



EAGLE COUNTY SCHOOLS

2015-16 Adopted Budget

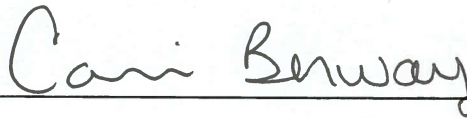


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ADOPTED BUDGET 2015-16

Board of Education



Carrie Benway
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Vice – President

Felicia Battle
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Director

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Introductory Section

Board of Education Members



Carrie Benway, President, District C; **Kate Cocchiarella**, Vice President, District B;
Tessa Kirchner, Secretary/Treasurer, District A; **Felicia Battle**, District D;
Carrie Larson, District E; **Patrick Hirn**, District F; **Shelly Jarnot**, District G

Superintendent's Leadership Team



Dr. Jason Glass Superintendent

Philip Qualman Assistant Superintendent of Student Services

Heather Eberts Asst. Superintendent of Learning Services

Traci Wodlinger Chief Strategy Officer

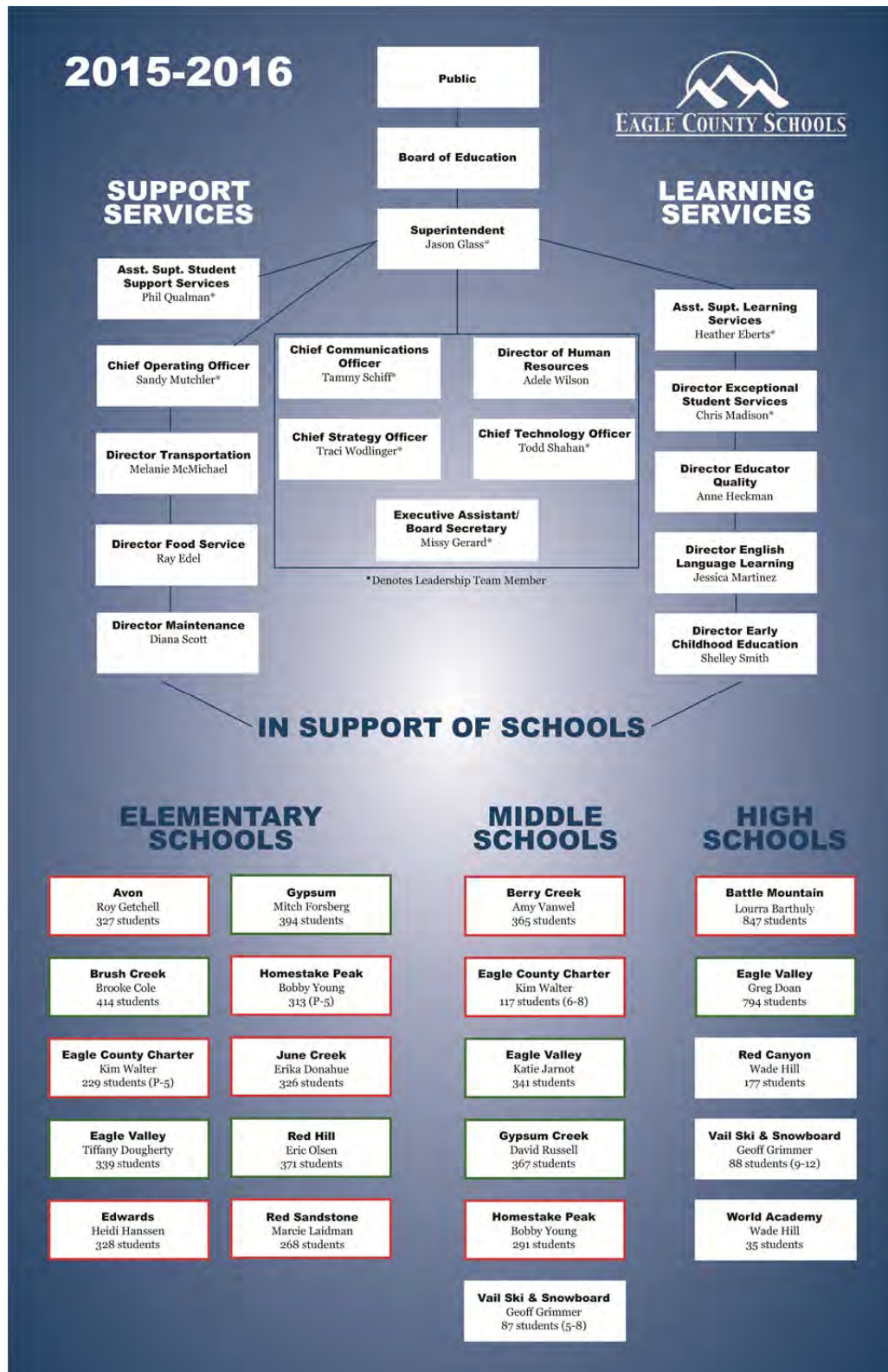
Sandra Mutchler Chief Operations Officer

Tammy Schiff Chief Communications Officer

Todd Shahan Chief Technology Officer

Chris Madison Director of Exceptional Student Services

District Organization



Letter of Transmittal

DATE: June 5, 2015
TO: Dr. Jason Glass, Superintendent
FROM: Sandra Mutchler, Chief Operating Officer
SUBJECT: 2015-16 Proposed Budget

We are pleased to present the 2015-16 Proposed Budget for Eagle County Schools. This budget is presented in compliance with applicable Colorado State Statutes and Colorado Department of Education (CDE) regulations, and includes a balanced budget for all funds. This budget contains information and details on how resources are allocated to support a “world-class” quality education while ensuring the financial stability of the District. The Board of Education is scheduled to approve the 2015-16 fiscal year budget on June 10, 2015.

The budget is built on the foundation of our strategic plan with an intent focus on educators, learners and standards as well as school supports. The responsibility to support students from every walk of life and remove as many barriers as possible is incredibly important to the success of our schools and of our students. This includes making a concerted effort to work better together as a community system, giving every child an opportunity to learn and to live a wonderful life. All aspects of the strategic plan are represented within this budget.

Addressing all of the student needs requires prudent fiscal management and can be very challenging with limited funding sources. In an effort to effectively manage resources the district is working towards prioritizing needs and determining the return on investment we get from various programs. We must also keep the district current with state and federal regulations. This budget is built to meet these current requirements and needs while maintaining future stability.

With our direction affirmed by the community and our District Advisory and Accountability Committee, we made the following budgetary decisions:

- Allocating additional resources to support the increased costs for Employee Benefits, including PERA
- Class size reductions based on an at-risk formula
- Increases in base salary and employee performance bonuses
- Curriculum purchases for social sciences, math, science and ELL

The budget document also describes the budget process, timeline and policies used to develop the budget. It is always our goal to be accountable and responsive to the needs of our community within the projected resources available and to operate our district with sound fiscal principles of integrity, responsibility, and a long-range financial vision. The district budget policy detailed in this book supports this commitment.

