84%
ELG Sustainability	45,000.00	7,114.79	15.81%
Full Day Kindergarten	512,088.82	-	0.00%
Security Grant	89,167.50	41,162.00	46.16%
School Turnaround	12,000.00	-	0.00%
Career Success Pilot	27,554.68	5,322.92	19.32%
Computer Science	24,520.00	-	0.00%

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Local Grants

TWENTY-FIVE LOCAL GRANT AWARDS OF $254,365
AS OF 10/31/19

- Award Amount
- Amount of Award Used

Category	Award Amount	Amount of Award Used
SCITV-COMMUNICATIONS GRANT	7,960.31	4,454.23
SES-FUEL UP TO PLAY	1,672.52	385.35
FEF-VARIOUS SCHOOLS-40 AWARDS	33,405.51	495.00
OUTSIDE STIPENDS	9,400.12	5,349.44
FES-KNIGHTS OF COLUMBUS	1,211.01	-
ANTHEM WELLNESS	59,672.92	38,910.58
FHS-CYBER PATRIOTS	485.97	-
FHS-AG DONATIONS	4,454.93	-
SCHS- SWAT	2,262.66	-
VRHS-EPCA	329.47	-
WHES-SHARON RAY	1,436.70	246.63
PHS-CONSTRUCTION GRANT	13,522.42	1,094.95
WHES-AF GRANT	499.75	-
C&I-ACTIVE SCHOOLS	1,000.00	-
DW-CARE GRANT	20,646.61	1,781.58
C&S-IIRP	2,587.19	-
FMS-TEACHER LEGACY	33,766.64	-
TCHF-EES/HMS CREATING HEALTHY SCHOOLS	20,099.65	3,078.82
CTE-COMA	1,421.19	-
SCHS-SPED DONATION	500.00	-
FES-NORTHRUP GRUMMAN	2,918.98	815.18

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Additionally ....

The Learning Services, Professional Development team has applied for and been recommended for funding, by CDE for the Retaining Teachers Grant

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BOARD OF EDUCATION ITEM 9
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	D. Garza, Executive Assistant to the BOE
TITLE OF AGENDA ITEM:	Policy and Procedure Review
ACTION/INFORMATION/DISCUSSION:	Discussion

BACKGROUND OR RATIONALE

Ongoing review of Board policies to ensure compliance with current laws and regulations and to ensure policies align with practices that best serve the district.

RELEVANT DATA AND EXPECTED OUTCOMES:

Board policies are routinely reviewed to ensure that they are current and reflect applicable federal and/or state regulations as well as the needs and processes of the districts.

No.	Designation	Title	Reviewed by	Recommendations
9.a	GBJ, GBJ-R	Personnel Records and Files	P Andersen	Minor revisions

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring—**How we treat each other **Outer Ring—**How we treat our work	
Strategy	**Rock #1**—Establish enduring <u>trust</u> throughout our community **Rock #2**—Research, design and implement programs for intentional <u>community</u> participation **Rock #3**— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u> **Rock #4**— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive **Rock #5**— Customize our educational systems to <u>launch each student toward success</u>	Updating policy to reflect current laws, regulations and best practices provides a solid foundation to lead the district.

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: After board review, move policy GBJ for action at the next regular board meeting.

APPROVED BY: Peter Hilts, Chief Education Officer; Brett Ridgway, Chief Business Officer; Pedro Almeida, Chief Operations Officer

DATE: November 14, 2019

Title	Personnel Records and Files
Designation	GBJ
Office/Custodian	Business/Director of Human Resources

The ~~D~~director of ~~H~~human ~~R~~resources is authorized to develop and implement a comprehensive and efficient system of personnel records under the following guidelines:

1. A personnel record ~~folder~~ for each ~~administrative, licensed, and education support~~ employee shall be accurately maintained in the district administrative office. Personnel records shall include home addresses, telephone numbers, ~~salary~~ pay and benefit information and other information maintained because of the employer-employee relationship.

2. All personnel records of individual employees shall be considered confidential except for the information listed below. They shall not be open for public inspection. The ~~D~~director of ~~H~~human ~~R~~resources or designees shall take the necessary steps to safeguard against unauthorized access or use of all confidential material.

3. Employees shall have the right, upon request, to review the contents of their own personnel files, with the exception of references and recommendations provided to the ~~D~~district on a confidential basis by universities, colleges or persons not connected with the ~~D~~district.

4. Personnel records shall be available upon request to members of the ~~B~~board of ~~E~~education. While ~~B~~board members have legal authorization under state law to access school district records, the ~~B~~board believes that it is in the best interests of the district for the ~~B~~board to act as a whole when accessing district records and for individual Board members to access district records when the records will assist the Board in performance of its responsibilities.

5. The following information in personnel records and files shall be available for public inspection:

    a. Applications of past or current employees
    b. Employment agreements
    c. Any amount paid or benefit provided incident to termination of employment
    d. Performance ratings except for evaluations of licensed personnel as noted below
    e. Any compensation including expense allowances and benefits

6. The evaluation report of licensed personnel and all public records used in preparing the evaluation report shall be confidential and available only to those permitted access under state law. Portions of the Chief Officers' evaluations shall be open to public inspection, in accordance with state law.

7. District employees' home addresses and telephone numbers shall not be released for general public or commercial use.

8. District employees' medical records shall be kept in separate files and shall be kept confidential in accordance with applicable law and ~~d~~District ~~B~~board policy.

- Adopted: April 21, 1977
- Revised to conform with practice: date of manual adoption
- Revised to conform with practice: date of manual revision
- Revised: August 4, 1994
- Reviewed: May 11, 2000

- Revised: January 11, 2001
- Revised: December 9, 2010
- Revised: September 8, 2011
- Revised: January 10, 2013
- Revised: March 13, 2014
- Revised: May 14, 2015
- Reviewed: July 14, 2016
- Revised: December 12, 2019

LEGAL REFS:
- C.R.S. 22-9-109 *(licensed personnel evaluations - exemption from public inspection)*
- C.R.S. 22-32-109.1(9) *(immunity provisions in safe schools law)*
- C.R.S. 24-19-108(1)(c) *(exceptions to public records)*
- C.R.S. 24-72-201 et seq. *(Colorado Open Records Act)*

CROSS REFS:
- CBB, Recruitment of Superintendent
- GCF, Professional Staff Recruiting/Hiring
- KDB, Public's Right to Know/Freedom of Information

Title	Personnel Records and Files
Designation	GBJ-R
Office/Custodian	Business/Director of Human Resources

Who may access a personnel file?
Human Resources staff working in their capacity as records custodian have access to the personnel files. Others who may access are as follows:~~listed below.~~ ~~Any review of the personnel file must be made under the immediate supervision of a Human Resources representative.~~
~~1.   The individual employee.~~
   1.   The individual employee.
   2.   A member of the supervisory chain.
   3.   Board of Education (acting in official capacity as a group through a Chief Officer).

Any review of the personnel file must be made under the immediate supervision of a Human Resources representative. Human Resources will not release confidential personnel information to any unauthorized party. All files will be maintained in the human resources office or appropriate storage facility.

What records are contained in the personnel file?
Documents used to describe an individual employee's job performance, qualifications, and conduct, including performance appraisal documents, written corrective communications, attendance records, training records, official documents describing an employee's education and experience, the application, and mandated forms. Parent and student comments are not considered personnel records and will not be housed in the personnel file.

Retention of records
Personnel records are maintained for the duration of employment and for an additional ten (10) years after retirement or separation from the district.

Removal of information procedure
All items placed in a personnel file will remain intact, with the possible addition of documentation from the employee on an item of contrary opinion. Only in situations where a specific timeline for removal or deletion has been outlined by a supervisor and employee will any item be deleted. It becomes the employee's obligation to review their file to ensure the deletion of any material which has a specific timeline for deletion.

If, in the course of its work, Human Resources discovers records in a file that do not meet the definition of a personnel record, Human Resources will remove the record, notify the employee of the removal and, if appropriate, return the document to the employee.

Appeal process
An individual who disagrees with the procedure or decision of the Director of Human Resources with respect to personnel records may appeal to a Chief Officer for relief. The Chief Officer's decision will be final.

Individual inspection
An employee may inspect his/her personnel files upon request. To request an inspection, employees shall submit a written request to the Director of Human Resources. Human Resources shall then arrange for a review by the employee within ~~five~~ ten (10~~5~~) business days. An employee may review his/her personnel file up to one time per fiscal year.

Right to copy

At any time an individual may ask to have items copied by the Human Resources Department for their personal use. Applicable charges may apply at the current rate for copies. Human Resources shall provide the requested copies within five (5) business days.

- Adopted: October 7, 1993
- Reviewed: May 11, 2000
- Revised: January 11, 2001
- Revised: December 9, 2010
- Revised: September 8, 2011
- Revised: May 14, 2015
- Revised: July 14, 2016
- Revised: December 12, 2019

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Brett Ridgway, Chief Business Officer
TITLE OF AGENDA ITEM:	IT Vendor Change – Related Staffing Changes
ACTION/INFORMATION/DISCUSSION:	Work Session Discussion

BACKGROUND INFORMATION: DESCRIPTION OF EXPECTATION/NEED/ OPPORTUNITY: As discussed during the course of this fall, and acted upon at the November 7, 2019 regular meeting, D49 has recommitted to outsourcing a majority of our Information Technology support needs, but did change vendors from Colorado Computer Support (CCS) to Sentinel Technologies – effective 1/1/2020. Part of the strategy for reviewing IT support was to allow for increased spend in this area so that decisions would not be strictly constrained by cost concerns. As a result, the 2019/20 adopted budget included additional monies over prior years for IT support. Through the RFP process that was completed earlier this fall, we discovered that increased services and resources from the outsourced vendor would not require a significant increase in cost that would exhaust the additional budget monies allocated. Therefore, looking at additional needs and opportunities, the Chief Officer Team, in conjunction with the Technology Quality Assurance Manager are recommending an addition to employed staff to complete this redesign and re-resourcing of IT support.

RATIONALE: The RFP process revalidated our inclination to outsource a majority of IT support services. The IT support skillset is too universal to all industries and education, then, has to compete with influential and well-funded business in the private sector and too often comes up short in that competition. Using an outsourced vendor allows D49 to have regular access to highly skilled individuals, whose expertise can be distributed among many clients of the service provider. With that said, however, there are elements of IT service management (particularly strategic and deliberative priorities) that need internal resourcing and influence so that the external experts can effectively and efficiently be applied to appropriate tasks in proper sequence. The Chief Officer team and TQAM, together, believe that hiring an additional staff member (that is essentially a 2nd TQAM role) is appropriate to fully serve those strategic and deliberative needs.

RELEVANT DATA AND EXPECTED OUTCOMES: We expect that brining on the new vendor and hiring one additional will still result in savings to the 2019/20 budget for staff and staff equivalent spending. We further believe that increasing employed staff by one will allow for a good division of duties with the current TQAM and result in a better overall IT experience for our students and staff.

The Chief Officer team is presenting for discussion job descriptions that, if approved and hired, will support the recommended direction.

INNOVATION AND INTELLIGENT RISK: The strategy of outsourcing the vast majority of IT support services continues to set D49 apart from other school districts. We believe this gives us a better opportunity to have a good balance between effective and efficient spend for IT support relative to other districts.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring—**How we treat each other	*The burden of strategic and deliberative work on the current, lone TQAM has been overwhelming and addressing that burden is showing respect and care for that individual and accepting responsibility to make the necessary corrections.*

Strategy	**Outer Ring**—How we treat our work	*We continue to learn and innovate through teamwork with purpose in the area of providing efficient and effective IT support services to our students and staff.*
	Rock #1—Establish enduring <u>trust</u> throughout our community	
	Rock #2—Research, design and implement programs for intentional <u>community</u> participation	
	Rock #3— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u>	
	Rock #4— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive	*Technology and effective access to it is a foundational item for our education delivery. Wise and appropriate decisions here support the need for a firm foundation.*
	Rock #5— Customize our educational systems to <u>launch each student toward success</u>	

<u>**BUDGET IMPACT:**</u>   Hiring a second TQAM will increase staffing by approximately $100k.
                                  This should be funding by savings in the Purchased Professional Services.

<u>**AMOUNT BUDGETED:**</u> $4.6mm total in the IT services program

<u>**RECOMMENDED COURSE OF ACTION/MOTION REQUESTED:**</u> Place an item for action consideration on the December 12, 2019 regular meeting agenda regarding Technology Service job description changes and hiring an additional staff member for IT service support.

<u>**APPROVED BY:**</u>   Brett Ridgway, Chief Business Officer   <u>**DATE:**</u> November 14, 2019
                                  Pedro Almeida, Chief Operations Officer
                                  Peter Hilts, Chief Education Officer

TECHNOLOGY SERVICE MANAGER—INFRASTRUCTURE

Job Title:	Technology Service Manager—Infrastructure	**Related Organization Chart**
Initial:	December 12, 2019	
Revised:	N/A	
Work Year:	Full Year	
Office:	Operations – lead for all Offices	
Department:	Operations – lead for all Offices	
Reports To:	Chief Operations Officer	
FLSA Status:	Exempt	
Pay Schedule:	Professional-Technical Range 4	

Chief Operations Officer

Technology Service Manager - Infrastructure
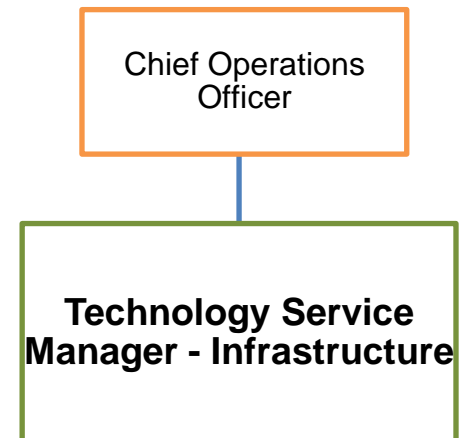
POSTION SUMMARY: The Technology Service Manager-Infrastructure (TSM-I) provides oversight of the district information technology (IT) to include the IT contractor and network infrastructure. The TSM-I serves as a liaison between the IT Contractor, district personnel and the chief officers. The TSM-I supports and communicates the resolution of technology quality assurance and data integrity issues to the chief officers including periodic audit reports on the efficacy of all IT processes and procedures, including customer and user satisfaction. The TSM-I collaborates with the TSM-End User to author, update, and report on the district technology master plan.

ESSENTIAL DUTIES & RESPONSIBILITIES

The following statements of essential functions and responsibilities are intended to describe the general nature and level of work being performed by individuals assigned to this position on behalf of the chief officer team. These statements are not intended to be an exhaustive list of all duties and responsibilities required of all personnel within this position. Actual duties and responsibilities may vary depending on zone assignment and other factors.

- Ensures data integrity across all district software systems, as assigned by the chief officers, to reduce redundancy and support continuity and accuracy across district data.
- Audits and analyzes help desk requests and services provided by the IT contractor to ensure efficiency, accurate reporting, and proper routing of requests in routine reporting to chief officers.
- Collaborates with the TSM-End User to write, review, revise and ensure the fidelity of implementation of the Technology Master Plan.
- Leads the district's cybersecurity and data privacy initiatives.
- Leads service quality for the district's phone systems and providers.
- Serves as a liaison in technology matters between senior leaders, the IT contractor, and education technology leaders, as requested by the chief officers.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Coordinates and oversees the regular measurement of the district technology inventory to include, but not limited to, hardware equipment and software licensing.
- Monitors district technology to ensure efficient use of resources and support of enhanced student learning.
- Ensures hardware and software support vendors are operating in compliance with board policy as it relates to technology.
- Evaluates annually the levels of technology service and recommend the proper blend of internal and outsourced services.
- Stays current with technology professional practices in the state of Colorado and the K-12 education field.
- Makes oral and written reports to the chief officer team, senior leaders, and board of education when requested.
- Reviews, edits, and advises on Board of Education policies related to technology and data issues as assigned.
- Performs other job-related duties as assigned.

Supervision & Technical Responsibilities:
- This position will not have supervisory responsibilities.

Budget Responsibility:
- This position has no direct budget responsibilities.

QUALIFICATIONS
The requirements listed below are representative of the education, experience, knowledge, skills, and/or abilities required for this position:

Education & Training:
- Must hold a bachelor's degree.
- An advanced degree or equivalent advanced training in relevant fields is preferred.

Experience:
- Minimum five years' management experience, to include strategic planning and project management experience.
- Experience with or working knowledge of data information systems, help desk functions, business and operations information systems required.

Knowledge Skills & Abilities:
- Excellent and demonstrated oral and written communication and interpersonal relation skills.
- Customer service and public relations skills.
- Critical thinking and problem solving skills.
- Organizational and project management skills.
- Management skills.
- Ability to diffuse and manage volatile and stressful situations.
- Ability to manage multiple priorities and tasks with frequent interruptions.
- Ability to communicate effectively with various stakeholders.
- Ability to perform responsibilities without the necessity of close supervision.
- Must be proficient in the use of personal computers and software applications on major platforms including Windows, Apple, Google and Kindle devices.
- Familiarity with HIPAA, FERPA, CORA, and CDE data privacy & security.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Certificates, Licenses, & Registrations:
- Criminal background check required for hire.
- Valid Colorado driver's license required for hire.