This extensive document was prepared by the staff of the Finance Department and, to the best of our knowledge and belief, the enclosed data is accurate in all material respects and is reported in a manner to present fairly the financial position and planned operations of Eagle County School District for the 2015-16 fiscal year.

The total 2015-16 Appropriation for all funds is:

Fund	From Available Revenues	From Available Fund Balance	Total Appropriated	Ending Fund Balance
General Fund	\$ 64,707,690	\$ 851,050	\$ 65,558,740	\$ 10,711,007
Nutrition Services Fund	1,785,500	89,250	1,874,750	175,970
Designated Purpose Grants Fund	4,378,660		4,378,660	(172,081)
Transportation Fund	2,620,070	64,740	2,684,810	9,050
Bond Fund	14,079,463		14,079,463	10,799,977
Capital Reserve Fund	2,150,400		2,150,400	1,540,022
District Housing Fund	347,650	20,850	368,500	1,002,379
Student Activity Fund	998,900		998,900	1,256,037
Charter School Fund	3,740,621		3,740,621	706,274
TOTAL APPROPRIATION	\$ 94,808,954	\$ 1,025,890	\$ 95,834,844	\$ 26,028,635



Vision, Mission and Values

Eagle County Schools is a remarkable school district with a history of innovation, courage, and success. We have been a leader in efforts to revolutionize educator support systems, teacher leadership opportunities, individual accountability, and compensation packages. We have amazing and award-winning schools which have been recognized by the State of Colorado, the U.S. Department of Education, the Bill and Melinda Gates foundation, and U.S. News & World Report.

Unparalleled Altitude, a working plan, was authored by Dr. Jason Glass, Superintendent in October of 2013. This was the beginning of the district focusing on clarity, coherence and compassion followed by the Board of Education adopting an updated vision, mission, values, strategies and tactics September 2014. We believe in the power of this community and in the talent and passion of the individuals who are part of Eagle County Schools.

Mission: In safe environments, we teach the children of Eagle County to have creative and active minds, compassion for others, enthusiasm for lifelong learning, and the courage to act on their dreams.

Vision: Internationally competitive graduates

Values: Aligned with our new strategic direction, our values describe what we want to communicate about ourselves. We strive to bring these values to life in all that we do.

- Respecting educators
- Engaging students and improving achievement
- Equitably preparing a diverse student body
- Involving the community
- Delivering a challenging curriculum

Although the current state funding plan for K-12 education creates a challenging environment within which operations must continue the district is committed to the course our learning community is taking in 2015-16 as we work toward the mission, vision and tactics at both the district and school levels. These strategies and values reflect the districts determination to stop nothing short of “world-class” quality.

The annual development process allows the district decision makers to align budget choices to the desired outcome of student success.

Strategies and Tactics

While we continue to make progress across all fronts of our strategic plan, this year we are focusing on:

- Teaching to high standards and expectations
- Tailoring instruction to student needs
- Empowering frontline educators

Unlike the unproven reforms forced upon us by the state, these are research-based, effective ways to improve student performance. The top-performing systems in the world focus on these fundamental, albeit politically boring, techniques to stay on top.

We need our community and staff to remain focuses with us on what works and avoid the distractions of national and state level politics. Together, with local control, we can ensure that our children are prepared and internationally competitive.



Develop a system of customized learning.

Tactic 1: At the elementary level: Focus on foundational elements of literacy and numeracy by implementing multi-step, fail-safe systems where outcomes are clear, teams of educators closely monitor student progress, and take student-specific actions at the earliest signs of struggle (Response to Instruction).

Tactic 2: At the secondary level: Create clear and customized pathways to college or careers that include abundant opportunities for experiencing college-level work, earning college credits while in high school, and with local employers and experts engaging in experiential opportunities.

Tactic 3: Tailor instruction at all age levels for exceptional students, both gifted and special education. For gifted students, we must go beyond just acceleration and offer deeper opportunities for learning and engaging opportunities for self-study and enrichment. For special education students, we must provide adapted instruction, tailored to fit their needs, and supported to the same high standards we have for all students.

Tactic 4: Leverage and expand online and blended learning opportunities to create an abundance of learning options for students.

Tactic 5: Shift toward student progression based on mastery of learning instead of time-based notions of learning (earning credits based on hours of seat time in class). Students advance or receive additional time as they need it and have access to an abundance of experience-based learning opportunities.

Tactic 6: Consider alternate school calendar structures and summer supports that can mitigate the “summer slump” (a decline in academic ability after the summer months), and provide engaging and enriching learning opportunities outside the regular curriculum.

Tactic 7: Convert our natural student demographics into an enormous advantage by expanding multi-lingual opportunities across the district with the goal of every student graduating from Eagle County Schools being able to speak multiple languages.

Tactic 8: Ensure that all English Language Learners have a masterful command of English (i.e., they can read, write, speak, and listen across all content areas).

Tactic 9: Ensure students have a voice in their education.

Tactic 10: Achieve demographic balance in schools to ensure high quality, diverse learning environments.





Create a professional model of teaching.

Tactic 1: Focus on recruiting teachers from the very best colleges and universities anywhere in the country, if not the world.

Tactic 2: Recruit from our own top-performing high school students, creating local systems with world-class standards of excellence to “grow-our-own” talented educators.

Tactic 3: Remain incredibly selective about whom we allow to begin or to remain teaching in our schools.

Tactic 4: Compensate, recognize and provide supports for our new and existing teachers so that we are competitive for new teaching talent while retaining our experienced and talented educators. Our educators should be among the best compensated in the State of Colorado for us to be competitive.

Tactic 5: Support and build upon our existing career ladder (career, mentor, and master teachers) while looking to expand it for more professional options such as year-round teachers or specialist teacher-leaders that bring expertise to a key area of student need (data specialists or language-learning specialists).

Tactic 6: Support and value the time of our existing professional learning model to empower our front-line educators further.

Tactic 7: Support educators with opportunities to enrich their content knowledge and stay abreast of new and emerging best practices in teaching.

Tactic 8: Entrust principals with the responsibility of instilling the practices necessary to achieve the performance goals of their schools.



Align curriculum and practices to high standards.

Tactic 1: Continue the work of rigorous curriculum design, establishing ongoing cycles to benchmark and align our curriculum in all content areas against the Colorado Academic Standards, internationally benchmarked standards, and internationally competitive systems. A mantra that must burn in the minds of all educators must be: “alignment, alignment, alignment” in thinking about how instructional work aligns to high standards.

Tactic 2: Continue the work of developing curricula in all subject areas that are clearly aligned with the district’s high expectations. Expand the curriculum to include: character education, critical thinking, communication, creativity and collaboration.

Tactic 3: Provide teachers with clear and evidence-based literacy and numeracy resources district-wide that are aligned with our standards.

Tactic 4: Continue the district’s work around formative assessment (but work to make this process faster and much more efficient) and the formative assessment process as an instructional practice. Also, build capacity of district-wide formative assessments in literacy and numeracy that have a direct impact on classroom instruction and that are clearly aligned to district standards.

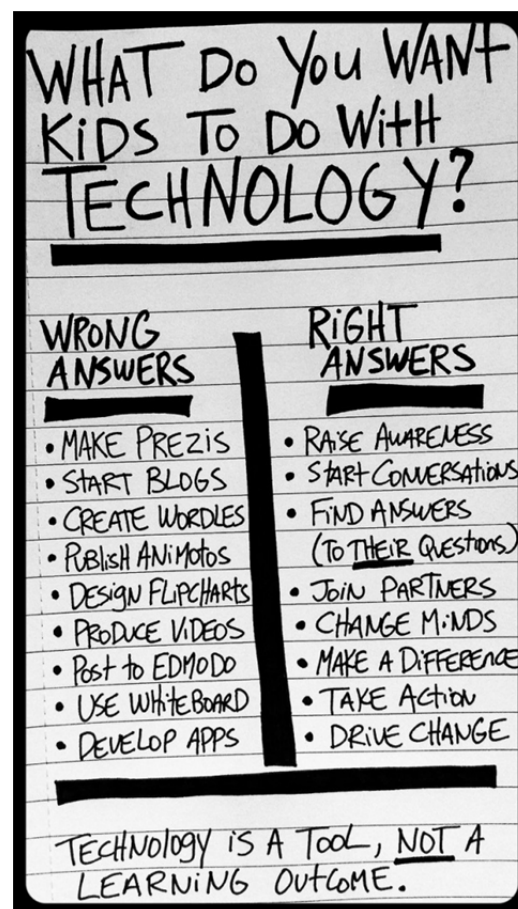


The Special Role of Technology
Adapt practices to integrate technology into the learning process.

Tactic 1: Develop media-rich schools.

Tactic 2: Provide high-quality, state-of-the-art devices for each student.

Tactic 3: Develop curricula for technology, including accelerated pathways.





***Provide internal and external supports
that remove barriers to learning.***

Internal

Tactic 1: Ensure that buildings and grounds are safe.

Tactic 2: Provide safe and reliable transportation of students.

Tactic 3: Provide healthy and nutritious meals.

Tactic 4: Provide guidance counseling services.

External

Tactic 1: Engage and involve parents and families.

Tactic 2: Engage and leverage community organizations.

Tactic 3: Provide a comprehensive and robust community-wide system around early childhood.



Relay essential information to foster stakeholder support for the district.

Tactic 1: Foster teacher-to-parent interpersonal communications as the most common contact method with stakeholders. Schools communicate and connect via open houses, newsletters to parents, active PTA/Os, events to draw parents into schools, and recruitment of volunteers from individuals and businesses.

Tactic 2: Deliver strategic communications directly to parents and staff members related to specific departments.

Tactic 3: Engage the larger community of stakeholders with information about the district's progress, successes, and challenges.

Tactic 4: Trigger and support grassroots advocacy efforts around state and national public education issues.



Maintain stakeholder trust through transparent management of district finances.

Tactic 1: Maintain a community-based finance committee to provide additional oversight on audit reports.

Tactic 2: Provide clear communications to stakeholders on fiscal matters.

Tactic 3: Develop and maintain a comprehensive, outcomes-based budgeting strategy, including five-year planning.

Tactic 4: Identify opportunities to continuously strengthen the district's financial base.

Tactic 5: Evaluate district programs based on a return-on-investment analysis.

Tactic 6: Create and maintain a long-range Facilities Master Plan in concert with the academic program.

The annual spending plan is a blueprint for the district to provide quality instruction and educational programs for all students, in order to address the values identified. As part of the district's budget development process, the board strives to align human and financial resources with student needs in order to realize the greatest possible impact upon student achievement. Detailed revenue, expenditures, and staff allocation formulas that support educational programs and services needed to address values we support can be found in the Financial Section of this book.

Principle Issues Facing the District

To address the principal issues facing the district as noted below, resource allocations were made with an effort to maximize the impact on the classroom, while continuing to fund the following priorities: teaching to high standards and expectations, tailoring instruction to student needs and empowering frontline educators.

Increasing Student Proficiency

Closing the achievement gap between economically disadvantaged and non-economically disadvantaged and the gap between minority and non-minority students is a priority for the district. While a focus on the achievement gap is a priority, the district is clear about continuing to grow all learners including our highest achievers.

The vision for moving ECS from our current status and to closing our gaps and becoming a world-class system includes a number of strategies and tactics. Integral to this vision is the focus on benchmarking our work against strategies that other world-class systems employ that result in high achievement for all students.

State Funding

One of the biggest issues at the Capitol is how to put more money into K-12 education. After a decade of a struggling economy, K-12 suffered significant cuts during the Great Recession through a mechanism called the “negative factor,” which has further contributed to Colorado funding its students well below the national average.

In fact, Colorado spends \$1,872 less per student than the national average based on April 2014 statistics. With our tax collections finally rebounding, Colorado is in a position to start restoring the cuts K-12 schools experienced. But this isn’t as easy as it sounds.

Because of the complicated interactions with our constitution and how the state finances education, legislators are in a tough situation: they want to put more money into schools but they also must do it without blowing up the entire state budget or completely draining the State Education Fund. To understand this, we have to understand some Colorado school finance history.

Under Amendment 23, which voters passed in 2000, K-12 funding was required to grow by at least the rate of inflation and to account for student population growth. With falling tax revenues and budget pressures that accompanied the Great Recession, legislators determined in 2009 that Amendment 23 only applied to certain parts of the school finance formula and that other parts didn’t have to grow by inflation each year. This is where the “negative factor” comes in. Now, the legislature determines the amount of funding required under Amendment 23 and compares it to the amount of funding available.

When there isn’t enough money available, the gap gets filled with the negative factor — essentially a negative amount of money that is given to school districts. This mechanism allows compliance with the constitution while simultaneously decreasing funding below the original intent of the amendment. After a few years of cutting via the negative factor, total funding for K-

12 education in Colorado is now more than \$1 billion below where it would have been without the negative factor.

The State Education Fund was also created with Amendment 23, intended as a savings account to protect Colorado school funding from economic downturns. Unfortunately, over the last decade, the money in the State Education Fund was drained to help maintain education funding when flagging general fund collections were used to support other programs.

Thus, the State Education Fund was never able to grow into the large reserve envisioned originally. The savings account became a checking account.

To further complicate things, money spent on K-12 adds to the school funding “base,” which then has to grow by inflation each year according to Amendment 23. If the state puts too much extra money into the base this year not knowing if that money will be available next year, it could create budget pressure next year, which would result in either taking money away from other programs funded out of the general fund or requiring cuts to education again.

So, repaying K-12 education is a balancing act. The governor and legislators are trying to put as much money as possible back into Colorado schools without creating budget problems in the future. But they’re also simultaneously preparing school funding to weather the next economic downturn instead of suffering drastic cuts like K-12 did during the Great Recession. (*Rebuilding from Colorado’s K-12 Funding Cuts: A History Lesson, April 8, 2014; Chris Stiffler*)

Economic Conditions and Outlook

Analysis of 2014-15

After a decade of a struggling economy, K-12 suffered significant cuts during the Great Recession through a mechanism called the “negative factor,” which has further contributed to Colorado funding its students well below the national average. With our tax collections finally rebounding, Colorado is in a position to start restoring the cuts K-12 schools experienced. But this isn’t as easy as it sounds and recovery continues to be slow.