OTHER WORK FACTORS

The physical demands, work environment factors and mental functions described herein are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Physical Demands: While performing the duties of this job, the employee is frequently required to communicate. The employee is occasionally required to stand, walk or sit. The employee must occasionally lift and/or move up to 25 pounds. There are no specific vision abilities required by this job.

Work Environment: The noise level in the work environment is usually moderate.

Mental Functions: While performing the duties of this job, the employee is regularly required to communicate, compare, analyze, coordinate, evaluate, and use interpersonal skills.

TECHNOLOGY SERVICE MANAGER—END USERS

Job Title:	Technology Service Manager—End Users	**Related Organization Chart**
Initial:	December 12, 2019	
Revised:	N/A	
Work Year:	Full Year	Chief Education Officer
Office:	Education – lead for all Offices	
Department:	Education– lead for all Offices	
Reports To:	Chief Education Officer	**Technology Service Manager - End Users**
FLSA Status:	Exempt	
Pay Schedule:	Professional-Technical Range 4	
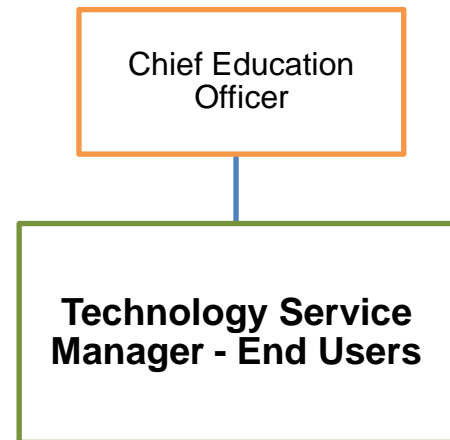
POSTION SUMMARY: The Technology Service Manager-End Users (TSM-EU) provides support and oversight for end users of the district's information technology (IT) by optimizing the IT help desk and supporting educational and support users. The TSM-EU serves as a liaison between the IT contractor, end users, district leaders and the chief officers. The TSM-EU supports and communicates the status of technology user issues to the chief officers including periodic audit reports on the efficacy of all end user support processes and procedures, including customer satisfaction. The TSM-EU collaborates with the TSM-Infrastructure to author, update, and report on the district technology master plan.

ESSENTIAL DUTIES & RESPONSIBILITIES

The following statements of essential functions and responsibilities are intended to describe the general nature and level of work being performed by individuals assigned to this position on behalf of the chief officer team. These statements are not intended to be an exhaustive list of all duties and responsibilities required of all personnel within this position. Actual duties and responsibilities may vary depending on zone assignment and other factors.

- Ensures appropriate data permissions for all district end users, to increase reliable access and support continuity of operations for all district users. (This responsibility includes oversight of the IT provider's implementation of Lightweight Directory Access Protocol (LDAP) and Active Directory services.)
- Audits and analyzes help desk requests and services provided by the IT contractor to ensure efficiency, accurate reporting, and proper routing of requests in routine reporting to chief officers.
- Collaborates with the TSM-Infrastructure to review, revise and ensure the fidelity of implementation of the Technology Master Plan.
- Supports the district's cybersecurity and data privacy initiatives.
- Develops and implements plans to support and oversee software purchasing and installation protocols.
- Collaborates with TSM-I to write, review, revise and ensure the fidelity and implementation of the Technology Master Plan.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Serves as a liaison in technology matters between senior leaders, the IT contractor, and education technology leaders, as requested by the chief officers—especially pertaining to user support and experience.
- Monitors district technology to ensure efficient use of resources and support of enhanced student learning.
- Ensures hardware and software support vendors are operating in compliance with board policy as it relates to technology.
- Evaluates annually the levels of technology service and recommends the proper blend of internal and outsourced services.
- Stays current with technology professional practices in the state of Colorado and the K-12 education field.
- Makes oral and written reports to the chief officer team, senior leaders, and board of education when requested.
- Reviews, edits, and advises on Board of Education policies related to technology and data issues as assigned.
- Performs other job-related related duties as assigned.

Supervision & Technical Responsibilities:
- This position will not have supervisory responsibilities.

Budget Responsibility:
- This position has no direct budget responsibilities.

QUALIFICATIONS
The requirements listed below are representative of the education, experience, knowledge, skills, and/or abilities required for this position:

Education & Training:
- Must hold a bachelor's degree.
- An advanced degree or equivalent advanced training in relevant fields is preferred.

Experience:
- Minimum five years' management experience, to include strategic planning and project management experience.
- Experience or working knowledge of data information systems, help desk functions, business and operations information systems required.

Knowledge Skills & Abilities:
- Excellent and demonstrated oral and written communication and interpersonal relation skills.
- Customer service and public relations skills.
- Critical thinking and problem solving skills.
- Organizational skills.
- Management skills.
- Ability to diffuse and manage volatile and stressful situations.
- Ability to manage multiple priorities and tasks with frequent interruptions.
- Ability to communicate effectively with various stakeholders.
- Ability to perform responsibilities without the necessity of close supervision.
- Must be proficient in the use of personal computers and software applications on major platforms including Windows, Apple, Google and Kindle devices.
- Familiarity with HIPAA, FERPA, CORA, and CDE data privacy & security.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Certificates, Licenses, & Registrations:
- Criminal background check required for hire.
- Valid Colorado driver's license required for hire.

OTHER WORK FACTORS
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Mental Functions: While performing the duties of this job, the employee is regularly required to communicate, compare, analyze, coordinate, evaluate, and use interpersonal skills.

BOARD OF EDUCATION ITEM 11
BACKGROUND AND DOCUMENTATION FOR CONSENT OR ROUTINE AGENDA ITEMS

BOARD MEETING OF:	November 20, 2019
PREPARED BY:	Chief Officers
TITLE OF AGENDA ITEM:	Monthly Chief Officer Reports
ACTION/INFORMATION/DISCUSSION:	Discussion

BACKGROUND OR RATIONALE
The chief officers will provide an update to the board on district activity in their respective areas.

RELEVANT DATA AND EXPECTED OUTCOMES:
To provide timely information to the board.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

<table>
<tr>
<td rowspan="2">Culture</td>
<td>Inner Ring—How we treat each other

Outer Ring—How we treat our work</td>
<td></td>
</tr>
<tr>
<td>Rock #1—Establish enduring <u>trust</u> throughout our community

Rock #2—Research, design and implement programs for intentional <u>community</u> participation

Rock #3— Grow a robust <u>portfolio of</u> distinct and exceptional <u>schools</u>

Rock #4— Build <u>firm foundations</u> of knowledge, skills and experience so all learners can thrive

Rock #5— Customize our educational systems to <u>launch each student toward success</u></td>
<td></td>
</tr>
</table>

(Note: the left label for the second section reads **Strategy**)

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: Information only.

APPROVED BY: Brett Ridgway, Chief Business Officer; Peter Hilts, Chief Education Officer

DATE: November 8, 2019

Chief Education Officer

* We are continuing our instructional rounds focused on our problem of practice: Are students owning their learning. Assistant principals and deans of students recently engage in their first set of instructional rounds. Suspending judgement was a challenge for most! FMS principal Brian Smith and MRES principal Sheehan Freeman-Todd have been nominated for the National Council on Digital Convergence Change Management Principal of the Year. Our Fall Break zSpace Camp was an immense success!
P.3

* The iConnect Zone is pleased to announce that Grace Ferguson has joined the team as the Portfolio of Schools Coordinator. Grace comes with a solid background of working with concurrent enrollment students in both the homeschool and public school sectors as well as experience in higher education, human resources, and marketing. She is well versed in class sequencing at PPCC and is looking forward to spending time in our schools to understand how they operate. She will undertake the portfolio of school profiles to help our families find the best fit for students.
P.4

* All POWER Zone schools are currently seeking information from pertinent stakeholders across their schools in relation to their current High Reliability Schools (HRS) level of focus. As a reminder, this HRS five level process is the POWER Zone's process improvement process that supports Baldridge's district improvement process. As an example, Inspiration View Elementary School is in its first year and is therefore surveying staff, students, and parents to gather information on how safe, supportive, and collaborative they perceive their school to be. Having already attained certification in HRS Levels 1 and 2, SMS rather, is now focusing on HRS Level 3 and is surveying staff to gather perceptions around having guaranteed and viable curriculum options for each student we serve.
P.5

* The schools in the Sand Creek Zone model our pillar of "Service" and have been involved with special projects and events for our community.
P.6

* The Learning Services Team is leading many exciting professional learning opportunities this quarter. Dr. Kathy Pickering, Coordinator of Professional Learning, secured a $240,000 grant that will enhance our teacher and special service provider induction programs through a cognitive coaching initiative, self-care workshops, and additional training opportunities for special education teachers. Additionally, the first ever district-wide Paraprofessional Academy began on October 1, with 30 paraprofessionals participating in a 6-hour course focused on behavior management. D49's New Teacher Series also launched with a Professional Learning Community meeting for new educators on October 2 and additional learning opportunities for new teachers scheduled in the upcoming months including Love & Logic, engagement strategies and literacy.
P.7-9

* All CLDE, gifted education, and special education are beginning preparations for state assessments with online screening for giftedness being piloted this year. In January, WIDA ACCESS for our CLDE students begins so training has started with special attention to our special education students who are also identified as

CLDE. Community Care is bringing the *Screenagers* movie about how technology impacts child development to our community. Two spring showings are planned.
P.10-15

* At the onset of Fall Break the comms department released two significant upgrades to our digital communications package: The first, an employee focused website we call d49.org/Team, and the second, a refreshed look to the district's website, d49.org. Cold weather moved in at the end of October which provided an opportunity to re-engage the process of determining impact, making timely decisions and sharing communications with our stakeholders about the impact to D49 operations. Same school, new name: The D49 comms team was pleased to join district leadership at the grand opening of Grand Peak Academy, the new home of the D49 authorized charter school previously known as Imagine Classical Academy.
 P.16-17

* Concurrent Enrollment supported college advising at several high schools, submitted a CE Expansion & Innovation Grant (Live Remote Learning), and expanded on-campus CE courses for Spg20. CTE contributed to the Regional Perkins Needs Assessment, updated program approvals to the State, and is partnering with UCCS for Teacher Cadet. D49 Work-based Learning is expanding as PPBEA develops opportunities with local area business/industry partners, particularly in CyberSecurity, STEM/trades, Healthcare, Culinary/Hospitality, Business, and Education pathways.
P.18-19

* BOE Director Graham accompanied the D49 DODEA grant team to network with DODEA leadership at the 2019 DODEA Grantee Professional Learning Meeting in Houston, TX. The ribbon cutting for the IGNITE Expeditions mobile AR learning laboratory was a success. The ceremony featured the student artists whose art is reflected on the exterior of the bus, community partners, and district stakeholders who helped launch and will continue to sustain the initiative. The SIS team is finalizing October Count snapshot for upload to CDE. The building administrators are currently verifying their count data for accuracy as the penultimate step before upload culmination. The BASE49 staff is ordering additional iPads to intensify "Homework Help" opportunities for students.
P.20

Falcon Zone

EmpowerFz (Firm Foundations, Every Student, Learning and Working)
While our EmpowerFz steering committee (principals and instructional coaches) have completed three sets of instructional rounds at three different schools in the zone, our assistant principals and deans have just begun learning about instructional rounds and spending time in classrooms at Falcon Middle School. This work is hard because during instructional rounds, all judgement is suspended. This is the opposite of what typically happens as administrators are trained to look at what is going well and what needs improvement—and then determining what teachers should do to grow. Instructional rounds focus on looking at the evidence in classrooms based on three things:
1. What is the teacher doing and saying?
2. What are the students doing and saying?
3. What is the task?

Once evidence is collected, observation teams go through the evidence and cluster like notes in categories based on what happened in the classroom. If its is not related to the instructional core (teacher, students, and task) then it is ignored. After analyzing, the next step is to predict what might happen next. After these three steps with all groups involved in the instructional rounds, our problem of practice is discuss: Are students owning their learning? Evaluation is the last step. This means the entire team develops suggestions for the next steps of professional learning to support growth for the staff in order to elevate the system surrounding our problem of practice.

Our instructional rounds practice has been enlightening, challenging, and valuable. Instructional rounds are becoming part of the way we "do business" as leaders in the Falcon Zone.

Falcon Middle School Principal Brian Smith and I recently engage in two more opportunities to share our work with Modern Teacher and our EmpowerFz journey:
1. We were the featured district at a Modern Teacher regional forum in Denver
2. We were the featured district for a Modern Teacher national forum in South Carolina (we attended virtually)

It's an honor to talk about our work of creating modern classrooms and empowering students as we impact instruction across our zone.

Change Management Principal of the Year Nominations
The National Council on Digital Convergence will be selecting a Change Management Principal of the Year as well as two runners up to be recognized at the National Conference on Digital Convergence in early February in Phoenix. I have nominated two principals for this prestigious award for doing amazing work in change management:
- Brian Smith, Falcon Middle School
- Sheehan Freeman-Todd, Meridian Ranch Elementary School

Both Brian and Sheehan have an excellent chance of being chosen for this award!

Inaugural zSpace Camp
Nearly 30 3rd-5th graders took part in the first zSpace Camp over Fall Break. Thanks to Meridian Ranch teachers Katy Gibe and Jessica Copper for being passionate risk-takers and providing an excellent augmented reality and virtual reality experience for our students in this STEAM camp! We really appreciate the Ignite grant and support from Mary Velasquez and Lea Holland.

iConnect Zone

Current and Ongoing Activity

Several members of the iConnect Zone Administrative Team attended the ThinkCERCA Institute in San Diego over fall break. Christina Vidovich and Heather Mavel participated as guest speakers on "Year 0-1 in Four Diverse School Environments". Here is the video presentation: https://thinkcerca.zoom.us/recording/share/5IFWAXxzXLp3Mxz4R1bcV9f_vXMDj4dSxv4nAIOGVxewIumekTziMw

The Pikes Peak Business and Education Alliance has assisted in Professional Development for staff at Patriot High School with resource training. This combines with their social/emotional learning curriculum, PAIRIN.

The season of giving has begun at Pikes Peak School of Expeditionary Learning. The students and staff are partnering with the community on food and coat drives. They also have a system in place for families in need for the holidays.

Rocky Mountain Classical Academy is working hard to think outside the box in their communication with families. Recent additions to Homework Help featured a Facebook Live presentation for K-2 students.

The Falcon Homeschool Program was awarded three Falcon Education Foundation Grants for "Building Bridges with Technology", "Rollercoaster Motion" and "Merge Cubes". All three were written as a collaboration of the science, math and STEM teachers in the Academic Program.

Upcoming Activity

On November 18, Pikes Peak Early College will be receiving the Colorado John Irwin Schools of Excellence Award. Schools and districts earn these awards based on their performance across key performance indicators that best reflect student academic success: academic achievement, academic growth, reducing academic growth gaps, and postsecondary and workforce readiness. This is the 1st award of its kind to any D49 school!

Veteran's Day Assemblies are being planned at BLPA on 11/11. Hero stars are being collected with Veteran names, branch and years served for a display to honor military friends and family.

POWER Zone

Current and Ongoing Activity

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Academic Performance: High Reliability School (HRS) Levels Across Zone

SCHOOL	CURRNET CERTIFIED HRS LEVEL	NEXT STEPS	HRS Level	Level Descriptor
ALLIES	LEVEL 1	SURVEYING LEVEL 2	Level 1	Safe, Supportive, and Collaborative Culture
IVES	OPENED AUG 2019	SURVEYING LEVEL 1		
OES	LEVEL 2	SURVEYING LEVEL 3	Level 2	Effective Teaching in Every Classroom
RVES	LEVEL 2	SURVEYING LEVEL 3		
SES	LEVEL 2	SURVEYING LEVEL 3	Level 3	Guaranteed and Viable Curriculum
SMS	LEVEL 2	SURVEYING LEVEL 3	Level 4	Standards Referenced Reporting
VRHS	LEVEL 2	SURVEYING LEVEL 3		
			Level 5	Competency Based Education

_____

_____

Personalized Learning:
POWER Zone continues to focus on developing a set of best practices and a set of measurables that will help our educators both become more proficient in offering personalized learning opportunities for our students as well as giving them some ways to measure how effective the learning opportunities have been. Opportunities to think critically and problem solve remain as the foundation of this work.

_____

School Climate:
POWER Zone has secured two free coaching sessions per POWER Zone principal from a Flippen Group Capturing Kids Hearts focused representative. This representative will meet with each principal up to two times this year to discuss how current focuses, especially around the social/emotional components of the school environment, can be further integrated into, and supported by, the Capturing Kids Hearts Framework. As an example, we have a large focus on the Leader in Me student leadership model at Odyssey Elementary School. The representative will support school leadership in leveraging current knowledge and understanding around the CKH framework to support successful implementation of the Leader in Me framework.

Sand Creek Zone

Current and Ongoing Activity

Sand Creek's NAHS participated in an interactive art installation that played with the perceptions of all who walked through the environment. The event was held at The Trestle Building downtown and was hosted by UltraVision on October 4th. UltraVision Art Experience is a collaboration, and the first steps of bringing an immersive art experience to Colorado Springs.

Rachel Washburn, Senior Student Council student at SCHS, organized a crew of students to paint student restrooms at Remington Elementary over Fall Break. The staff voted on their favorite quotes and images for the students to trace and paint. Paint was donated by Sherwin-Williams to help start this project. Washburn started this campaign at SCHS last summer to bring a positive change in the culture amongst students.

SCHS has two new clubs: Steller Xplorers and Esports. Both are well attended and are both academically applicable; allowing them to apply for Science and STEM grants because of student participation.