Student enrollment proved to exceed projections with the district increasing funded student count by 194 students. Additional resources were allocated to address the increased enrollment with adjustments being made in the 2014-15 Revised Budget. Even with this increased enrollment the district continues to have capacity within our schools to provide a safe and effective learning environment.

General Fund actual revenue receipts are expected to come in under budget since revenues for the state authorized charter school were included in the budget. Expenditure and transfer budgets in the General Fund are also projected to end the year under budget. This net result is a projected decrease in the fund balance however the fund balance is expected to remain well above the board required fund balance. A \$10.7M ending fund balance is projected prior to a transfer in as a result of closing the Employee Benefit Trust Fund.

Economic Outlook for 2015-16

On December 8, 2014 the economic outlook for calendar year 2015 was presented at the 50th Annual Colorado Business Economic Outlook by the Business Research Division of the Colorado Leeds School of Business. Colorado's economy is recovering. In fact, 2013, 2014, and 2015 will be the three best years for the state since the start of the century.

The Denver-Boulder-Greeley Consumer Price Index (CPI) is the measure of inflation that is generally used for the state of Colorado. The 2014 rate increase, used as a function of funding increases for the 2015-16 was 2.7% and is currently being projected for 2016-17 at 2.2%. School districts face a significant challenge as an improvement in fiscal resources for K-12 education typically lags in an economic recovery. Although state revenues are growing specific elements of Colorado law restrict the amount of revenue the state can retain and thus will limit the resources available to K-12 education as well as other state departments and services. A unique provision of the Colorado Constitution, referred to as the Taxpayer Bill of Rights (TABOR), specifies a limit on the amount of revenue that can be collected and retained by Colorado governments. The cap on revenue collections is allowed to grow each year by no more than the sum of the rates of Colorado's population growth and inflation. Current revenue forecasts indicate that the state will reach the cap on revenue collections in FYE 2016, which suggests a possibility that the cap could be reached even sooner. If the state collects revenue in excess of the cap, it must return the money to taxpayers unless voters give permission to retain it. Such an event will limit the state's ability to maintain the current trend in hiring and thereby limit growth in state government employment beginning in 2015.

The following observations are from page 117 of the 2015 Colorado Business Economic Outlook and can be found at <https://www.colorado.edu/leeds/sites/default/files/attached-files/2015%20Colorado%20Business%20Economic%20Outlook.pdf>.

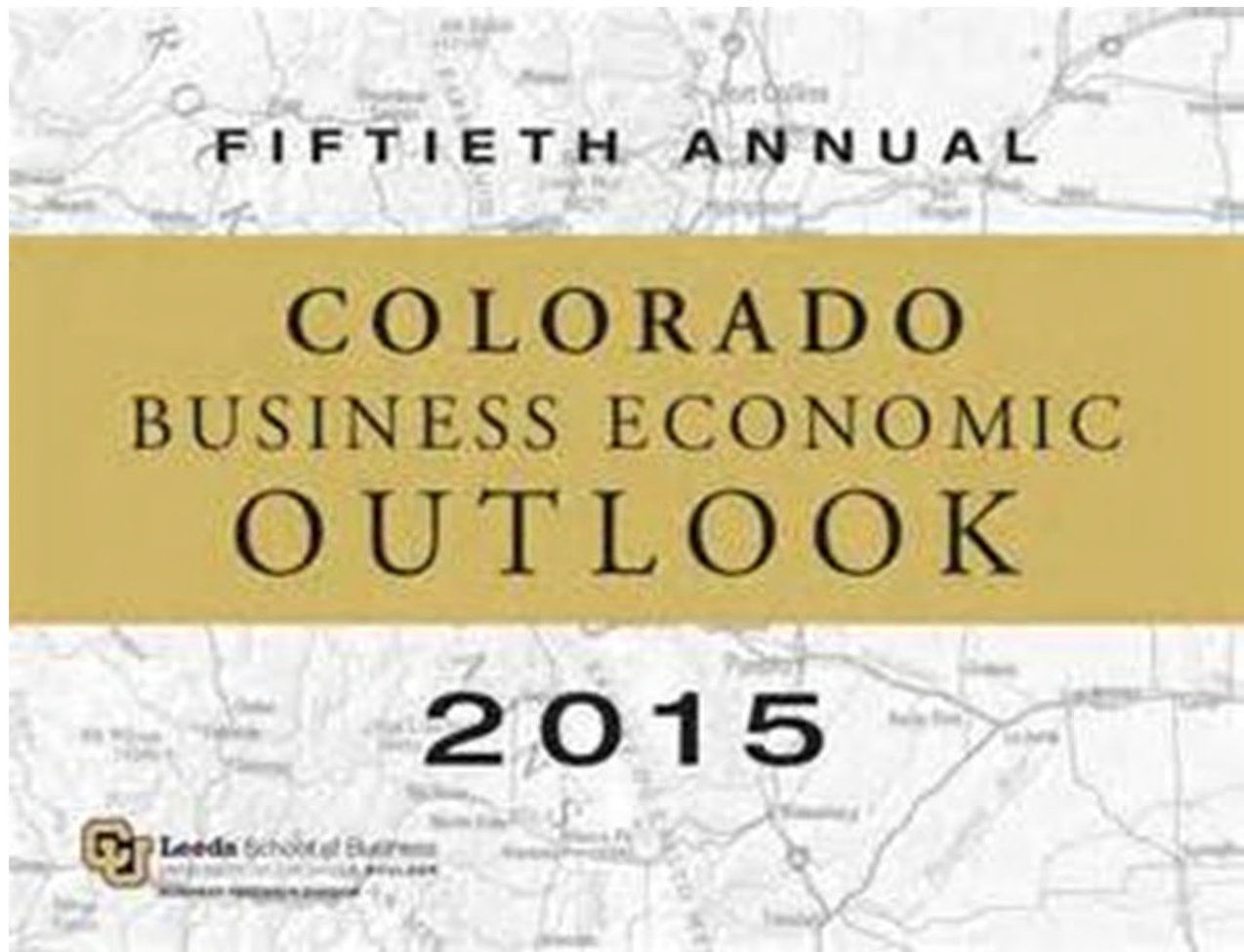
National and International

- A slowing global economy poses risks to Colorado exports in 2015.
- U.S. GDP growth will likely exceed 3% in 2015.
- The debt ceiling debate will likely resume in 2015, elevating uncertainty about government expenditures, shutdowns, and sequestration.
- The change in Fed policy will begin putting slight upward pressure on interest rates, particularly during the second half of the year.
- Inflation will continue in check for another year, and interest rates will remain at historically low levels.

Colorado

- Employment growth will place Colorado in the top 10 states in 2015.
- Weather fluctuations will continue to cause volatility for agriculture production, as well as tourism.
- Home prices will continue to creep higher in Colorado as inventory is absorbed, making housing affordability a detriment to some communities in the state.
- In terms of population, Colorado is the fourth-fastest growing state in the nation in percentage terms. The state will continue to attract people from out of state, which will contribute to population growth of 1.7%.

- Colorado will sustain a sub-5% unemployment rate. With Colorado's skilled workforce; high-tech, diversified economy, relatively low cost of doing business, global economic access, and exceptional quality of life, the committee believes the state is poised for both and short term and long-term economic growth.



Understanding School Finance in Colorado

Every homeowner and business owner in Colorado pays property taxes for schools, along with sales taxes for police, fire, and other local public services. The Colorado state government is responsible for funding other public services such as prisons and transportation in addition to determining the funding for schools. Each year, the budget crafted by the legislature and approved by the governor determines how much of the total state budget is allocated to education. The portion earmarked for K-12 education is then divided among 178 school districts throughout the state using formulas in the Colorado School Finance Act. These formulas determine how much money each district will receive per pupil as well as how much of that funding is paid by the state and how much is paid through local taxes.

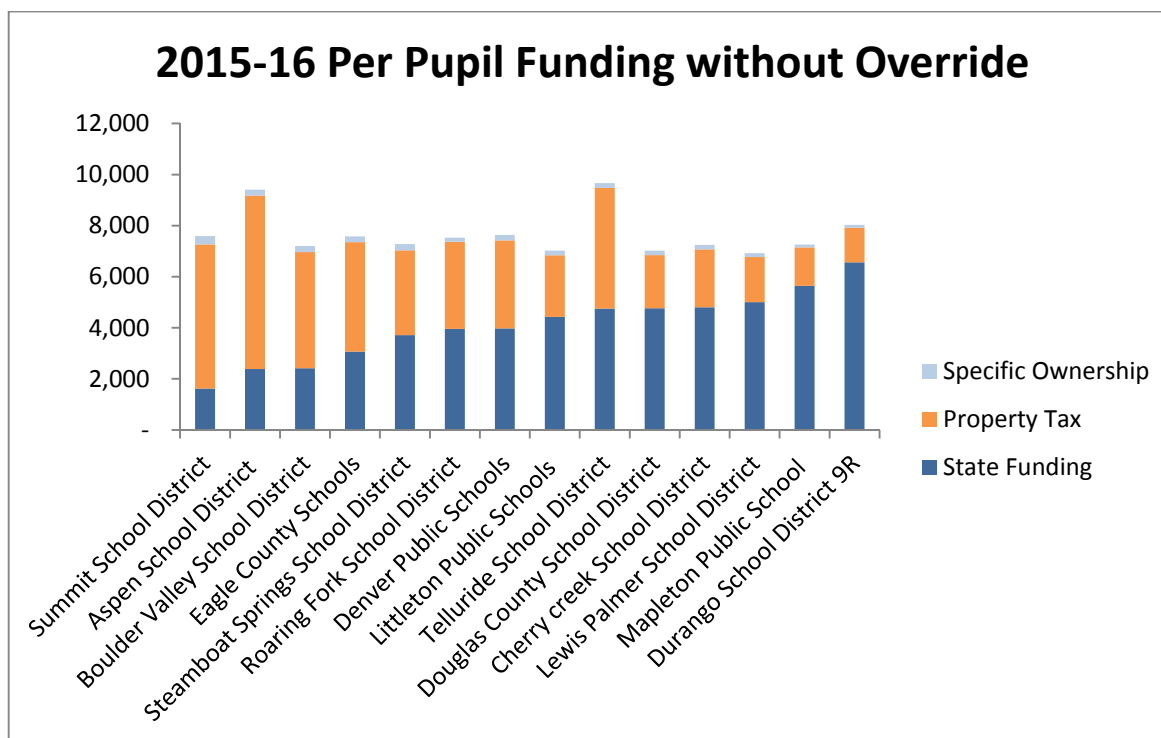
Equity in School Funding

While tax dollars are collected locally for education, the state legislature determines how much funding each school district will receive. The SFA is aimed at ensuring that all children in the state receive an equitable educational experience and has devised a formula that evaluates various factors and determines the funding needed to provide an equitable educational experience in each school district. For the 2015-16 school year, it is estimated ECS will receive \$7,575.71 for each student full-time equivalent (FTE).

State Equalization

Schools are funded from three sources: local property tax, state funds, and vehicle registration fees, known as Specific Ownership Tax (SOT). Although the state determines individual school district funding levels, the amount contributed from the three different sources varies according to local assessed property valuation. As evidenced in the chart shown below, because of higher assessed valuation, ECS receives a larger portion of its revenue from local property taxes and therefore, the state contribution is less than peer districts. Conversely, those districts whose property assessed valuations are lower typically receive a greater portion of funding from the state.





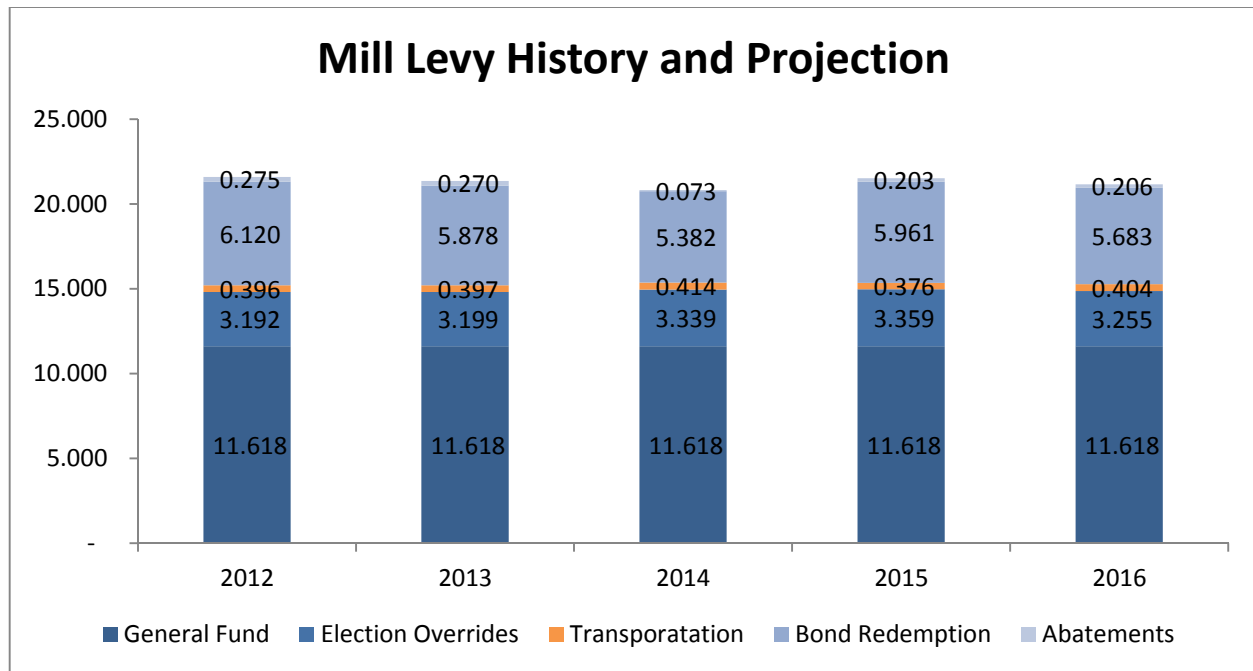
Local Referenda

Colorado law allows local school districts to ask voters to approve override funding for their district through an additional mill levies. ECS voters generously approved school overrides. This additional funding is capped by state law at 25 percent of total program funding. All override revenues come from increased property taxes; no additional state funding occurs. A district's authorization to raise and expend override revenues does not affect the amount of SFA funding the district receives.