Sand Creek AFJROTC in conjunction with STUCO, NHS, FBLA, Theater, and JOI Club provided a spooktacular Halloween experience for the Sand Creek Community. Over 500 kids and parents enjoyed the games and haunted house during the annual Boo Bash event, held Saturday, 10/26. The safe Halloween alternative raised $325 and collected approximately 200 food items which will all go to Care and Share Food bank.

Each month, student council chooses a different group of staff members to recognize. For October, they choose our Bus Drivers. Students went out to the bus loop a little before 7am to surprise the drives and their paras with coffee and donuts.

SCHS FBLA is collected new/unused/clean socks and money donations. Each donation makes a direct impact on someone in our community today! Their goal was to collect 400 pairs of socks. FBLA takes on a different cause each semester. They will work on donating to the March of Dimes in the spring.

FAFSA Night was held on 11/5. Admissions specialists from PPCC were on hand to help seniors and their parents fill out the FAFSA form. This event was well attended and is very helpful to seniors and their parents as they take the next step. Last year, Sand Creek Seniors were awarded $1.6 million in scholarships.

Springs Ranch families enjoyed a Fall Fun Fair. Families were able to spend a Friday evening playing games provided by volunteers and teachers as well as enjoy bounce houses, face painting and dinner together. The event was well attended by over 500 hundred people and was a great way for our community to be together.

SRES celebrated Veterans on Monday November 11. Veterans paraded around the school and enjoyed the Veterans Day choral performance honoring those who have served in our military.

October was a busy month at Remington. They had about 95 percent of parents show for parent/teacher conferences. After the parents met with teachers or while they were waiting, they completed the Studer Parent Engagement Survey.

Coaches and administrators participated in PLC professional development and the RES staff launched a book study, Clarity for Learning by John Almarode and Kara Vandas. The staff is fortunate enough to collaborate with the author, Kara Vandas, on the book study.

To encourage learning during Fall Break, Remington staff conducted a ST Math Competition and a MyOn Competition. Winning classes were awarded with a pizza party. They had excellent participation!

Learning Services

Current and Ongoing Activity

Accreditation and Accountability: On November 4, Amber Whetstine, Executive Director of Learning Services, represented District 49 at the Pikes Peak Region Student Achievement Council (PPRSAC) meeting along with other curriculum, instruction and assessment leaders across the Pikes Peak region. The group discussed strategies for implementing new requirements for meeting Culturally and Linguistically Diverse Education training requirements, state and local accountability, individualized student learning plans and data warehouse management.

Assessment: Kathleen Granaas, Coordinator of Academic Performance, is leading facilitation of training for School Assessment Coordinators in preparation for annual ACCESS testing for English Learners (ELs). Training begins in December and testing administration begins on January 13.

Continuous Improvement: Several leaders on the Learning Services team participated in the district-wide Enviso training, November 4. Learning Services leaders are developing action plans aligned with strategic priorities and department objectives to support performance excellence.

Education Technology: Melissa Riggs, Education Technology Specialist, is leading the #d49Edventurers Innovation Group along with eleSTEMary to host an EXPLORIcon, November 14 at Sand Creek High School. This is an opportunity for teachers across the Colorado Springs area to get hands on with technology apps, websites, programs and tools to use more confidently with students.

Melissa and Brent Buena, Education Technology Technician, will help facilitate Falcon Middle School's mini-courses on November 21. "Shall We Play a Game?" is the topic they will present and students will be solving physical and online breakout games and learning to create their own games.

Firm Foundations: In October, Kathleen Granaas, Coordinator of Academic Performance, was lead presenter at the National Council of Teachers of Mathematics regional conference in Salt Lake City, Utah. Kathleen, along with Carolyn Merritt, Instructional Coach in the Sand Creek Zone, presented Implementing a Mathematics Leadership Team Multiplies Teachers' Instructional Expertise, highlighting the work Kathleen and others have done to grow teacher leadership, math content knowledge and pedagogy over the past couple of years.

Evans International Elementary School K-3 staff will participate in **L**anguage **E**ssentials for **T**eachers of **R**eading and **S**pelling Training (**LETRS**) on Friday, November 15 in conjunction with the Early Literacy Grant (ELG). The November training date will be day two of four over the course of the 19-20 school year. In addition to 28 team members from Evans, an additional 18 staff members from across District 49 will attend, including Special Education staff and Instructional Coaches.

Stacey Franklin, Coordinator of Literacy Performance, will hold a READ Plan Work Session for Instructional Leaders, including Literacy and Instructional Coaches, on Friday, December 13.

On November 8, Amber Whetstine, Executive Director of Learning Services presented at the first ever Montana Literacy Summit. This conference, modeled after D49's commitment to developing leadership for

literacy initiatives, invited superintendents across Montana to engage in conversations to elevate the literacy success of students.

Leadership Development: Leadership Blueprint Recharged training is scheduled for November 15. This full-day training opportunity will provide building and district-level leadership with key strategies to refresh previously introduced concepts for developing and supporting high-functioning teams.

D49's Women in Leadership and Learning (W.I.L.L) series launched in October. This series includes full length courses as well as mini-series held on a monthly basis. This month, a 180 Days of Self-Care for Busy Educators blended book study was launched.

Several members of the Learning Services team attended Storyboarding for True Team Excellence, Saturday, October 26. The team is already working to apply the facilitation skills learned to support D49 improvement efforts.

The second session of the Principal Induction Leadership Academy was held on October 8. This session focused on safety and caring for the whole child. David Pratt, Safety and Security Specialist and Dr. Kim Boyd, Director of Community Care served as guest speakers.

Professional Learning: Dr. Kathy Pickering, Coordinator of Professional Learning, secured a $240,000 grant to span over a two-year period to enhance our induction program through a cognitive coaching initiative, self-care workshops, and additional training opportunities for special education teachers.

The first district-wide Paraprofessional Academy began on October 1. 30 paraprofessionals participated in this 6-hour Academy focused on Behavior Management. Additional academies will be held throughout the year.

A New Teacher Series was launched to provide specific learning opportunities for our new educators. A new teacher Professional Learning Community was held on October 2. Additional learning opportunities for new educators will be held throughout the year and will focus on topics such as Love & Logic, engagement strategies and literacy.

Title Programs: The Colorado Department of Education (CDE) granted final approval of the 2019-20 Consolidated Application on October 17. Principals are in the process of updating 2019-20 Unified Improvement Plans to include the components of Title I. Miriam Mondragon, Coordinator of Title Programs is reviewing plans and supporting Title I principals with this alignment.

During October, family liaisons participated in parent/teacher conferences in their buildings and provided families with resources, translation assistance and conducted school surveys. There are several Title I Family Engagement Events during the month of November including a Science, Technology Engineering and Math Night at Remington and the first of four, Parent to Parent Workshops at Odyssey. Family liaisons will also attend a training on how to conduct home visits.

Miriam Mondragon along with Lorretta Grimaldo, Title Programs Manager attended the CDE Equity & Excellence Conference in Denver October 24- 25. Sessions included information on Data Driven Instruction, Colorado Multi-Tiered Systems of Support, Title IV, School Culture Cultivation, Stakeholder Engagement and

22 High Leverage Practices for Students with Disabilities. This information will all be shared with family liaisons and Title I Principals.

Wellness: Wellness: District 49 won the Battle of the Districts Walktober Staff Wellness Challenge beating out Harrison School District 2 (2nd place) and Academy School District 20 (3rd place.)

Upcoming Activity

Firm Foundations: Amber Whetstine, Executive Director of Learning Services, along with other members of the Learning Services team is collaborating with Mind Research to implement a grant to support a D49 family math night in spring 2020. The event will enable school-based leaders to learn strategies for implementing a family night and then replicate the process at individual schools.

Amber will attend a Renaissance Advisory Board Meeting in December to provide insights into improvement supports for K-12 programming in reading, English language arts and mathematics.

Leadership Development: Amber and Dr. Kathy Pickering, Coordinator of Professional Learning, will present at the Learning Forward National Conference in St. Louis, MO in December on strategies for developing women leaders.

Title Programs: Miriam Mondragon, Coordinator of Title Programs, will attend the Brustein and Manasevit Fall Forum December 4-6. The forum will provide information on identifying, managing and mitigating risk. Falcon Elementary School of Technology will host a Title I family math night on Dec. 12.

Wellness: All schools will complete the Smart Source Survey which is Colorado's inventory of best practices in school health by December 31. Schools will receive an individualized report and the district will receive an overall report to inform future programming.

Individualized Education

DEPARTMENT: *Community Care*

CURRENT AND ONGOING GOALS:

- Goal #1 Provide 8 Counselor Meetings/Trainings throughout the school year partnering with AAL.
  - o Objective 1- Four meetings will be held by January 1
  - o Objective 2- All meetings completed by the end of May

  Status:
  - There was no Counselor Meeting/Training in the month of October. The next meeting/training is scheduled for November 13th.

- Goal #2 Community Engagement Advocates will run monthly at-risk reports and schedule a meeting with each campus administrative team and the Zone Security Specialist to discuss the most at-risk students and organize support for identified students
  - o Objective 1- CEAs will hold the first meetings in September
  - o Objective 2- CEA's will schedule out the year's meetings by end of Sept. with campus administrators
  - o Objective 3- At least 6 meetings will occur per district campus by the end of May

  Status:
  - The CEA's have held meetings with almost all the schools. We have received positive reports from the school administration so far.
  - The November meetings will be held early due to the October being a shorter month with fall break and the snow days.

- Goal #3 BCBA's will collect data on the number of referrals made and the scope of those referrals by providing a report at the end of each semester.
  - o Objective 1- BCBA's will update data in the spreadsheet at least 3 days \prior to each CEO report due date
  - o Objective 2- BCBA's will support at least 25 students each by end of first semester
  - o Objective 3- BCBA's will support at least 50 students each by end of second semester.

  Status:
  - BCBA's have served 95 students so far this school year
  - The BCBA's have conducted two trainings so far together this school year.

- Goal #4 The Director of Community Care will provide 2 district wide community events this school year.
  - o Objective 1- One Community Event will be held by end of first semester
  - o Objective 2- Second Community Event will be held by the end of year.

  Status:
  - No updates for the month of October.

DEPARTMENT: *Culturally and Linguistically Diverse Education*
CURRENT AND ONGOING GOALS:
- Goal #1: Increase relevant and meaningful communication between parents, students, community, CLDE staff, and D49 staff concerning rights, student achievement, department initiatives, and enrichment opportunities.

  Status:
    - Conferences were carried out in the month of October. The Coordinator of CLDE is working with district leaders to increase meaningful communication

- Goal #2: Increase student language development as measured by WIDA ACCESS by 10% from comparable data from 2019 ACCESS using best practices.

  Status:
    - No update for the month of October

- Goal #3: In order to provide high-quality training to at least 25% of district-operated staff members by the end of the 2019-2020 SY, we will increase professional development opportunities to general education teachers and administrators through on-site training, online training, conferences, and work-study.

  Status:
    - No update for the month of October.

- Goal #4: Increase CLDE teacher and paraeducator leadership at the building and district level.

  Status:
    - TELL assessment is 100% complete.

DEPARTMENT: *Gifted Education*
CURRENT AND ONGOING GOAL:
- Goal #1: By April 2020, District 49 will increase the percentage of gifted identification students in all gifted areas and increase the percentage of identification of students from underrepresented populations to mirror district demographics.

  Status:
    - On October 2nd SAC and GE Facilitator Training for the online administration of CogAT for 3rd and 6th Grade Universal Screening. ALLIES, LTA, and PTEC will have alternative plans for administration to meet their needs.
    - Universal Screening is scheduled for October 8th with ALLIES, and the remainder of the district will be testing between October 28th through November 22nd.
    - Continuation of expansion of the body of evidence to include multiple data points for more specific identification determination in all schools in every zone.

- Continuation of employment of a variety of assessment tools to better evaluate students abilities, achievement and behavioral characteristics.

- Goal #2: By April 2020, District 49 will improve our Advanced Learning Plan (ALP) to be best practice and compliant with all state key requirements.

  Status:
  - Enrich is continued to be used in the development of ALPs, and most GE Facilitators are preparing for parent/teacher conferences next week (10/07/2019 - 10/11/2019). Others who are on alternative calendars are preparing for their conferences as well.

DEPARTMENT: *Special Education*
CURRENT AND ONGOING GOAL:
- Goal #1 Increase opportunities for Special Education staff to attend training and professional development for all areas of education and behavior for the 2019-20 school year. This will be measured in collaboration with classes in Aha! and opportunities state and nationally for all of our staff provided through the Special Education department or Learning Services.

  Status:
  - The ECAW training went well with 10 of the 12 enrollees showing up.
  - Great feedback from the trainer that the teachers are excited to start using the new program.
  - The training encompassed the different types of writing samples they would be working on and how to score them. The teacher also had time to go over the website as well as some of the resources that will be available to them.
  - The trainer shared that she was happy with the questions that were asked, as it told her what level of understanding the teachers had by the end of the training day.

- Goal #2 In 2019-20 Develop and maintain cohorts and subject matter experts in areas to increase student progress as measured by monitoring of goals on IEP's and school benchmarking data. These cohorts will be in the area of CSN/SSN, SoCo, and AN, along with subject matter experts in utilizing evaluation data to develop goals and an Autism team as a resource for staff.

  Status:
  - Dave Hurley resent the generalist cohort survey with a 50% response.
  - At this time Dave Hurley will start a discussion group within Schoology for teachers to access and share information with each other as this came up on several responses as a desired platform for communication.
  - Dave will be considering future trainings and looking for resources to share with the cohort on this discussion board as well.
  - Dave will also be addressing their desired PD needs with our PD offerings throughout the school year.
  - Tami Matthews has added resources to the AN Cohort File in Schoology from the 2019 Affective Needs Conference.

- She added numerous files from this conference pertaining to Effective Communication with Families, Positive Behavior Supports, and many more.
- Tami has also added the Autism Task Force to the resources page and she has uploaded a (109 page) Manual for Facilitating Individualized Interventions from the Center for Early Childhood Education.
- Tami is also researching having the State of Colorado representative from the Council for Exceptional Children with Emotional and Behavior Disorders come and observe some of our Affective Needs classrooms. They will then speak with the cohort about the observations and give any tips that might be useful. This is currently a work in progress.
- Staff that attended the 2019 Affective Needs Conference enjoyed it and stated that it was well worth attending.
- The CSN/SSN cohort with be hosting CDE for two half day trainings on November 11th on the Communication Matrix tool.
- The *Communication Matrix* is a research-based free assessment tool available to families and professionals.
- The *Matrix* is available in 8 languages and can be used to assess the needs of learners functioning at the early stages of communication or using forms of communication other than speaking or writing.
- This questions-based system provides results that assist in understanding the learner's communication needs and progress at a glance.
- SLPs, the SWAAAC team, and TOD/TVIs have also been invited to attend this training.

- Goal #3 Provide comprehensive trainings, guidance, and resources in Schoology with continual updates throughout the 2019-20 school year

    Status:
    - Please see the link for the most up to date list of trainings that are being provided.
    - Special Education 2019 -2020 Training

DEPARTMENT: *Early Childhood Education*
CURRENT AND ONGOING GOAL:
- Goal #1 - In order to increase communication, productivity and collaboration within the Early Childhood office the team will complete weekly meetings include the Dean, Administrative Assistants, Child Find Coordinator and ECSE/Child Find Specialist, 80% of the time during the 2019-2020 school year.

    Status:
    - The Early Childhood office team has completed 11 meetings to include a meeting about updating the website
    - Count paperwork and follow through with teachers
    - Organized and held 1st CPP Advisory Council meeting

- Goal #2 - In order to develop a cohesive and strong early childhood PLC, the Dean and ECE/ECSE Teachers will complete bi-weekly meetings, 80% of the time during the 2019-2020 school year.

Status:
- The following trainings have been completed:
  - Promotion Learning Through Studies Using The Creative Curriculum® for Preschool
  - Readiness & Writing and Literacy & Math
- The following Randa Training has been completed:
  - Discussed and decided upon SLO form
  - Self-assessments completed
  - Goals (collective and individual) completed

- Goal #3 - Develop a user-friendly website to inform families about the preschool program

  Status:
  - Website updates have been completed at this time

DEPARTMENT: *School Nursing Services*
CURRENT AND ONGOING GOAL:
- Ongoing yearly: Goal #1 Increase awareness of student medical needs and contribute to student safety through all School Staff training on Big 4 Health Emergencies (Diabetes/Seizures/Severe Allergies/Asthma) conducted at one all staff meeting for each school by the school nurse with deadline of September 30th of each school year. This information is valuable for teachers and other school staff to know how to sustain a medical emergency until health room staff responds to student emergencies.

  Status:
  - Nurses are actively doing presentations at school and updating the spreadsheet with documented dates of completion by school).

- Ongoing yearly: Goal #2 Training of all Special Needs Paraprofessionals about high medical needs students. All SSN paraprofessionals will receive 1 full day of training by school nurses, district dietician on dietary needs for special needs students & other key individuals in our district. This goal is to ensure not only safety for our special needs student population but also to ensure all SSN paraprofessionals are ready to care for students on the first day of school and not be taken away from student contact time in order to complete the required training and delegation from the school nurse.

  Status:
  - Training of SSN and Preschool Paraeducators was completed on July 29, 2019.

- Goal #3 Improve training for all school health assistants in the area of Diabetes/Stop The Bleed topics & crisis response led by school nurses throughout the school year.

  Status:

- Training for Health Assistants was completed at the beginning of the school year. Currently moving forward with additional needed training on Diabetes care, tentatively planning on a spring 2020 PD day.

DEPARTMENT: *PEAK Programs*
CURRENT AND ONGOING GOAL:
- Goal #1 PEAK students will explore learning opportunities beyond the classroom by going on at least one field trip per quarter for each class.

  Status:
    - The Summit/Pinnacle students are going to go to the Snoezlen Room but have not picked a date yet.
    - The Belay I and Belay II teachers are still deciding on where they would like to go for their next field trips.
    - The PEAK bus will be delivered after December 25th!

- Goal #2 PEAK students will increase their life and daily living skills by participating in a Life Skills/Daily Living Skills activity once per month.

  Status:
    - Culinary Arts: For Halloween the students at peAK made orange and black pancakes and also made orange milk
    - The students have requested for November to make Tacos
    - Life Skills: The students and staff have completed the sanding on the picnic tables.
    - The painting will be completed after fall break.
    - Ms. Jasper received a FFE grant! Due to this all students at PEAK will learn to use a sewing machine for their Art projects.

- Goal #3 PEAK staff will de-brief/discuss strategies and interventions for individual students once per month in a team meeting.

Communications

Digital Communications

D49.org d49.org/Team launch: At the onset of Fall Break the comms department released two significant upgrades to our digital communications package: The first, an employee focused website we call d49.org/Team, and the second, a refreshed look to the district's website, d49.org. The Team site designed for internal use allowed us to maximize the available space on our public facing site by consolidating staff resources and providing multiple links to essential channels such as Schoology, PowerSchool, Human Resources, NovaTime and the Aha! Network to name just a few. Visitors to our website D49.org will see the same resources we've always provided with new look. The most prominent change, of course, is the video stream that begins when the page is loaded which is a result of a great deal of work from Video and Broadcast Specialist Amy Bremser. Kudos to Digital Communications Manager Sam Dosen-Himelrick for demonstrating significant leadership in working closely with the development team from Blackboard™ to overcome multiple challenges in bringing these projects to life. Internal Communication Manager Amy Matisek will also take on an additional lane of responsibility providing lead oversight to the employee website.

Managing the Message

Reaching our Community on Early Snow Days:
Proving once again the Pikes Peak region should expect the unexpected from the weather, School District 49 experienced its first weather cancellations for the 19-20 school year in the final week of October. This provided an opportunity to re-engage the process of determining impact, making timely decisions and sharing communications with our stakeholders about the impact to D49 operations. In each of three closures (the first during Fall Break) the decision to close was made and announced early which was well received by our community based on

1. Which best describes your affiliation with District 49?
- 2.3% Community member
- 0.7% Student
- 46.2% Parent
- 50.8% Staff

tracking social media engagements along with the results of our community surveys. The communications office pushed three alerts and produced four surveys which told us more than 95% of parents and staff surveyed agreed with the decision when it was to close and to operate as normal on the day following the departure of a major weather system. Conversely, we also captured that the decision to operate on a normal schedule in between pulses of the storm system was met with disapproval by those who completed the

3. The National Weather Service and local meteorologists forecast a second pulse of a major storm system bringing low temperatures and wind chill below -15° along with the potential for 4-7 inches of snow between Tuesday, Oct. 29 into Wednesday, Oct. 30. Although we considered a two-hour delay, the timing of this storm meant hazardous conditions would persist well into the school day. Accordingly, District 49 closed for Wednesday, Oct. 30, 2019. Please indicate how appropriate this decision was for your area.

- 82.4% Very appropriate
- 12.0% Appropriate
- 2.4% Neutral
- 2.2% Inappropriate
- 0.9% Very inappropriate

survey. We value the voice of our community, and the feedback helps direct the decision-making process. We are seeing a clear preference of an early call and also recognize our neighboring districts are beginning to duplicate our efforts, which we take as yet another strong indicator that our process is not only sound, but of role model caliber.

Telling the district story

Welcome GPA: The comms team was pleased to join the staff of Grand Peak Academy at its October 25 ribbon cutting ceremony and community open house. The GPA team proudly shared the new facility for the D49 charter school, which most moved into during the 2019 Fall Break. The event featured remarks by BOE Secretary Dave Cruson and provided staff the chance to share their learning spaces with families visiting the new building on Cowpoke Road. Director David Nancarrow joined the group and covered the event for d49.org. Story Here:

Applied & Advanced Learning (AAL)

Trust

- **CE Board policies** – Submitted CE policies changes to BOE in response to SB19-176. CE course enrollment prioritization: (1) On-HS-Campus, (2) PPCC Campus, (3) UCCS Campus, (4) Online as needed.
- **CE Expansion & Innovation Grant** submitted to CDE for live remote online learning between D49 high schools and including Peyton SD and Calhan SD.
- **Perkins Regional Needs Assessment** – Represented D49 at multiple Perkins Regional Needs Assessment meetings with K12, Higher Ed, Industry/Business partners, and agencies. Collaborated with constituents on reporting of survey summary and strategies to submit to CDE from economic region #4.
- **CTE Program Approvals** – Updated all HS CTE Program Approvals by Nov 1 deadline.

Community

- **Hanover Research** – met with Hanover to develop more effective customer satisfaction survey for CE parents and students for April.

Every Student

- **CyberPatriot –** 60 D49 middle and high school students competed in the CyberPatriot Round 1 Challenge at National CyberSecurity Center over Fall Break. Round 2 starts Nov 15.
- **Work-Based Learning - PPBEA**
  - **Local WBL opportunities** - communicated to D49 middle and high schools for CyberSecurity, Manufacturing, Engineering, and Health Science opportunities.
  - **Culinary/Hospitality** - Eric Lustig served on task force with secondary and industry partners to develop tiered framework of WBL opportunities for HS students.
  - **CyberSecurity Advisory Council** on Oct 23 with National Homeland Security and local Cyber industry partners, increasing awareness of huge nationwide and local skills gap for this industry. Developing scholarships for MS/HS students to attend weekend CyberSecurity workshops at National CyberSecurity Center.

How We Treat Our Work

- **Online CE Application –** ready for testing on 11/13/19; to rollout in January 2020.
- **Live Remote Learning (LRL) –** collaborating with VRHS math teacher, Amy Rogers, to pilot new LRL model for MAT121 College Algebra this Spg20.

How We Treat Each Other

- **CE College Advising** – Completed Spg20 college advising for ASCENT, FHS, and Falcon Homeschool Program students; transitioned FHP student records to Grace Ferguson, iConnect Zone Portfolio of Schools Coordinator.
- **2020-21College Advising Guidelines and CE forms** updated for counselors & advisors.

Best Choice to Learn, Work, and Lead

- **Colorado CE Conference, Nov 8 @ PPCC** – participated on planning committee; D49 will present in 4 sessions and facilitate 2 roundtable discussions; 250 attendees.
- **NACEP** – Represented Secondary membership at National CE Conference on Oct 14-16. Presented with PPCC and CO Community College System and served on discussion panel with Higher Ed and researchers to find opportunities for alignment of research to practitioner needs.

Portfolio of Schools

- **UCCS Teacher Cadet –** Met with Dr. Brown, Assoc. Dean, UCCS College of Ed, to start Teacher Cadet with Vista Ridge instructor Sahvanna Mease. Planning may include UCCS summer workshops &

mentorships with undergrad and graduate students and alignment with Concurrent Enrollment for ECE, elementary, and secondary education degree plans.

- **On-Campus CE Course sections –** increased from 24 in F19 to 28 in Spg20 (+16%).
- *D49 high schools need more college level certified instructors in History, Communications, Ethics, and Psychology.*
- **Spring 2020 CE College Courses offered on D49 campuses:**

Spg 20 Intra-Campus Courses		
Campus	**Course #**	**Course Name**
VRHS	LIT115	Intro to Lit
VRHS	ENG122	English Comp II
VRHS	PSY102	General Psychology II
VRHS	ENG121	English Comp I
VRHS	MAT121	College Algebra
VRHS	MAT107	Career Math
VRHS	PHI112 Hybrid	Ethics
PPEC	PHI112	Ethics
PPEC	ENG121	English Comp I
PPEC	HIS236	U.S. History Since 1945
PPEC	PSY101	Intro to Psychology I
PPEC	MAT121	College Algebra
PPEC	COM115?	Public Speaking
SCHS	LIT115	Intro to Lit
SCHS	ENG122	English Comp II
SCHS	COM115	Public Speaking
SCHS	ENG121	Englich Comp I
FHS	HIS236	U.S. History Since 1945
FHS	ENG121	English Comp I
FHS	LIT115	Intro to Lit
FHS	ENG122	English Comp II
FHS	PHI112 Hybrid	Ethics
FHS	EMT	Emergency Medical Tech
FHS	EMR	Emergency Medical Responder
FHS	NUA	Nursing Assisting
BLPA	ENG121	English Comp I
BLPA	HIS 236	US History Since 1945
BLPA	PHI112	Ethics
	28	

Culture and Services

Building culture and providing services is a continuous process that requires buy-in from School District 49's leadership, students, parents, and community. Intentional exposure and meaningful interaction lead to measurable outcomes, which creates a responsive multicultural environment.

Current and Ongoing Activity

Cultural Framework

BOE Director Graham accompanied the D49 DODEA grant team to network with DODEA leadership at the 2019 DODEA Grantee Professional Learning Meeting in Houston, TX. The Rocky Mountain Restorative Practices Conference (RMRPC) is underway; 6 Nov preconference, 7-8 Nov conference.

Community Outreach

The ribbon cutting for the IGNITE Expeditions mobile AR learning laboratory was a success. The ceremony featured the student artists whose art is reflected on the exterior of the bus, community partners, and district stakeholders who helped launch and will continue to sustain the initiative.

Upcoming Activity

1) 2nd Annual Purple Ball 2) D49 Restorative Practices Summit 3) D49 Military Appreciation Day

Central Registration (CR) and Student Information (SI)

Central Registration is the entry point of the district; therefore, processes are being reviewed daily to add efficiency and customer focus. The SIS is vital tool in the process of fostering integration in the district.

Current and Ongoing Activity

Registration Metrics

The CR Supervisor is uploading data to CDE to facilitate a SY 18-19 student count audit.

Upcoming Activity

SIS System Implementation

The SIS team is finalizing October Count snapshot for upload to CDE. The building administrators are currently verifying their count data for accuracy as the penultimate step before upload culmination.

BASE49

BASE49 is District 49's wholly owned and operated before and aftercare provider, which supports the early arrival and/or late departure requirements of families with elementary school students.

Current and Ongoing Activity

Childcare Operations

The BASE49 team successfully conducted October break camps. The demand for camps was so great that a fourth location was opened to mitigate wait listed families.

Upcoming Activity

Childcare Management

The staff is ordering additional iPads to intensify "Homework Help" opportunities for BASE49 students.

COO SUMMARY

Work began the week of Nov 11th for the construction of the SSAE campus addition. After a slight delay due to the permit process, we are beginning construction and will keep stakeholders informed on the progress.

Work continues on the detailed planning and execution of the IT services support contract. The TQAM is working closely with CCS and Sentinel to set specific project timelines and tasks to complete, prior to Sentinel assuming control of our IT support efforts on Jan 1, 2020.

We have seen a significant increase in Safe2Tell tip traffic this year (140 in comparison to 104 at the same time last year). The increase reflects a state-wide dynamic of increased S2T tip generation. The Safety and Security team remains diligent and is working closely with school and zone leaders and D49 central office staff to rapidly respond to concerns and tips as they arise.   Our focus remains on protecting and supporting students and staff across D49.

Transportation has experienced a loss of a number of drivers for a variety of reasons, leading us to a shortage of 21 drivers as of November 5th.   The office staff has stepped up to fill vacant bus seats temporarily as we continue to review and adjust our recruiting practices in this challenging hiring environment

The hiring process for the Facility Project Manager position is moving along well, and we anticipate being able to announce a job offer in the coming weeks. The Facility Project Manager will assume the duties of our MLO 3B Director, as well as provide oversight on a number construction and capital projects within the district.

Regards

Pedro Almeida
Chief Operations Officer

DEPARTMENT SUMMARIES

NUTRITION SERVICES
- Revenue: $1,051,596.45
- Expense: $1,349,957.60
- Encumbered: $1,427,639.42
- Working with Mountain Springs Charter on the construction of their school.
- Have a Dietetic Intern from Northern Colorado University.

MAINTENANCE & GROUNDS
- SSAE addition- Have the approvals from PPRB and permit. Weekly OAC meetings starting next week.
- FES- Woodmen Hills Metropolitan District is overlaying FES western parking lot this weekend.
- FMS- Field Concession Stand pipes froze in multiple places due to a faulty heater and cold temps and flooded area. We have fixed the heater, have dehumidifiers and fans to dry out and are fixing the plumbing. Will start a PM to winterize in the future.
- Grounds- Starting fall clean up for all sites.
- Grounds- Will be finished blowing out all irrigation lines next week.

INFORMATION TECHNOLOGY
- We have started the transition planning with Sentinel and CCS.
- Held several meetings with various department leads and Sentinel for introductions as well as providing information on the current state of the Network and Support
- I have had CCS put all the projects on hold and will prioritize and assign the ones that can not wait until January for resolution.
- We will be sorting the replaced Wireless Access Points by type and will be presenting them to various resellers.

SECURITY & SAFETY
- To date, 140 Safe2Tell tips have been received this school year, last year at this time, we had 104 tips.
- Pratt and Watson will be participating and speaking on various topics at the upcoming 2019 Rocky Mountain Restorative Practices Conference, hosted by D49.
- D. Watson was accepted, along with Dr. Fletcher were accepted to be guest presenters at the National Youth At-Risk Conference, to be held in Savannah, GA, in March of 2020.
- Continued planning for armed security officer initiative.
- All coordinated schools unannounced drills have been completed.
- Continue to meet with the ESCAT to discuss safety and security initiatives.
- D. Pratt is revising current Threat Assessment documents and the training process
- D. Pratt continues to train school teams on ICS and Threat Assessment process.
- Fire to a library kiosk at OES started purposefully by two unknown teens. Investigation continues.
- Assisted with numerous investigations throughout the district.
- D. Watson attended and completed the CPI instructor refresher course.
- Security team assisting VR, along with Transportation staff to revise traffic patterns in and around VRHS.

TRANSPORTATION

- We are currently short 24 total positions
- 11 route drivers
- 10 A/P and Relief Drivers
- 2 Para Professionals
- 1 Router
- We had to cancel 2 field trips on Monday, Nov.24th due to driver shortage
- On-Time Arrival Average Percentages per zone:
  - Power Zone   -   97.9%
  - Sand Creek Zone   -   93.7%
  - Falcon Zone   -   93.8%
  - iConnect Zone   -   96.7%

ATTENDANCE STATISTICS YTD 2019-2020

Month	Employees	# School Days	% of Leave	Sick	Sick Bereavement	Sick FMLA	Personal	Dock	Dock FMLA	LWOP	LWP	Jury Duty	Total/Mth
July	92	1	1.1%	1	0	0	0	0	0	0	0	0	1
August	101	21	3.2%	23	2	14.5	9.5	7	9	0	0	2	67
September	102	20	4.6%	33	1	40	5.5	9.5	0	0	1.5	2.5	93
October	100	12	4.3%	15	9	8	7	3	7	0	0	2.5	51.5
November		16											0
December		15											0
January		18											0
February		18											0
March		11											0
April		22											0
May		15											0
	AVG												
Totals YTD	99	169	3.3%	72	12	62.5	22	19.5	16	0	1.5	7	212.5

KEY STATISTICS

Number of Working Day for 19-20		Number of Dock Days	
169		19.5	0.1%

Number of Sick Days		Number of Dock FMLA Days	
72	0.4%	16	0.1%

Number of Bereavement Days		Number of LWOP Days	
12	0.1%	0	0.0%

Number of Sick FMLA Days		Number of LWP Days	
62.5	0.4%	1.5	0.0%

Number of Personal Days		Number of Jury Days	
22	0.1%	7	0.0%

November 2019

This month's Business Office Report is a little thin on documentation from BOLT members due to seasonal peak in activity related to open enrollment, and audit fieldwork to review our financial results. You do, of course, already hear from Finance and Accounting each month with regular agenda items for budget updates and financial results presentation.

As many of you know, I have been investing time and energy with the 2019 Legislative Interim Committee on School Finance. Change in the political arena is often a long-term play; and this is a particularly long-term issue because of the complication in the current situation and the requisite complexity required to pursue any change in the school finance arena. We are having a positive impact on increasing knowledge and awareness of the real issues that need to be understood and considered for change. The number of meetings I've had, and continue to have – as well as the varied directions those meetings take me are indicators of our impact. Groups ranging from CEA, to the children's coalition, to specific individual school districts – that run the gamut of political leans, demographic, and financial spectrums have been engaged with us on the topic. We will continue the pursuit until we have ultimate success through legislation and/or the opportunities for engagement are no longer present.

This month's report includes recent information from *The Kiplinger Letter* that has long been one of my preferred sources of clear, concise perspectives on political & economic issues - both nationally and globally.