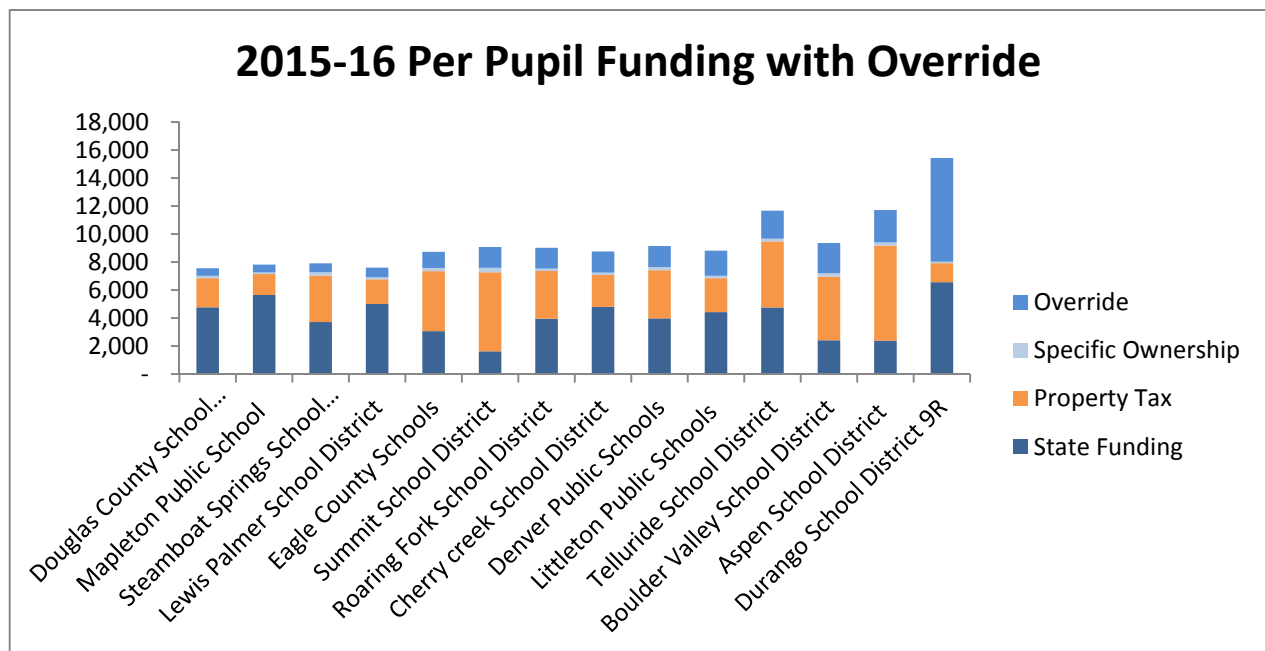
Mill Levies

The Colorado SFA was revised in 1994 creating Title 11, Article 50 of the Colorado Revised Statutes, which determines the base revenue of the General Operating Fund of the school district. This 1994 SFA set the standard mill levy at 40 mills for all districts. Due to dramatic increases in property values (assessed valuation) in some areas of Colorado (since 1994), the Act of 1994 was amended during the 2007 legislative session which froze the existing mill levy for most districts in the state, to reduce the pressure on state funding for local school districts.

The total 2015-16 ECS mill levy is projected to be 21.166 mills, which is a 1.6 percent decrease from the prior year. The mill levy is applied to assessed valuation which has increased by 1.03 percent or approximately \$76.8M. For ECS, the General Operating Fund mills have remained at 11.618 since 2006. The districts mill levy override elections have resulted in 3.255 mills. The mill levy for abatements, refunds, and omitted property is 0.206 mills. The Bond Redemption Fund is at 5.683 mills, and the transportation mill levy is .404 mills, all totaling 21.166 mills collectively. The last five years of historical information is shown in the chart below with additional historical information on the district's assessed valuation located in the Informational Section at the end of this document. The assessed valuation of the district has been declining since 2012 but is increasing in 2016 with the upturn in the economy.



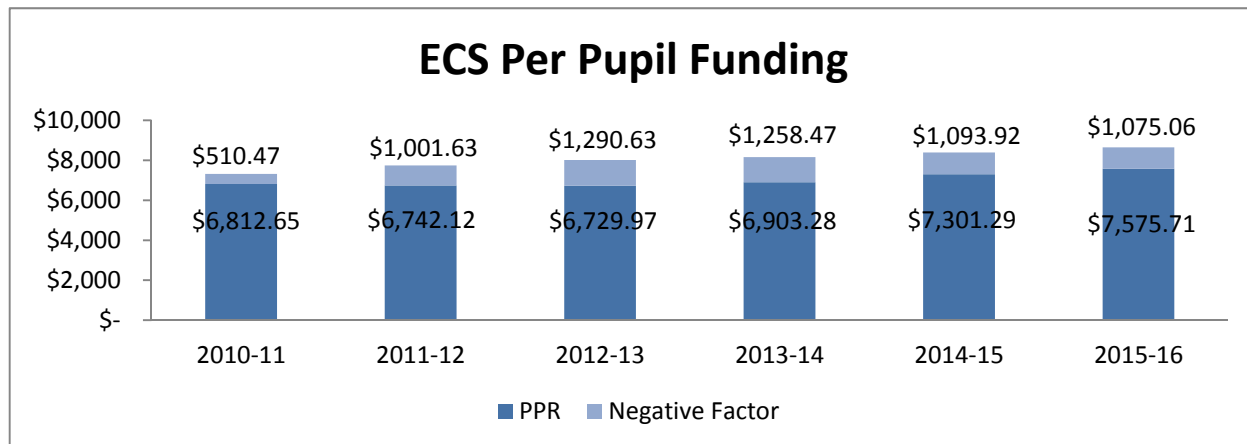
Using the same comparative districts, on a Per Pupil basis, you can see in the chart below that additional community support and approval of election overrides can provide a significant amount of additional funding to support the education of our students. ECS election overrides provide an additional \$1,160.67 per student compared to the Durango School District that receives an additional \$7,409.88 per student from election overrides.



Current School Finance Act

ECS is projecting and moving forward under the parameters of the current School Finance Act. School districts in Colorado are funded via the School Finance Act (SFA). The SFA prescribes total program funding using a per-pupil funding formula. To accommodate state revenue challenges, the state has incorporated what has been titled as a negative factor into the school finance funding formula. The negative factor is a formulaic factor that proportionately reduces otherwise prescribed funding levels for each school district. This negative factor is the mechanism the state has implemented to reduce the level of K-12 funding while remaining within acceptable legal limits of the funding formula. The charts above reflect the Per Pupil Funding after the negative factor.