Sincerely,

Brett Ridgway, Chief Business Officer – Assistant Treasurer
bridgway@d49.org   719.495.1130

Human Resources Monthly Report

Staff Leaves of Absence

Paul Andersen, Director of Human Resources
November 20, 2019

Leaves of Absence Overview

One of the many ways we care for our employees is through the various forms of leave we provide. Some forms, such as Family and Medical Leave, are mandated by the federal or state government. Others, such as vacation and or unpaid leaves of absence, are benefits that the district chooses to offer.

Three key factors make leave administration a key workforce management challenge:

- growth of our workforce;

- increasing use of leaves of absence; and

- increasing regulation of employers in the area of leaves of absence.

Due to these factors, human resources administration recommended the addition of a leave specialist position to bring focus and expertise to leave administration.

The Regulatory Framework

Laws and regulations at the state and federal levels define the requirements of employers. Board policy and regulation define how we administer the various leave types.

State and federal laws

- Americans with Disabilities Act

- Family Medical Leave Act

- Service and Emotional Support Animals

- Health Insurance Portability & Accountability Act

- Pregnancy Discrimination Act

Board policies

- GBC, FMLA Leaves Absences

- GBCA, Non FMLA Leaves

- GBCAG, Staff Unpaid Leaves of Absence

- GBGD, Workers' Compensation

- GBGG, Staff Sick and Personal Leave

- GBGGA, Catastrophic Leave Bank

- GBGI, Staff Leaves and Absences

Leaves Processed

The volume of leaves process is steadily increasing. While our tracking prior to SY18 was not consistent, we know that leave usage has been trending upward for several years. We track two primary leave types:

- Medical
  - Medical leaves are regulated by one or more laws and district policies.
  - Employees must meet eligibility requirements and provide medical certifications.
- Non-Medical
  - Non-medical leaves are governed by board policies and in some case by laws.
  - These include vacation, bereavement, military leave, civic duty, student teaching/professional development.

	Non Medical	Medical
SY19	40	179
SY18	49	143
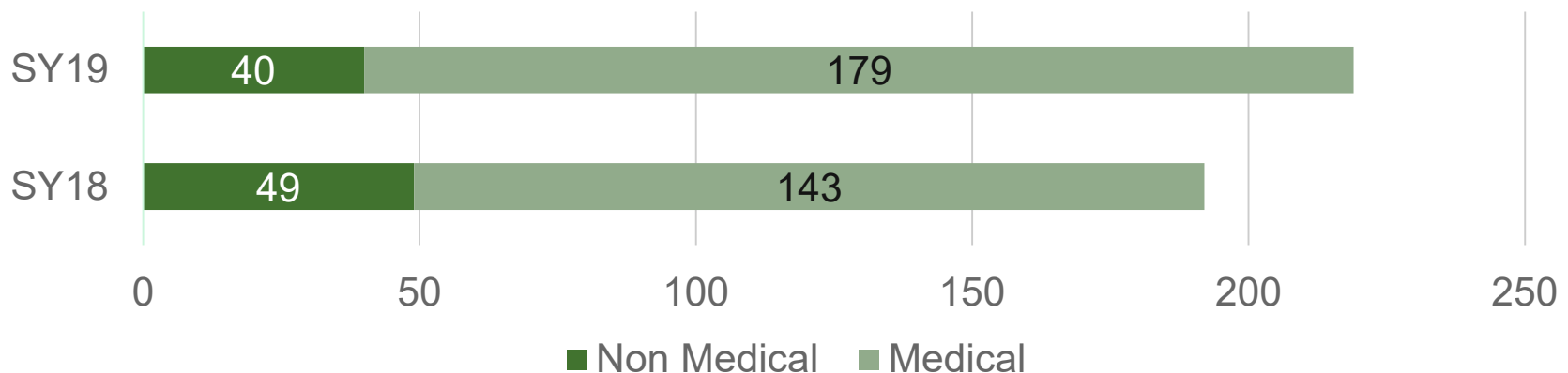
Other Trends

Two other trends are of note in the area of leave administration.

- Requests for ADA Accommodation: We are seeing a significant uptick in the number of requests for accommodation under the ADA. This includes both disability accommodation and leave time as an accommodation.

- Requests for Service/Emotional Support Animals: While not yet a large number, we have received some requests for animals at work. We expect this to trend upward and will continue to refine our process for evaluating such requests.

What's Next with Leaves

Since the inception of the leave specialist position, there has been a focus on identifying and addressing opportunities for improvement. Improvement efforts so far have yielded a consistent method for FMLA time tracking, a leave of absence checklist to ensure consistency and email templates for consistent communication.

Looking ahead, the leave specialist will:

- Explore opportunities for automation, while ensuring data privacy and confidentiality
- Continue to develop subject matter expertise in the area of leaves, both for the leave specialist and HR department leadership
- Improve tracking of leave data
- Develop leave training for supervisors
- Develop process for coordination of workers' compensation with other leave provisions

In the spring of 2020, the Board can expect to see a set of policies and regulations with recommended revisions.

The Best Choice to Learn, Work and Lead

Please note that public entity funds (like school districts) are regulated to a point beyond normal FDIC insurance limits. This is part of The Public Deposit Protection Act (PDPA) (C.R.S., 11-10.5-101), which exists ". . . to ensure that public funds held on deposit in banks are protected in the event that the bank holding the public deposits becomes insolvent. The PDPA protects only public funds placed in bank deposit accounts. Bank deposit accounts include: checking, savings, money-market deposit, and certificate of deposit (CD) accounts."

	2018-19			2019-20				Full Year Trend (Interest Annualized)			
	End of Year Balance	End of Year Interest	End of Year Yield	Year to Date Balance	Year to Date Interest	Year to Date Yield	Projected Balance Over Prior Year	Interest / Total Days	Increase (Decrease) over Prior Year	Rate / Vol / Mix Var	Average Daily Balance Chg%
General Funds (Plural 10-18)											
ColoTrust	$ 21,719,746	$ 249,984	2.86%	$ 11,345,441	$ 100,808	2.78%	(47.76%)	$ 299,145	$ 49,161	-7 / 58 / -2	23.06%
JPMorgan Chase Operating	1,892,103	89,981	2.69%	9,796,175	14,730	0.89%	417.74%	43,710	(46,271)	n/a	(61.86%)
UMB Operating	-	14,728	-	-	-	n/a	-	-	(14,728)	n/a	-
Eastern Colorado Bank	532,408	10,576	0.29%	6,535,031	2,827	0.16%	+ 1,000%	8,388	(2,188)	-5 / 5 / -2	43.28%
First Bank	188,542	7,168	1.25%	237,957	868	0.58%	26.21%	2,574	(4,593)	-4 / -2 / 1	(23.03%)
Farmer's State Bank	110,497	6,115	1.91%	123,626	1,434	3.61%	11.88%	4,255	(1,860)	5 / -4 / -3	(63.24%)
Petty Cash	450	-	-	164	-	-	(63.61%)	-	-	n/a	n/a
Total Cash & Investments	$ 24,443,745	378,551	2.02%	$ 28,038,394	120,665	1.97%	14.71%	6,829	(6,453)	-9 / 7 / -5	2.08%
MLO and COP Repayments											
ColoTrust	$ 24,200,723.78	755,235	2.30%	21,478,843	163,453	2.00%	(11.25%)	485,043	(270,192)	-99 / -197 / 26	(26.05%)
Eastern Colorado Bank	3,117,778	72,610	0.42%	3,150,938	33,159	0.00%	1.06%	98,399	25,790	0 / 0 / 26	n/a
Total Cash & Investments	27,318,502	827,845	2.52%	24,629,781	196,612	2.40%	(9.84%)	583,442	(244,403)	-40 / -216 / 11	(26.05%)
Insurance Reserve & Transaction Funds (Fund 18 & 64)											
COLOTRUST	335,093	18,966	2.38%	2,373,792	9,879	2.17%	608.40%	29,317	10,351	-2 / 13 / -1	69.46%
Total Cash & Investments	335,093	18,966	2.38%	2,373,792	9,879	2.17%	608.40%	29,317	10,351	-2 / 13 / -1	69.46%
All Other Funds (Fund 21, 22, 25, 26, 43, 73, 74)											
1st Bank (BASE49)	40,649	-	n/a	116,795	-	n/a	187.33%	-	-	n/a	n/a
1st Bank (Fees)	107,696	-	n/a	269,084	-	n/a	149.85%	-	-	n/a	n/a
Farmer's State Bank (NutrSvc)	264,140	8,102	2.05%	837,307	3,880	1.94%	216.99%	11,513	3,411	0 / 4 / 0	49.87%
Deposits in Process (NutrSvc)	(5,152)	-	n/a	(37,757)	-	n/a	632.84%	-	-	n/a	n/a
Farmer's State Bank (Trans)	44,708	120	0.20%	41,654	36	0.19%	(6.83%)	107	(13)	0 / 0 / 0	(5.92%)
Deposits in Process (Trans)	490	-	n/a	(193,474)	-	n/a	- 100%	-	-	n/a	n/a
COLOTRUST	578,071	-	n/a	578,071	-	n/a	-	-	-	n/a	n/a
Activity Accts (CT)	517,410	15,990	2.43%	525,658	8,248	2.23%	1.59%	24,475	8,485	-1 / 11 / -1	67.24%
Other (Cash Drawers & F43 CT)	31,769	61	0.19%	120,992	18	2.23%	280.85%	53	(8)	0 / 0 / 0	(11.65%)
Total Cash & Investments	1,579,781	24,273	1.70%	2,258,331	12,181	1.85%	42.95%	36,147	11,874	2 / 10 / 0	42.22%
Total Cash & Investments by Institution											
1st Bank	336,887	7,168	0.89%	623,836	868	0.53%	85.18%	2,574	(4,593)	-3 / -3 / 1	(39.35%)
COLOTRUST	47,351,044	1,040,175	2.42%	36,301,805	282,388	2.23%	(23.33%)	837,980	(202,195)	-78 / -134 / 10	(12.89%)
Farmer's State Bank	414,683	14,337	1.81%	771,356	5,349	2.54%	86.01%	15,874	1,537	6 / -3 / -1	(21.31%)
Eastern Colorado Bank	3,650,186	83,186	2.26%	9,685,969	35,986	2.07%	165.36%	106,787	23,601	-7 / 34 / -3	40.71%
JPMorgan Chase / Pooled Cash	1,892,103	89,981	1.99%	9,796,175	14,730	2.53%	-	43,710	(46,271)	n/a	n/a
UMB Pooled Cash	-	14,728	-	-	-	-	-	-	(14,728)	n/a	n/a
Other (Petty Cash, DiP)	27,066	61	0.13%	83,399	18	17.41%	208.13%	53	(8)	0 / 0 / 0	#DIV/0!
Total Cash & Investments	53,671,969	1,249,635	2.32%	57,262,540	339,338	2.21%	6.69%	1,006,978	(242,657)	-58 / -170 / -15	(13.89%)

https://www.colorado.gov/pacific/dora/public-deposit-protection-act-pdpa
Colotrust is not a bank but is regulated by The Investment Funds - Local Government Pooling Act (CRS Part 7, Article 75, Title 24), which prescribes specific investment policies, organizational & management structures. Colotrust is the largest provider of LGIP products and services in Colorado, in business since 1985. CBO Brett Ridgway serves on the volunteer Board of Directors for Colotrust. District 49's relationship with Colotrust predates his service on the Colotrust board and there is no monetary benefit to either the District or Mr. Ridgway through his particpation.

Cash Balance Trend by Bank

	ColoTrust	JPMorgan Chase	Eastern Colorado Bank	Farmers State Bank

TABOR Reserve $3.455M FY2020

Oct-18:
- $579,381.40
- $24,964.60
- 7,908,092.50
- 9,479,503.12

Nov-18:
- $81,108.32
- $26,528.10
- 5,707,819.13
- 10,061,366.60

Dec-18:
- $80,723.05
- $27,060.96
- 3,051,590.42
- 9,466,348.46

Jan-19:
- $19,812.81
- $27,619.64
- 4,843,241.75
- 7,115,613.29

Feb-19:
- $90,342.17
- $28,142.19
- 3,033,792.86
- 7,075,611.48

Mar-19:
- 3,462.52
- $28,717.40
- 3,452,171.45
- 13,877,725.32

Apr-19:
- 104,215.37
- $29,270.92
- 4,580,778.94
- 14,351,406.54

May-19:
- 102,889.71
- $31,661.33
- 2,358,051.95
- 14,399,618.15

Jun-19:
- 110,496.98
- $32,407.56
- 1,892,103.40
- 19,805,195.20

Jul-19:
- 111,371.04
- $32,748.54
- 2,176,378.20
- 13,409,487.32

Aug-19:
- 113,256.36
- $33,275.54
- 243,159.31
- 13,890,223.00

Sep-19:
- 533,761.98
- 8,849,757.74
- 13,500,181.52

Oct-19:
- 23,626.16
- 6,535,031.10
- 9,796,174.66

The Kiplinger Letter

FORECASTS FOR EXECUTIVES AND INVESTORS

1100 13th Street NW, Washington, DC 20005 • kiplinger.com • **Vol. 96, No. 44**

Dear Client: Washington, Nov. 1, 2019

As the U.S.-China trade war grinds on...
How is the Chinese economy really doing,
beyond the damage inflicted by Washington's duties
on Chinese goods? And what is its long-term outlook?

CHINA Long a juggernaut, China is slowing now.
The era of double-digit GDP growth is over.
Last quarter's 6% growth rate...which some analysts
believe to be overstated by Beijing...was the lowest
in three decades. While China will keep growing faster
than the mature economies of the U.S. and Europe...
Growth will downshift to 4% or less by 2030.

The country faces several major challenges:
Adverse demographics. China's population
of working-age people is shrinking. Last year's level
of 897 million people in that age bracket was down
from 925 million as recently as 2011. For decades,
China's growth rate was goosed by a favorable ratio
of young, working people to older, retired people.
Now, that's reversing, cutting down on available labor.
China's population may start falling in 2027...
an outright decline in all people, not just workers.
Chalk it up to Beijing's former one-child policy, which recently became a two-child policy.

And then there's government mismanagement of the economy. Increasingly,
bank loans go to inefficient, state-sponsored companies, rather than the private sector.
(Private firms got about 50% of bank credit in 2013. By 2016, the share was just 10%.)
Productivity suffers because Beijing subsidizes state-controlled businesses
at the expense of private companies. The return on capital from state-run enterprises
is roughly half that from private firms...a major factor in China's slowing GDP growth.
Note that this represents a turnaround from the policy that fueled China
during its rapid-growth phase earlier this century. Back then, Beijing cut investment
in state-run businesses, freeing capital to go to the companies that could use it best.
But when the Great Recession hit in 2008, the government staved off painful job losses
by funding wasteful stimulus projects and directing credit to big, state-backed firms.
That trend has intensified since President Xi Jinping began his rise to power in 2012.
The crackdown on shadow banking is further constricting growth. Beijing
has sought to tame risks in the financial sector by curbing the role of nonbank lenders
in supplying credit. Again, that means less access to credit for more-productive firms.

Despite all of its problems, China's long-term outlook is still OK. One area
where it still has a lot of room to grow is consumer spending, which accounts for 40%
of China's economy, versus 70% in the U.S. Given the sheer size of its populace...
Even modest increases in consumer spending will yield a potent boost
to overall economic growth...much needed as investment spending and exports slow.

Global Forecasts		
GDP growth	**2019**	**2020**
United States	2.3%	1.8%
Eurozone	1.2%	1.1%
China	6.1%	5.7%
Japan	1.0%	0.3%
United Kingdom	1.2%	1.0%
Canada	1.5%	1.5%
Mexico	0.4%	1.2%
Brazil	0.9%	1.9%
Russia	1.1%	1.6%
India	5.8%	6.6%
South Korea	1.9%	2.1%

MORE CHINA Can China chip away at America's dominant position in semiconductors? It faces a tough challenge, as it still buys 90% of its chips, worth $200 billion, each year from foreign companies, including such U.S. firms as Intel and Qualcomm.

But that doesn't mean Beijing won't try, spending hundreds of billions in the process. The Chinese government recently unveiled a $28.9 billion fund to support semiconductor development…only the latest in a series of such efforts.

With traditional chips, China will continue playing catch-up with leaders of the semiconductor industry, such as Intel, Qualcomm and Micron Technology.

But Beijing still has an opportunity to capitalize on the industry's future: Artificial intelligence chips, specialized semiconductors that are designed for complex machine learning. Also known as AI accelerators, they are more efficient and powerful than traditional CPUs, thanks to their ability to divide up processing and perform parallel computations. For example, a Google "deep learning" experiment that took 16,000 CPUs to recognize a cat needed just 48 graphics-processing AI chips.

Though AI chips account for only 1% of global semiconductor sales…

That number is expected to grow quickly along with artificial intelligence, which is expected to deliver $13 trillion in additional economic output by 2030.

For now, expect U.S. firms like Intel and Nvidia to dominate in AI chips.

But China has its foot in the door. HiSilicon, Huawei's semiconductor arm, has made considerable strides on AI chipsets for the company's new 5G smartphones.

TECH & TELECOM The Federal Communications Comm. won't let up on Chinese telecom gear. It will soon forbid U.S. wireless and wired firms to use any federal money to buy equipment from Huawei and ZTE. The agency says there is ample evidence to conclude that the two Chinese vendors pose a national security risk to Americans, and points to similar efforts by the Trump administration and support from Congress.

The FCC is targeting $8 billion in yearly spending used for telecom services in rural areas, low-income folks, schools, libraries and rural health care. The subsidies ultimately come from monthly consumer fees on wired and wireless phone bills. Once the FCC's new rule takes effect, none of the money can go to Huawei and ZTE.

Coming efforts to rip out Chinese gear from rural networks will be costly, likely running into the hundreds of millions of dollars. The FCC will collect data on how widespread Chinese gear is inside certain networks and how much it will cost to replace all of it. Much of the low-cost equipment is found in small rural networks.

Congress may eventually step in to help pay for the work. It's possible that the FCC may find the funds, but it's more likely extra funding will be needed.

Expect state and local governments to follow suit in banning Chinese gear.

The two biggest beneficiaries of the coming FCC ban: Ericsson and Nokia, which sell telecom products necessary for wired and wireless networks, including 5G. They'll be able to ramp up sales in the U.S. while keeping prices a bit higher.

U.S. ECONOMY A reassuring sign for the U.S. economy: The yield curve is back to normal after a stretch earlier this year when short-term interest rates were higher than longer-term rates…a rare phenomenon that has often preceded recessions. The recent rise in long rates shows that investors are less worried about a downturn.

The latest data on jobs and GDP growth also paint a positive picture. In Oct., the economy generated a surprisingly robust 128,000 new jobs, despite the GM strike, which temporarily cut the number of workers by about 50,000. With the strike over and GM employees back on the job, Nov.'s employment report will show an extra bump. Still, job creation will slow in 2020…there just won't be enough folks available to hire. Meanwhile, third-quarter GDP growth of 1.9% was a tad better than economists expected.

The reports depict an economy that is slowing but still holding up rather well. The U.S. is proving remarkably resilient in the face of weak manufacturing and trade.

Remember, your subscription includes The Kiplinger Letter online

The death of Islamic State leader Abu Bakr al-Baghdadi is a big deal and testament to the capabilities of U.S. intelligence and armed forces. It's also a much-needed victory on the foreign policy front for President Trump, much as killing al Qaeda's Osama bin Laden was for the Obama White House.

The Islamic State remains a threat, albeit a slightly diminished one, now that it has lost its caliph, as well as its caliphate. Decapitation does not kill a terrorist group. With its complex cell structure, featuring 14 global affiliates, the Islamic State is designed to resist such an outcome. Plus the group's "brand," perpetuated by a robust propaganda network, remains as potent as ever.

President Trump will receive a boost in the polls, but it will be short-lived. For reference, Barack Obama's approval rating jumped six points in April 2011, following bin Laden's death, only to see those gains disappear by June of that year.

Congress wants new restrictions on the use of anonymous shell companies... those that exist only on paper, with no offices or employees. Such entities can be legitimate businesses, but have also proved useful tools for malign actors.

The goal: **Make it harder for criminals and terrorists to hide their money** by requiring shell companies to disclose their true, beneficial owners from the start. Many types of companies must already share this information with the Treasury Dept., including federally regulated banks, investment advisers, churches and charities.

Both the House and Senate have similar proposals with bipartisan support and decent odds of becoming law. Also supporting the legislation: Multinational banks and corporations, law enforcement agencies and human rights groups. Those opposed: Some small-business groups, who say the ownership disclosures would be a burden.

Another area of bipartisan agreement: **No one wants a government shutdown** when the latest continuing resolution expires Nov. 21. Lawmakers have accepted that there's too little time to pass all 12 spending bills to fund the federal government.

Congress will pass another funding stopgap that expires early next year... in Feb. or March. Senators, in particular, are eager to clear the schedule for late 2019 and early 2020, when the upper chamber could be consumed by an impeachment trial.

Keeping the government open over the holidays is also a priority. Last year, a 35-day shutdown that ended in Jan., the longest in history, was a political loser for everyone, though Trump and the Republicans took the biggest hit in opinion polls.

But Trump is a wild card. The president has scuttled past spending talks.

The current state of Obamacare as open enrollment for 2020 kicks off? **"The sky isn't falling,"** as one noted health care observer phrased it. In fact, the health care program appears to be stabilizing amid some signs of trouble.

Premiums will essentially be flat, after increasing nearly 3% this year. This follows several years of double-digit premium hikes, peaking at 28% in 2018.

Insurers are returning to the federal health exchanges, with at least 175 offering qualified health plans this year, up from 155 last year and 132 in 2018.

Some states are seeing sizable premium declines, including Colo. (-20.2%), Del. (-19.5%) and Mont. (-13.1%), all of which implemented reinsurance programs.

But not all is hunky-dory. Reduced subsidies could further hit enrollment, already down 10% from its 2016 peak. Average premiums for the "silver" plan, which Uncle Sam uses to calculate subsidies for low-income enrollees, are down 4%.

Insurance is expensive for those who don't qualify for subsidies. Enrollment of unsubsidized individuals declined 40% between 2016 and 2018 and is still falling.

Plus the Affordable Care Act must survive another lawsuit making its way through the court system. Expect the Supreme Court to eventually take up the case.

DEMO-GRAPHICS What will the nation look like in 2060? For one thing, it will be much grayer, according to the latest U.S. population projections. By 2034, the number of people over age 65 will outnumber children for the first time in U.S. history. The average age of an American today is 38 years old; by 2060, it jumps to 43.

It will also be much more diverse. Asian-Americans, Hispanics and people who are of more than one race are the fastest-growing groups in the U.S. By next year, no single race alone will make up more than 50% of children. Non-Hispanic whites will fall by 20 million by 2060. By then that group will make up 44% of the country.

The U.S. will hit 400 million people in four decades, 23% more than today. Overall population growth in coming decades will be driven by immigration as it outpaces the natural increase of the native-born population sometime around 2030.

The pace of growth will slow, though. The U.S. will gain 2.3 million people per year until 2030, then add 1.9 million people annually from 2030 to 2040. Forecasters expect further slowing in the 2040s and 2050s...to 1.6 million per year.

The aging nation is a troubling sign for Medicare and Social Security. Having fewer working-age adults per retiree will keep straining entitlement programs.

FINANCE This year will see a record amount of so-called green bonds...bonds that are intended to deliver environmental as well as financial returns. Over $200 billion of such bonds have been issued so far in 2019, funding everything from improved corporate environmental practices to public transport. The market has exploded: In 2015, it was less than $50 billion. A decade ago...under $5 billion.

The U.S. leads the way in green bond issuance at nearly $40 billion, followed by France (about $25 billion), China ($23 billion) and Germany ($15 billion).

Issuers range from private companies to governments. Apple, Unilever and Bank of America have issued green bonds. Nine countries, including France, Belgium and Nigeria, have issued sovereign green bonds to date. More are coming.

WILDFIRES Calif. wildfires will reshape the state's relationship with its utilities. Autumn is wildfire season for the state, as dry inland air blows hard across Calif.'s hillsides. Its largest fire so far this year is the Kincade fire, burning about 80,000 acres in Sonoma County wine country, north of the Bay Area.

Watch for a state takeover of the electric utility PG&E. Its transmission lines sparked a fire last year that wiped out the town of Paradise. The potential liability led to PG&E's bankruptcy. Now it has resorted to blackouts during high-wind periods, but that hasn't always worked. A takeover will provide needed immunity from liability for fire and will likely require more taxes to pay for an overhaul of the electric grid.

The move could take a while and cost a lot. Calif. will likely take a page from Fla.'s hurricane playbook...state-funded catastrophe subsidies to private insurers.

TREATS Consumers are still feeling good enough to splurge on Halloween candy. The projected $2.7 billion spent is 3.6% higher than in 2018. The appetite for spending has dropped a bit, though. 2018's tally was 7.6% higher than 2017's. American households looked to spend $21.30, on average, on treats for the holiday.

One spooky stat for sweet teeth: Candy prices are up 3.9% over last year.

Yours very truly,

Knight Kiplinger

Nov. 1, 2019   THE KIPLINGER WASHINGTON EDITORS

P.S. Need retirement advice? *Kiplinger's 7 Steps to a Richer Retirement* can help. Visit *kiplinger.com/go/7richretire* for more information and a money-saving offer.

The Kiplinger Letter

FORECASTS FOR EXECUTIVES AND INVESTORS

Dear Client: Washington, Nov. 8, 2019

The U.S. has a looming water problem.
Some areas are getting too much of it.
Others, too little, including regions
responsible for most American food production.

WATER It's part of an emerging regional divide.
Wet areas are getting wetter, dry ones drier,
resulting in more severe flooding and droughts.
Signs of this shift are already apparent:
Flooding in the Upper Midwest this year
forced farmers to delay planting their spring crops,
disrupted inland shipping, and stranded communities.
Recent droughts throughout the Southwest
have also interfered with agricultural production
and, in Calif., helped fuel devastating wildfires.
Both cost the economy billions of dollars.

Almost all states will face greater flood risk,
spurring state and local governments to invest
in flood mitigation efforts. This year, at least 19 states
have passed legislation to redraw floodplain maps,
buy up at-risk properties, shore up levee systems,
and save money for a literal rainy day, for example.
Places facing future water scarcity: The Southwest. Parts of the Great Plains.
The U.S. already has a long history of water disputes. Expect more of them.

One of the industries most affected by these changes: Agriculture. Irrigation
is the primary driver of water demand, accounting for 75% of annual consumption.
Some of America's most productive farmland is at risk of flooding or drought or both.
A growing and increasingly urban U.S. population will also strain resources,
especially in the West. The average American uses up to 100 gallons of water per day.

The good news: The U.S. also has a history of adapting through innovation.
Between 1985 and 2010, for example, per-capita water withdrawals declined 17%.
Precision technology for irrigation will reduce farming's hydrological footprint.
Catchment facilities...essentially big buckets...for rainwater will catch on
as traditional dams and reservoirs fall out of favor, largely for environmental reasons.

Untapped groundwater could be another potential water shortage solution...
If it can be economically treated to filter out salt and toxic compounds.
Texas, for instance, has 880 trillion gallons of brackish groundwater in its aquifers...
enough to keep the state hydrated for 150 years at current consumption levels.
Expect more federal investment in desalination and other costly technologies.
A desalination facility in the city of Carlsbad, Calif., for instance, produces freshwater
at a rate of $2,200 per acre-foot...nearly twice the cost of traditionally sourced H_2O,
but still less expensive than building pipelines to transport water, another proposal.

Economic Forecasts

GDP growth
2.3% in '19 and 1.8% in '20,
down from 2.9% in '18

Interest rates
10-year T-notes staying below 2%
until trade war ends

Inflation   NEW
2.1% at end of '19,
2.0% at end of '20

Unemployment   NEW
3.6% at end of '19,
3.8% at end of '20

Crude oil
Trading from $50 to $55
per barrel in December

Inventories
Declining late '19 and first-half '20,
reducing GDP growth by 0.2 %-points

Complete economic outlook at
kiplinger.com/outlooks

<u>Worried about the possibility of a recession</u>? <u>Watch the unemployment rate</u>… the only data point that has reliably determined the presence of a recession. Historically, if the three-month average of the rate moves 0.4 percentage points higher than the prior low, for reasons other than a labor strike, a recession is likely developing.

<u>The jobless rate rising above 4.0% would likely signal a recession is starting</u>, since the current three-month average is 3.6%. Note that smaller moves often occur and don't signal a recession is near. The key: A sustained and significant increase.

<u>We expect any recession in the near future to be shallow and short-lived</u>. The recipe for a long, deep recession…major economic imbalances…isn't present.

<u>The manufacturing slowdown continues to ding overall business spending</u> as firms exercise caution because of trade uncertainty. Spending will be weak in the fourth quarter and well into 2020, even if a trade deal with China is struck. Orders and shipments for equipment were down in two of the past three months. Business borrowing to finance such equipment is contracting. Big banks have taken the hit, as they tend to cater to large firms affected by the trade war.

<u>Small-business owners are growing more uncertain about the economy</u>. A key index of small-business sentiment shows that confidence in the economy is at its lowest since March. That's despite owners continuing to see strong demand.
<u>Smalls continue to struggle to find skilled workers for open positions</u>. A quarter of small-business owners say it's the top problem they face. The difficulty is especially acute in the construction, transportation and manufacturing industries.
<u>More smalls will hike pay and other compensation</u> to attract needed help.

<u>Farm income will reach $88 billion this year</u>, the highest since 2014.
<u>But nearly 40% of that total will be some sort of government aid</u>… trade or disaster aid, or crop insurance payments…a sign of farm country's woes. Even at $88 billion, farm income is still 36% below its 2013 peak of $137 billion.
<u>Meanwhile, farm debt is expected to reach a record-high $416 billion</u>.
<u>Delinquency rates for agricultural loans are at a six-year high</u>.
<u>And bankruptcies are on the rise</u>. The 580 filings in the 12-month period ending in Sept. represent a 24% increase from a year ago. Among the states with the highest number: Wis. (48), Neb. (37), Kan. (37), Ga. (37) and Minn. (31).

<u>Falling rates will start biting into big banks' revenue</u>. The Federal Reserve has cut interest rates three times since June. Low long-term rates are starting to squeeze net interest income…the difference between what U.S. banks earn from loans and what they pay for deposits. Net interest income has fallen for two consecutive quarters from a six-year high. In the third quarter, it dropped at big and regional banks, such as Citigroup, Wells Fargo, U.S. Bancorp and PNC.
<u>Consumer lending remains a bright spot for big banks</u>. Credit card balances will continue to grow, albeit at a slower pace, lessening the impact of falling rates.
<u>Customer deposits may be another weakening area</u>. The rate of growth of customer deposits started to slow earlier this year, after year-over-year increases since 2009. Banks will likely see an outflow of money as folks seek higher rates.

<u>Tech investors want more start-ups to go public through direct listings</u>, an initial public offering shortcut of sorts. Not many companies have done it to date. Two major exceptions: Messaging platform Slack and music streaming app Spotify. In the direct listing process, a company makes its shares available for trading on a stock exchange without many of the costs and formalities of an IPO. Companies don't issue new shares; instead, private investors sell their shares to the public.
<u>Big banks are warming up to direct listings</u>, despite their being less lucrative. Goldman Sachs and Morgan Stanley recently held events to market their expertise.

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CONGRESS However the impeachment drama plays out, one practical effect is clear: Congress will get almost nothing done while it conducts investigations into President Trump's dealings with his Ukrainian counterpart last summer. Items that might have been on the agenda...an infrastructure bill, gun control, immigration reform...are all on hold now. Ditto in 2020, because of the election.

The key word is "almost." There is hope for the North American trade deal that the U.S., Canada and Mexico have agreed to but which the U.S. legislature has not yet ratified. The long-awaited replacement for NAFTA is the rare issue that unites Democrats and Republicans. Both sides know how critical it is for the U.S. economy to keep the vast volumes of cross-border trade flowing. The White House and House Democrats still have differences they must resolve. But the remarkable fact is that they're even working to resolve them at all.

Still, an agreement on trade could get derailed, especially if the talks don't wrap up by early next year, when the Senate may well be preoccupied with a daily impeachment trial and early primaries will divert lawmakers' focus.

POLITICS Impeachment poses a unique issue for presidential hopefuls in the Senate: Any trial will keep them from campaigning at a critical time. Six senators are seeking the Democratic nomination, and all of them will be obliged to cut down on campaign events if the House impeaches Trump (an increasingly likely outcome). Senate rules require that members serve as jurors at the trial, which must be held every day except Sundays until a vote on whether to convict takes place. The trial is likely to commence early next year, just weeks before the first primaries are held.

Meeting voters is critical in the early primaries. Voters in Iowa's caucuses and N.H.'s primary cherish personal contact with the candidates. Those contenders who can't show up in person risk being out of sight, out of mind, come Election Day... a potential edge for nonsenators in the race, such as Joe Biden and Pete Buttigieg.

HEALTH CARE More employers will be able to give workers cash in lieu of health insurance because of a rule change that takes effect at the start of 2020. As of Jan. 1, any employer can give employees pretax compensation to buy an individual policy instead of a company-sponsored plan, via a health reimbursement arrangement.

HRAs give employers more flexibility but may result in poorer coverage. Policies purchased through HRAs may come with higher deductibles, for instance, or fewer in-network doctors. And they raise the issue of whether to give each person the same lump sum or account for workers' differing ages, family sizes, health, etc.

Odds are not many firms will quickly opt for HRAs. The tight labor market means they need to offer generous pay and benefits to find or keep enough workers.

AG Fla. looks like the next big marijuana-growing state. Yet pot isn't even legal for recreational use in the Sunshine State. Still, it's on track to rank third in marijuana cultivation by 2021, behind Calif. and Ore., where recreational use is OK.

Why the boom? Medical marijuana, use of which is growing rapidly in Fla. New dispensaries are opening weekly to serve the 240,000 patients who are enrolled in the state's medical marijuana program...about 1.1% of Fla.'s hefty population.

TRAVEL Good news for air travelers: Your frequent flyer miles likely won't expire now that most of the domestic carriers have dropped expiration dates because of customer complaints. Southwest and United just joined Delta Air Lines and JetBlue in making miles good for life. Traditionally, airlines let them expire after a year or two to save on the cost of free or discounted fares. But that policy angered consumers and made it harder to keep them coming back for future trips.

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TECH   Twitter's coming ban on political ads won't tamp down growing controversy, as its executives are hoping. CEO Jack Dorsey says the microblogging site will stop all its political advertising globally, including advocacy for issues, from climate change to immigration. The company will unveil its policy, which it says is the only way it can effectively deal with hard-to-stop misinformation, on Nov. 15.

The move has angered lawmakers and political operatives on all sides. Critics say a ban censors paid political speech and could hurt grassroots efforts.