This negative factor has created a deficit funding gap of 16.1 percent or more than \$1B. This means that school districts across the state are receiving \$1B less than they should be receiving under a fully funded school finance formula. The reduction of funding has been spread across districts in Colorado. ECS alone has been impacted by receiving \$40M less in funding since 2010-11. The following chart demonstrates the difference between fully funded levels and actual funding levels after the application of the negative factor.



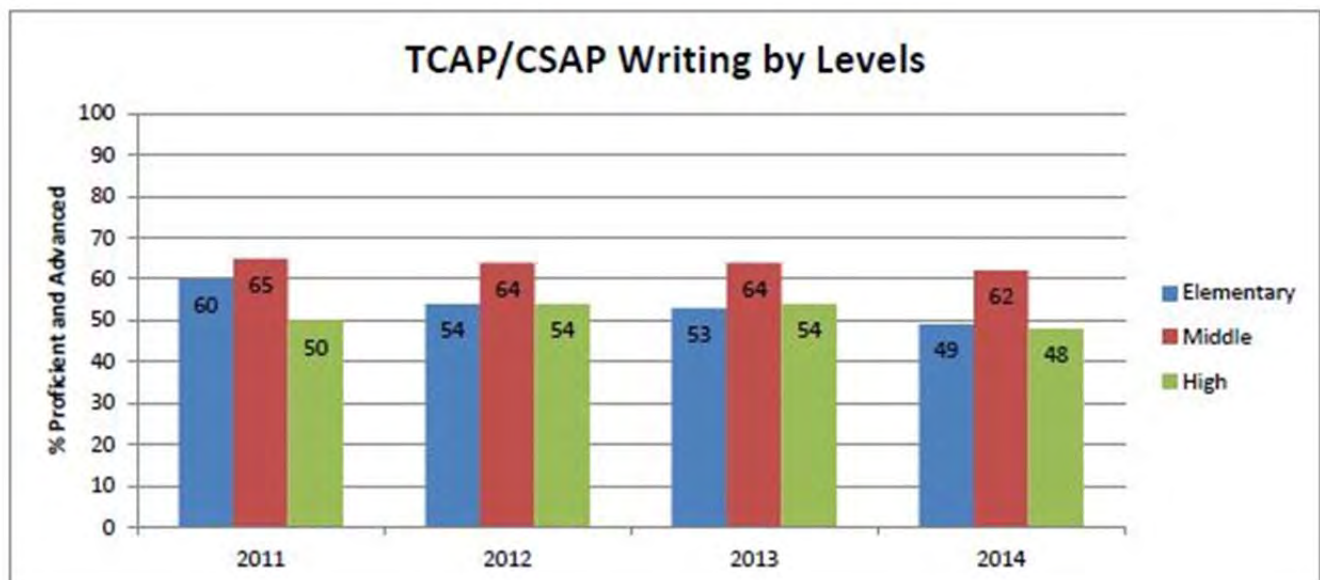
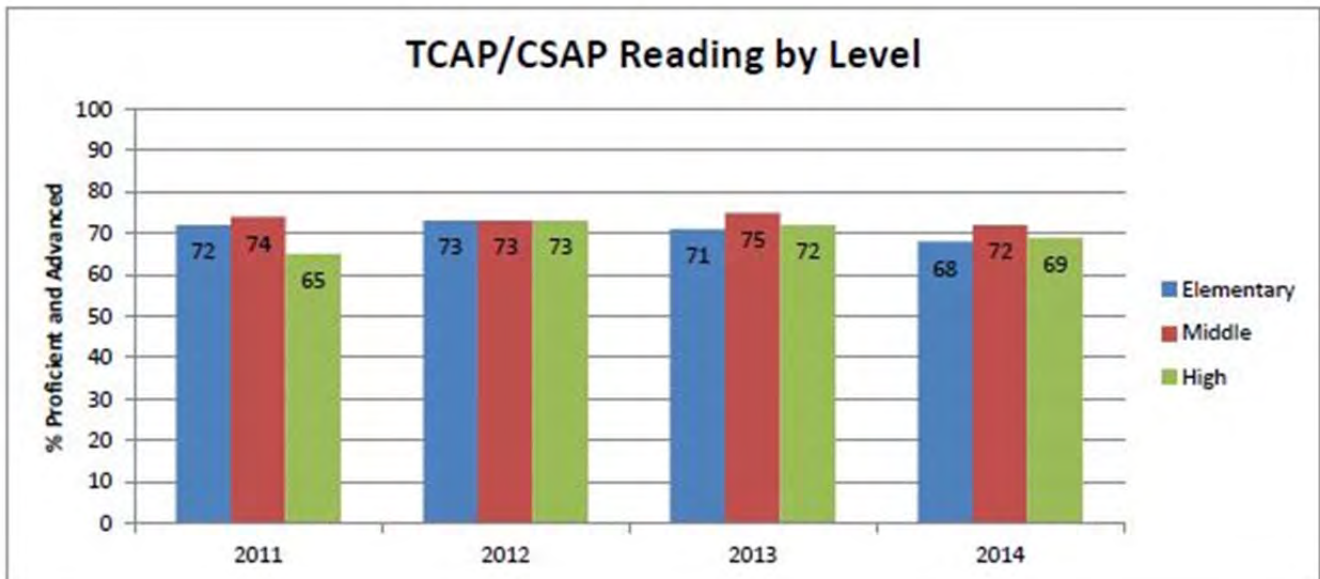
The deficit gap created by the negative factor has grown in each of the fours since its inception. However, beginning in 2014-15 K-12 funding began to increase as the state realized increases in revenue. The gap is slightly decreasing but will by no means restore the amount that has been removed as a whole. In fact TABOR limits will continue to hold funding at a minimum.