Expect more changes after the ban is implemented, based on public outcry, congressional pressure and the whims of Dorsey. Workable rules won't be easy. Facebook, Google and other sites are also scrambling to adjust their political ad rules.

Twitter's new stance carries little business risk. Revenue from political ads was under $3 million in the 2018 midterms, the same year Twitter raked in $3 billion in sales. Facebook, too, makes a tiny amount on political ads as part of its revenue.

In fact, Twitter is still poised to cash in on the upcoming presidential race. The site's business gains from any major event, and 2020 will be no different. Ad revenue jumps during big-time events as users flock to the site for endless updates.

THE WORLD   What unites the recent protests rocking countries around the world? Sky-high frustrations that run deeper than an initial set of demands. All protests have different sparks: In Hong Kong, it's fear of Chinese takeover. In Chile, it's feelings of economic unfairness, which were stoked by a recent transit fare hike. That's only to name a couple of the many protests that are going on worldwide today.

Very often, protests carry a heavy geopolitical and economic price tag. Hong Kong's turmoil, for example, recently caused the city to slip into a recession.

Sometimes, protests result in meaningful change. Tunisia, for instance, once a dictatorship, recently held its third elections since the 2011 Arab Spring.

But evidence suggests their rate of success is plummeting. 20 years ago, protestors demanding systemic political change got what they wanted 70% of the time. Today, the number has fallen to just 30%, according to a recent Harvard study.

The tide of democracy has receded in favor of authoritarianism for 13 years. Other key factors in this shift: Shallow democracies that feature regular elections but aren't responsive to public demands. Social media, which make demonstrations more likely to start, but also more likely to fail due to lower levels of commitment. And smarter dictators, who have tried-and-true methods for disarming protestors.

The next shoe to drop: Iraq, where Prime Minister Adil Abdul-Mahdi is on shaky ground barely a year into his first term. The biggest problem on his plate is a sluggish economy that barely grew last year, expanding just 0.6%...so bad that the government stopped publishing unemployment statistics in 2017. Iraq ranks near the very bottom of indexes that measure corruption and waste, as well.

The U.S. hopes to benefit from a pushback against Iran in the Middle East, a key component of the protests in Iraq and Lebanon, where a new government must be formed after protesters forced the resignation of Prime Minister Saad Hariri.

But the Iraqi protests could spiral out of control amid a violent crackdown.

Yours very truly,

Knight Kiplinger

Nov. 8, 2019   THE KIPLINGER WASHINGTON EDITORS

P.S. Looking for steady investment income? *Kiplinger's Investing for Income* can help. Visit *kiplinger.com/go/freeincome* for a free sample issue and to subscribe.

Purchasing and Contract Management

In Progress

Student Data Privacy compliance process

IT RFP Complete.   Contract for Sentinel Technologies completed

FMS and HMS HVAC Upgrades—New heat exchangers, boiler

Contracts Database external user setup (248 current contracts).

Greenhouse for FHS (Spring Completion)

Owner Insite (Project Management Software) setup

RFQ for Architects and Engineers

District wireless access point upgrades

RFQ for District access control upgrades—new card readers and proximity ID cards

External Partners and Vendors Report for December board meeting

In Planning

Armored Car Service for CO

New Middle School GC RFP

SSAE Phase II

Remaining MLO Projects—close out stage

LAND USE LEGEND:

44 AC. RESIDENTIAL: 0.2 DU/AC.		9 D.U.
33 AC. RESIDENTIAL: 0.4 DU/AC.		13 D.U.
35 AC. RESIDENTIAL: 1 DU/AC.		35 D.U.
163 AC. RESIDENTIAL: 2 DU/AC.		326 D.U.
657 AC. RESIDENTIAL: 3-5 DU/AC.		2,366 D.U.
19 AC. RESIDENTIAL: 5-8 DU/AC.		149 D.U.
257 AC. RESIDENTIAL: 5-8 DU/AC ACTIVE ADULT.		1,325 D.U.
32 AC. RESIDENTIAL: 8-12 DU/AC.		320 D.U.
41 AC. RESIDENTIAL: 12-20 DU/AC.		691 D.U.
50 AC. COMMERCIAL		
57 AC. ELEMENTARY / K-8 SCHOOL		
18 AC. NEIGHBORHOOD PARK		
30 AC. COMMUNITY PARK		
57 AC. OPEN SPACE / PARK / GREENWAY		
43 AC. OPEN SPACE / BUFFER		
9 AC. UTILITY PARCEL		

TOTAL: 1,444 AC.   TOTAL: 5,225 D.U. Max.

SYMBOL LEGEND:

- ROAD
- FULL MOVEMENT ACCESS POINT
- 100-YEAR FLOODPLAIN
- TRAIL
- BUFFER / OS TRAIL CORRIDOR / EASEMENT
- NEIGHBORHOOD PARK
- X,XXX' ACCESS SPACING (FEET)

VICINITY MAP:

LEGAL DESCRIPTION:

THE WEST HALF OF THE WEST HALF OF THE EAST HALF AND EAST HALF OF THE WEST HALF AND THE SOUTHWEST QUARTER OF THE SOUTHWEST QUARTER OF SECTION 27; THE EAST HALF OF THE SOUTHEAST QUARTER AND THAT PORTION OF THE SOUTHWEST QUARTER OF THE SOUTHEAST QUARTER LYING SOUTH AND EAST OF THE COUNTY ROAD KNOWN AS VOLLMER ROAD, OF SECTION 28; THE WEST HALF OF THE EAST HALF AND THE WEST HALF OF SECTION 34; THE EAST HALF AND THE EAST HALF OF THE SOUTHWEST QUARTER AND THE SOUTHWEST QUARTER OF THE SOUTHWEST QUARTER OF SECTION 33, AND ALL THAT PART OF THE NORTHWEST QUARTER OF SECTION 33 LYING SOUTH AND EAST OF THE COUNTY ROAD KNOWN AS VOLLMER ROAD, EXCEPT THAT PORTION OF THE SOUTHWEST QUARTER OF THE NORTHWEST QUARTER OF SAID SECTION 33 LYING SOUTH AND EAST OF SAID COUNTY ROAD AS DEEDED TO COLORADO INTERSTATE GAS COMPANY BY WARRANTY DEED RECORDED IN BOOK 1173 AT PAGE 353; AND THAT PORTION OF THE NORTHEAST QUARTER OF THE NORTHWEST QUARTER AND THE SOUTHEAST QUARTER OF THE SOUTHEAST QUARTER LYING SOUTHEAST OF THE COUNTY ROAD KNOWN AS VOLLMER ROAD, OF SECTION 32, EXCEPT THAT PORTION OF THE NORTHEAST QUARTER OF THE SOUTHEAST QUARTER OF SAID SECTION 32 DEEDED TO J. MARCUS BROWN BY TRUSTEES' DEED RECORDED IN BOOK 3292 AT PAGE 158; ALL IN TOWNSHIP 12 SOUTH, RANGE 65 WEST OF THE 6TH P.M., EL PASO COUNTY, COLORADO. ALL THAT PORTION OF THE NORTHWEST QUARTER OF THE SOUTHEAST QUARTER OF SECTION 28, TOWNSHIP 12 SOUTH, RANGE 65 WEST OF THE 6TH P.M., EL PASO COUNTY, COLORADO LYING SOUTH AND EAST OF THE COUNTY ROAD (VOLLMER ROAD); ALSO, THE NORTHWEST QUARTER OF THE NORTHWEST QUARTER OF SECTION 4, TOWNSHIP 13 SOUTH, RANGE 65 WEST OF THE SIXTH PRINCIPAL MERIDIAN, LYING SOUTHERLY OF AN EXISTING EAST-WEST FENCE AS DESCRIBED IN SPECIAL WARRANTY DEED RECORDED DECEMBER 23, 2004 AT RECEPTION NO. 204209417, COUNTY OF EL PASO, STATE OF COLORADO; ALSO: THE SOUTHEAST QUARTER OF THE SOUTHWEST QUARTER OF THE SOUTHEAST QUARTER OF SECTION 32, TOWNSHIP 12 SOUTH, RANGE 65 WEST OF THE 6TH P.M., LYING SOUTHEASTERLY OF THE PUBLIC ROAD KNOWN AS VOLLMER ROAD, EL PASO COUNTY, COLORADO, AND CONTAINING 1443.695 ACRES MORE OR LESS.

NOTES:

1. MTCP, CCP, & PROPOSED CLASSIFICATION AND ROW DATA IS FOUND ON PAGE 16 OF THE 2006 SKETCH PLAN DOCUMENT.

2. NO SCHOOL SITES ARE SHOWN IN THE ACTIVE ADULT COMMUNITY DUE TO THE NATURE OF THE USE. IF THIS USE CHANGES, OR SCHOOL-AGE CHILDREN OCCUPY THESE UNITS, SCHOOL DEDICATION WILL BE MADE.

OWNER & DEVELOPER INFO:

SR LAND, LLC.
20 BOULDER CRESCENT STREET, SUITE 102
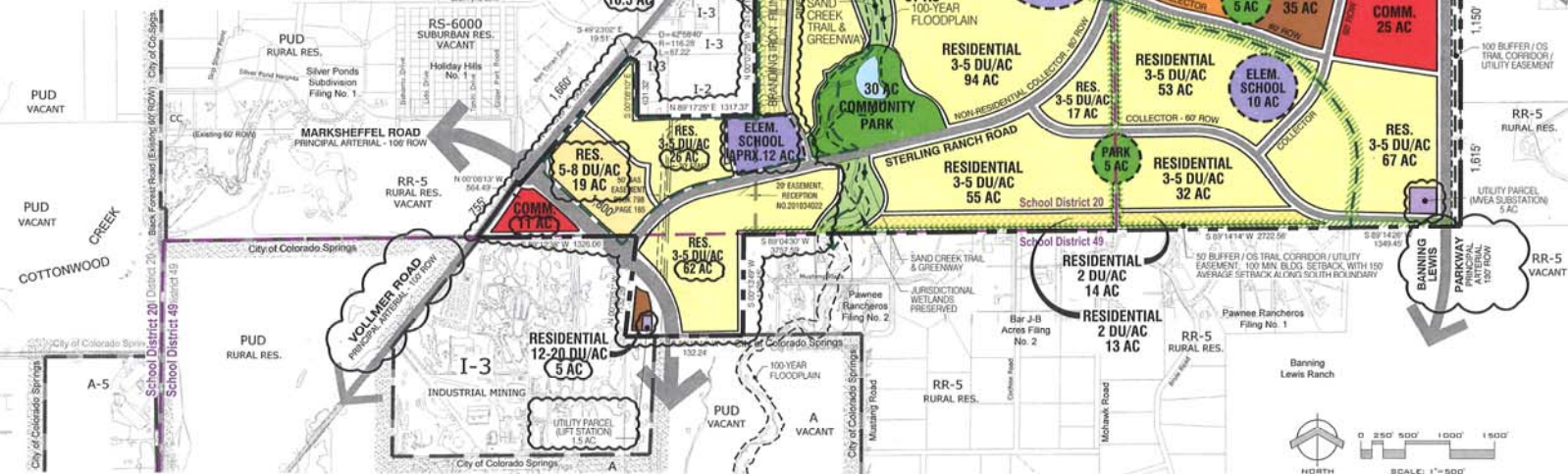COLORADO SPRINGS, CO 80903-3300

CHALLENGER COMMUNITIES, LLC.
8605 EXPLORER DRIVE, SUITE 250
COLORADO SPRINGS, CO 80920-1013

MORLEY BENTLEY/TRADER VICS INVESTMENTS LLC.
P.O. BOX 217
GALENA, KS 66739-0217

Overall Development Dwelling Unit Table

Road Classification Table

STERLING RANCH

SKETCH PLAN

MORLEY-BENTLEY INVESTMENTS, LLC.

AMENDMENT

Map Labels:

RR-5 VACANT

UTILITY PARCEL (WATER TANK) 2.5 AC

RESIDENTIAL 0.2 DU/AC 44 AC

RES. 0.4 DU/AC 33 AC

RES. 1 DU/AC 35 AC

RESIDENTIAL 2 DU/AC 98 AC

OS/BUFFER 43 AC

RESIDENTIAL 2 DU/AC 38 AC

RES. 3-5 DU/AC 50 AC

PARK 4 AC

ACTIVE ADULT COMMUNITY RESIDENTIAL 5-8 DU/AC 41 AC

ACTIVE ADULT COMMUNITY RESIDENTIAL 5-8 DU/AC 216 AC

JURISDICTIONAL WETLANDS PRESERVED

SAND CREEK TRAIL & GREENWAY

RES. 3-5 DU/AC 19.5 AC

COMM 14 AC

RES. 3-5 DU/AC 71 AC

K-8 SCHOOL 35 AC

RESIDENTIAL 8-12 DU/AC 32 AC

PARK 5 AC

RES. 12-20 DU/AC 35 AC

COMM. 25 AC

RES. 3-5 DU/AC 10.5 AC

PARK 4 AC

Park/O.S. Detention 57 AC 100-YEAR FLOODPLAIN

RESIDENTIAL 3-5 DU/AC 94 AC

RESIDENTIAL 3-5 DU/AC 53 AC

ELEM. SCHOOL 10 AC

30 AC COMMUNITY PARK

RES. 3-5 DU/AC 17 AC

RES. 5-8 DU/AC 26 AC

ELEM. SCHOOL (APRX. 12 AC)

STERLING RANCH ROAD

RESIDENTIAL 3-5 DU/AC 55 AC

PARK 5 AC

RESIDENTIAL 3-5 DU/AC 32 AC

RES. 3-5 DU/AC 67 AC

RES. 5-8 DU/AC 19 AC

COMM 17 AC

RES. 3-5 DU/AC 62 AC

RESIDENTIAL 2 DU/AC 14 AC

RESIDENTIAL 2 DU/AC 13 AC

RESIDENTIAL 12-20 DU/AC 5 AC

UTILITY PARCEL (LIFT STATION) 1.5 AC

UTILITY PARCEL (MVEA SUBSTATION) 5 AC

BRIARGATE PARKWAY

BANNING LEWIS PARKWAY

VOLLMER ROAD

MARKSHEFFEL ROAD

INDUSTRIAL MINING

School District 20
School District 49

CONTINUATION OF BRIARGATE PARKWAY

SKP 07-007

1 OF 1

SCALE: 1" = 500'

NORTH

0 250' 500' 1,000'   1,500'

October 8, 2019

Kari Parsons, Planner III
El Paso County Planning and Community Development
2880 International Circle
Colorado Springs, CO 80910

Re: Sterling Ranch Filing

Ms. Parsons,

The final plat for Branding Iron at Sterling Ranch filing 2 proposes 75 single family dwelling units on 18 acres of the 182.26 development. This portion of the development falls entirely within Academy School District 20 and I will defer to them for comment. I would, however, like to begin to address additional concerns for the development that does fall within School District 49 boundaries before things move too far forward.

The master plan shows 216 acres of the School District 49 portion of the development would be an active adult community. We would like to see age restrictions upheld via deed or other permanent method to ensure we will not see students generated over time. I have heard there is a good chance it will not have age restrictions due to the market. As it stands, there is no way one 10 acre school site is going to be sufficient to accommodate the students generated from this development. If no permanent age restrictions are in place it will only compound the problem.

Based on the master plan, if the active adult community has permanent age restrictions, using the unit per acre range provided in the master plan, the School District 49 portion of the development will still generate 479 -728 elementary students, 240-364 middle school students, and 319-485 high school students.

If there are no permanent age restrictions, this development will add 823-1,279 elementary students (equivalent to 1 1/3 -2 elementary schools), 411-639 middle school students, and 548-852 high school students. The development will add between 2,580-4,010 dwelling units. For the School District 49 portion of the development only one 10 acre school site has been planned. Based on current code, land dedication calculations at 675 sq.ft. per single family detached unit equates to land dedication requirement between 40 and 62 acres. If the active adult community land were not calculated into the equation, there would still be a code requirement to provide between 23 and 35 acres for land dedication.

Providing stewardship, customer service and communication with and through our business team

	Acres per area	Units (Range)		Dedication requirements (Range)		Elementary Students (Range)		Equivalent Schools
Sterling Ranch	32	96	160	1	2	31	51	
(D49 Portion Only)	72	216	360	3	6	69	115	**Low Range**
	53	159	265	2	4	51	85	1 1/3 Elementary schools
	32	256	384	4	6	82	122	1/2 Middle School
	35	420	700	7	11	134	223	1/3 High School
	216	1,080	1,728	17	27	345	551	
	20	100	160	2	2	32	51	**High Range**
	98	196	196	3	3	63	63	2 Elementary schools
	35	35	35	1	1	11	11	3/4 Middle School
	33	13	13	0	0	4	4	1/2 High School
	44	9	9	0	0	3	3	
	670	2,580	4,010	40	62	823	1,279	

School District 49 is requesting that the land dedication be re-evaluated and implement age restrictions that are permanently upheld. If the age restrictions cannot be guaranteed through perpetuity, we would like to receive the appropriate land dedication that includes the 216 acres (1080-17289 dwelling units) for the active adult community in the calculations.

Should you have questions or desire further information, please contact me at your convenience at (719) 494-8997 or mandrews@d49.org.

Sincerely,

Melissa Andrews
Community and Facility Planning Manager

SCHOOL DISTRICT 49

BOARD OF EDUCATION ITEM 12
OPPORTUNITY AND RISK: DECISION ANALYSIS FOR MAJOR DISCUSSION AND ACTION ITEMS

BOARD MEETING OF:	December 12, 2019
PREPARED BY:	Ron Sprinz – Director of Finance
TITLE OF AGENDA ITEM:	New/Updated Job Descriptions
ACTION/INFORMATION/DISCUSSION:	Work Session Discussion

BACKGROUND INFORMATION: DESCRIPTION OF EXPECTATION/NEED/ OPPORTUNITY: Changes within the Finance Dept including the recent add of a payroll tech, allows for a review and reorganization of the department's structure, and/or a shift in position responsibilities.

RATIONALE: With the loss of an Admin position, responsibilities this position performed will be distributed amongst the suggested job descriptions.

RELEVANT DATA AND EXPECTED OUTCOMES: These jobs will allow for a smooth transition of job duties as we lose the Accounting Group Manager role with little to no cost impact to the department budget.

INNOVATION AND INTELLIGENT RISK: Every staffing transition provides opportunity for innovation to address changing realities in process, design and functionality.

IMPACTS ON THE DISTRICT'S MISSION PRIORITIES—THE RINGS AND ROCKS:

Culture	**Inner Ring—**How we treat each other	Handling staffing transitions with care and respect.
	Outer Ring—How we treat our work	Handling staff design changes with a spirit of purpose and innovation.
Strategy	**Rock #1**—Establish enduring trust throughout our community	
	Rock #2—Research, design and implement programs for intentional community participation	
	Rock #3— Grow a robust portfolio of distinct and exceptional schools	
	Rock #4— Build firm foundations of knowledge, skills and experience so all learners can thrive	
	Rock #5— Customize our educational systems to launch each student toward success	

BUDGET IMPACT: Minimal if any

AMOUNT BUDGETED: Finance Budget - $1.2M

RECOMMENDED COURSE OF ACTION/MOTION REQUESTED: Forward Job descriptions for action consideration for the December 12, 2019 regular meeting

APPROVED BY: Brett Ridgway – Chief Business Officer   **DATE:** November 18, 2019

ACCOUNTING PROCESS MANAGER

Job Title:	Accounting Process Manager
Initial:	December 12, 2019
Revised:	N/A
Work Year:	Full Year
Office:	Business
Department:	Finance
Reports To:	Director of Finance
FLSA Status:	Exempt
Pay Schedule:	Professional-Technical Range 3

Related Organization Chart

Director of Finance

Accounting Process Manager

Assigned Finance Staff
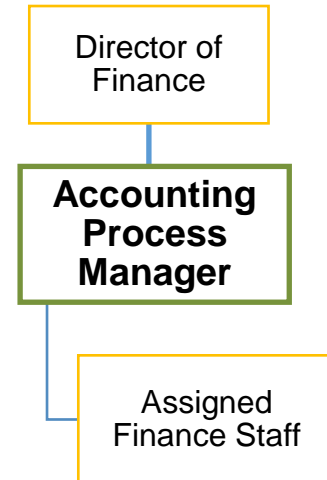
POSITION SUMMARY: The Accounting Process Manager establishes and maintains sound accounting for routine process subsets of the district's fiscal environment. This includes basic accounting philosophy and controls, and supervision of major processes related to accounts payable and cash management. The Accounting Process Manager works with and leads accounting staff and designated staff in Education and Operations Departments to ensure they are well-trained in their responsibilities and execute those responsibilities appropriately.

ESSENTIAL DUTIES AND RESPONSIBILITIES: The following statements of duties, responsibilities, frequency, and percentages are intended to describe the general nature and level of work being performed by individuals assigned to this position. These statements are not intended to be an exhaustive list of all duties and responsibilities required of all personnel within this position. Actual duties, responsibilities, and frequency may vary depending upon building assignments and other factors.

- Establishes and maintains fiscal record keeping systems for all funds and projects.
- Evaluates, establishes and maintains processes associated with accounts receivable, accounts payable and purchasing cards.
- Provides excellent customer service.
- Monitors daily purchase orders to ensure the proper use of district funds.
- Acts as authorized fiscal representative for the district.
- Supervises, directs and evaluates assigned staff.
- Provides assistance, support and training for district staff.
- Maintains knowledge of legal and regulatory changes.
- Ensures compliance with state/federal fiscal laws, regulations and board policies.
- Assists in the overall success of the finance department.
- Performs other duties as assigned.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Supervision & Technical Responsibilities: Directly supervises assigned finance staff. Carries out supervisory responsibilities in accordance with district policies and applicable laws. Supervisory responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; evaluating and managing employee performance; addressing concerns and resolving problems.

This position requires application of position knowledge to efficiently assist others with accounting issues and follow/comply with grant guidelines. Work is guided by district policies and procedures, Colorado Statute, and relevant regulatory agencies and professional standards (e.g. Generally Accepted Accounting Principles (GAAP), Government Auditing Standards (GAS), Enterprise Monitoring and Management of Accounts (EMMA) etc.). Decision-making requires collaboration with other finance staff, grant writers, teachers and co-workers.

Budget Responsibility:
- This position does not have any direct budget responsibility.

QUALIFICATIONS
The requirements listed below are representative of the education, experience, knowledge, skills, and/or abilities required for this position.

Education & Training:
- Minimum of Bachelor's degree or advanced training and experience in Accounting.

Experience:
- Minimum ten years of experience in a professional setting.
- Experience supervising other employees preferred.

Knowledge Skills & Abilities:
- Ability to efficiently assist others with accounting issues and follow/comply with grant guidelines.
- Ability to effectively apply knowledge of Colorado Statute, and relevant regulatory agencies and professional standards (e.g. GAAP, GAS, EMMA, etc.).
- Ability to collaborate with other finance staff, grant writers, teachers and co-workers.
- Ability to communicate effectively, both orally and in writing.
- Ability to establish and maintain effective working relationships with supervisors, other administrators, teachers, other staff members, students, and parents.
- Demonstrated knowledge of computer and web applications including Microsoft Office Suite and Google Suite. Must demonstrate advanced proficiency with Microsoft Excel.
- Operating knowledge of and experience with personal computers and software, basic office equipment.

Certificates, Licenses, & Registrations:
- CPA certificate or equivalent preferred, minimum of eligibility for such certification based on education and experience criteria.
- Criminal background check required for hire.

OTHER WORK FACTORS
The physical demands, work environment factors and mental functions described herein are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Physical Demands: While performing the duties of this job, the employee is occasionally required to climb or balance, stoop, kneel, crouch, or crawl. The employee is regularly required to sit, stand or walk. The employee must regularly lift and/or move up to 10 pounds frequently.

Work Environment: While performing the duties of this job, the employee will work primarily in a usual office environment.

Mental Functions: While performing the duties of this job, the employee is regularly required to communicate, compare, analyze, coordinate, instruct, evaluate, and use interpersonal skills. Occasionally required to compile, copy, compute and negotiate.

District 49

FINANCIAL REPORTING AND FUND ANALYST

Job Title:	Financial Reporting and Fund Analyst
Initial:	December 12, 2019
Revised:	N/A
Work Year:	Full Year
Office:	Business
Department:	Finance
Reports To:	Director of Finance
FLSA Status:	Exempt
Pay Schedule:	Professional-Technical Range 3

Related Organization Chart

Director of Finance

Financial Reporting and Fund Analyst

Budget Analyst

POSITION SUMMARY: The Financial Reporting and Fund Analyst establishes and maintains sound accounting reporting and fund analysis for the district. This includes basic accounting philosophy and controls, and supervision of the Budget Analyst. The Financial Reporting and Fund Analyst will work with, and lead, accounting staff to ensure they are well-trained in their responsibilities and execute those responsibilities appropriately.

ESSENTIAL DUTIES AND RESPONSIBILITIES: The following statements of duties, responsibilities, frequency, and percentages are intended to describe the general nature and level of work being performed by individuals assigned to this position. These statements are not intended to be an exhaustive list of all duties and responsibilities required of all personnel within this position. Actual duties, responsibilities, and frequency may vary depending upon building assignments and other factors.

- Provides excellent customer service.
- Establishes and maintains fiscal record keeping systems for all funds and projects.
- Establishes budgets with program administrators. Coordinates cost factors, receipts and budget administration.
- Maintains a knowledge of legal and regulatory changes.
- Establishes, maintains and evaluates processes associated with monthly and yearly financial reporting and audit compliance.
- Acts as the representative for the district with financial auditors.
- Acts as an authorized fiscal representative for the district.
- Supervises, directs and evaluates assigned staff.
- Provides assistance, support and training for district staff.
- Ensures compliance with state/federal fiscal laws, regulations and board policies.
- Assists in the overall success of the finance department.
- Performs other duties as assigned.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Supervision & Technical Responsibilities: Directly supervises assigned finance staff. Carries out supervisory responsibilities in accordance with district policies and applicable laws. Supervisory responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; evaluating and managing employee performance; addressing concerns and resolving problems.

This position requires application of position knowledge to efficiently assist others with accounting issues and follow/comply with grant guidelines. Work is guided by district policies and procedures, Colorado Statute, and relevant regulatory agencies and professional standards (e.g. Generally Accepted Accounting Principles (GAAP), Government Auditing Standards (GAS), Enterprise Monitoring and Management of Accounts (EMMA) etc.). Decision-making requires collaboration with other finance staff, grant writers, teachers and co-workers.

Budget Responsibility:
- This position does not have any direct budget responsibility.

QUALIFICATIONS
The requirements listed below are representative of the education, experience, knowledge, skills, and/or abilities required for this position.

Education & Training:
- Minimum of Bachelor's degree or advanced training and experience in Accounting.

Experience:
- Minimum ten years of experience in a professional setting.
- Experience supervising other employees preferred.

Knowledge Skills & Abilities:
- Ability to efficiently assist others with accounting issues and follow/comply with grant guidelines.
- Ability to effectively apply knowledge of Colorado Statute, and relevant regulatory agencies and professional standards (e.g. GAAP, GAS, EMMA, etc.).
- Ability to collaborate with other finance staff, grant writers, teachers and co-workers.
- Ability to communicate effectively, both orally and in writing.
- Ability to establish and maintain effective working relationships with supervisors, other administrators, teachers, other staff members, students, and parents.
- Demonstrated knowledge of computer and web applications including Microsoft Office Suite and Google Suite. Must demonstrate advanced proficiency with Microsoft Excel.
- Operating knowledge of and experience with personal computers and software, basic office equipment.

Certificates, Licenses, & Registrations:
- CPA certificate or equivalent preferred, minimum of eligibility for such certification based on education and experience criteria.
- Criminal background check required for hire.

OTHER WORK FACTORS
The physical demands, work environment factors and mental functions described herein are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Physical Demands: While performing the duties of this job, the employee is occasionally required to climb or balance, stoop, kneel, crouch, or crawl. The employee is regularly required to sit, stand or walk. The employee must regularly lift and/or move up to 10 pounds frequently.

Work Environment: While performing the duties of this job, the employee will work primarily in a usual office environment.

Mental Functions: While performing the duties of this job, the employee is regularly required to communicate, compare, analyze, coordinate, instruct, evaluate, and use interpersonal skills. Occasionally required to compile, copy, compute and negotiate.

~~SENIOR ACCOUNTANT (~~ACCOUNTANT II~~)~~

Job Title:	~~Senior Accountant (~~Accountant II~~)~~
Initial:	July 7, 2004
Revised:	~~August 25, 2009~~December 12, 2019
Work Year:	~~261 days~~Full Year
Office:	Business
Department:	Finance
Reports To:	~~Chief Business Officer~~Director of Finance
FLSA Status:	Exempt
Pay Range:	Professional-Technical Range 2

Related Organization Chart

Director of Finance
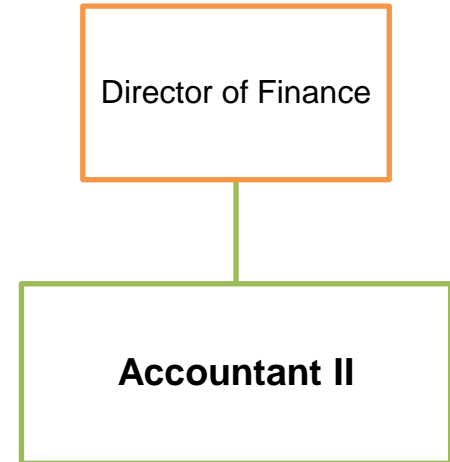
Accountant II

POSITION SUMMARY: The Accountant II ~~E~~establish~~es~~ and maintain~~s~~ sound accounting processes for various subsets of the ~~D~~district's fiscal environment. ~~Monitor budgets and cash flow to assure funds are being received and expended appropriately. Establish budgets with program administrators. Coordinate cost factors, receipts and budget administration. Ensure compliance with state and federal laws and regulations and Board policies. Audit and review monthly reconciliations regarding activity accounts. Maintain knowledge of legal and regulatory changes.~~

ESSENTIAL DUTIES & RESPONSIBILITIES
The following statements of essential functions and responsibilities are intended to describe the general nature and level of work being performed by individuals assigned to this position. These statements are not intended to be an exhaustive list of all duties and responsibilities required of all personnel within this position. Actual duties and responsibilities may vary depending on building assignment and other factors.

- Provides excellent customer service
- Establishes and maintains fiscal record keeping systems for all projects.
- Monitors budgets and cash flow to assure funds are being received and expended appropriately.
- Acts as authorized fiscal representative for the district.
- Provides assistance, support and training for district staff.
- Establishes budgets with program administrators.
- Coordinates cost factors, receipts and budget administration. Audits and reviews monthly reconciliations regarding activity accounts.
- Establishes and maintains month-end closing processes.
- Performs cash & other balance sheet account reconciliations.
- Monitors interfund balances and makes transfers as necessary.
- ~~Establish budgets with program administrators. Coordinate cost factors, receipts and budget administration.~~

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Ensures compliance with state/federal fiscal laws, regulations and bBoard policies. Maintains knowledge of legal and regulatory changes.
- Assists in the overall success of the Ffinance Ddepartment.ept
- Performs other duties as assigned.

Supervision & Technical Responsibilities:
- This position does not supervise other employees.
- May supervise subordinate accountants and technicians as required. This position currently supervises the accounts payable department consisting of two technicians. Acts as a resource for various accounting issues, including training, demonstrating and answering questions.

Budget Responsibility:
- This position does not have any direct budget responsibility.

QUALIFICATIONS
The requirements listed below are representative of the education, experience, knowledge, skills, and/or abilities required for this position:

Education & Training:
- Bachelor's degree or equivalent preferred or advanced training in accounting.

Experience:
- Accounting and/or grant accounting experience preferred.

Knowledge Skills & Abilities:
Writing, communication, basic math, interpersonal, decision-making, analytical and accounting skills. Knowledge of accounting procedures, externally funded programs and accounting requirements. Demonstrated ability to use spreadsheets (MS Excel) and database (MS Access) software. Operating knowledge of other computer software such as Word, Outlook, Adobe Acrobat and accounting systems preferred.
- Excellent oral and written communication and interpersonal relation skills.
- Basic math and accounting skills.
- Customer service and public relations skills.
- Critical thinking and problem solving skills.
- Organizational skills.
- Ability to manage multiple priorities and tasks with frequent interruptions.
- Ability to communicate effectively with various stakeholders.
- Ability to maintain excellent attendance.
- Ability to understand and follow complex oral and written instructions.
- Ability to perform responsibilities without the necessity of close supervision.
- Must be proficient in the use of personal computers and common software applications including Microsoft Word, Excel, Access, Google Suite, Adobe Acrobat, PowerPoint and accounting systems.

Certificates, Licenses, & Registrations:
- Criminal background check required for hire
- Valid Colorado driver's license required for hire

OTHER WORK FACTORS

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The physical demands, work environment factors and mental functions described herein are representative of those that must be met by an employee to successfully perform the essential functions of this job.

Physical Demands: While performing the duties of this job, the employee is occasionally required to stand, climb or balance, stoop, kneel, crouch, or crawl, and smell. The employee must regularly lift and/or move up to 25 pounds frequently.

Work Environment: While performing the duties of this job, the employee will work primarily in a usual office environment.

Mental Functions: -While performing the duties of this job, the employee is regularly required to communicate, compare, analyze, coordinate, instruct, evaluate, and use interpersonal skills. Occasionally required to compile, copy, compute and negotiate.**JUDGMENT AND DECISION MAKING** Work is assigned by District Senior Accountant and other senior finance staff. This position requires application of position knowledge to efficiently assist others with accounting issues and follow/comply with grant guidelines. Work is guided by Falcon School District 49 policies and procedures. Decision-making requires collaboration other Finance Staff, Director of Finance, grant writers, teachers and co-workers.

The physical demands, work environment factors, and mental functions described below are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

PHYSICAL DEMANDS While performing the duties of this job, the employee is regularly required to sit. The employee frequently is required to use hands to finger, handle or feel; reach with hands and arms; talk or hear. The employee is occasionally required to stand; walk, climb or balance; and stoop, kneel, crouch, or crawl. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

WORK ENVIRONMENT The noise level in the work environment is usually very quiet.

MENTAL FUNCTIONS While performing the duties of this job, the employee is frequently required to compare, analyze, communicate, coordinate, instruct, compute, synthesize, evaluate, use interpersonal skills and compile. Occasionally required to copy and negotiate.

To perform this job successfully, an individual must be able to perform each essential function satisfactorily. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.