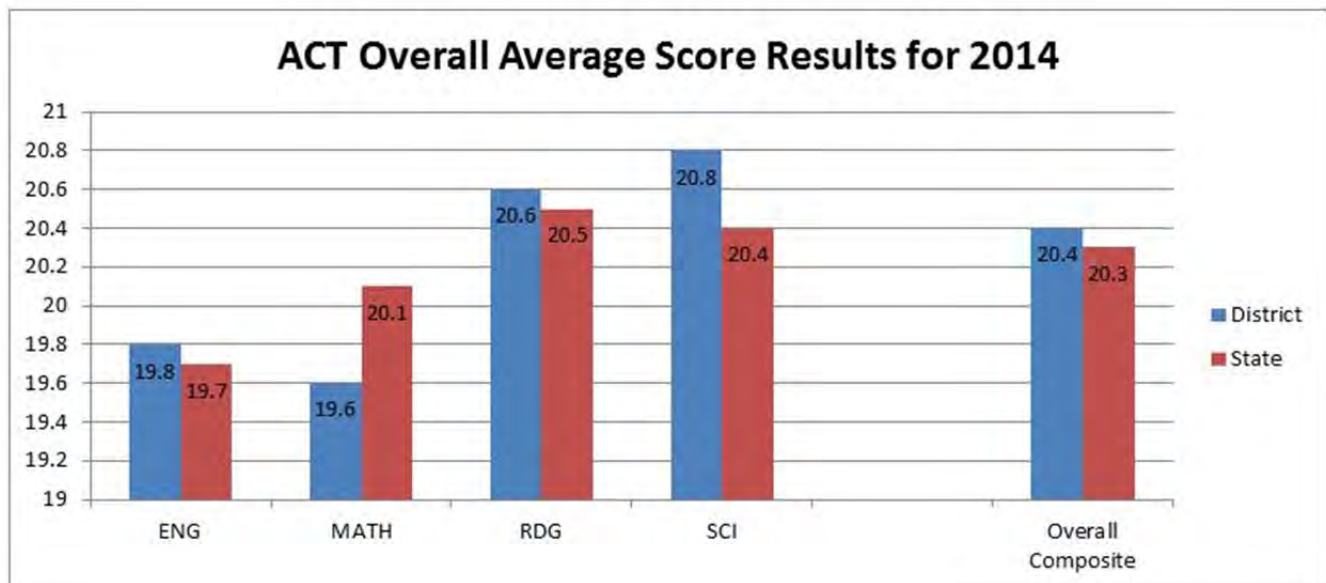
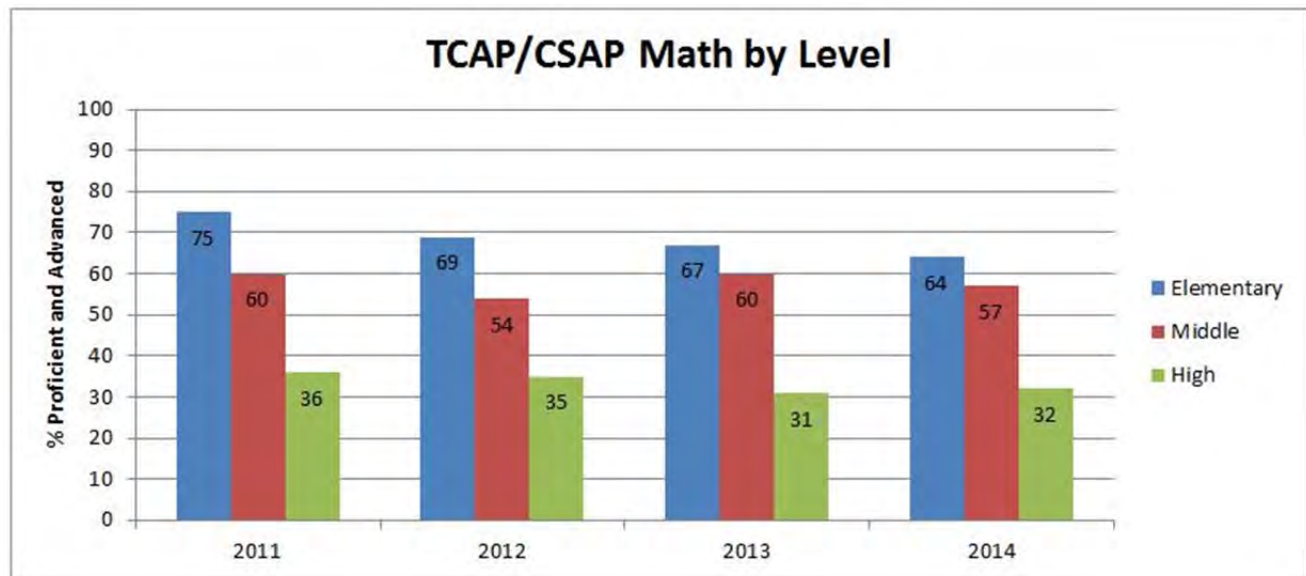
Amendments that affect school funding

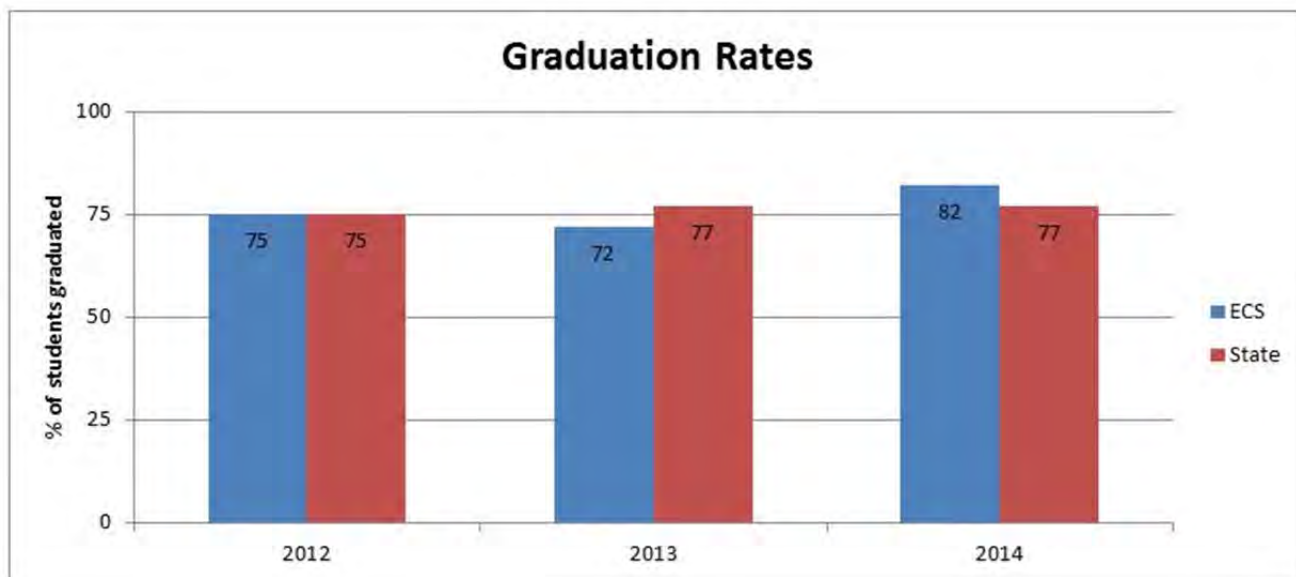
TABOR – Colorado’s “Taxpayer Bill of Rights” sets taxing and spending limits on all levels of government in the state, from special districts such as fire protection and schools to county and state governments. TABOR’s primary objective is to “restrain the growth of government” as stated in the Colorado Constitution. TABOR has many provisions that impact school funding from the state. The most significant limitations include; requiring voter approval, limiting revenue collections and limiting spending. TABOR also impacts district spending by requiring a school district to hold 3% of expenditures in reserve that can only be spent in an emergency. ECS meets this requirement and holds 3% of expenditures in reserve.

Performance Results

The Colorado Department of Education's 2014 District Performance Framework Report identifies ECS as Accredited" overall, with the district meeting accreditation targets for Academic Achievement, Academic Growth, and Postsecondary and Workforce Ready.

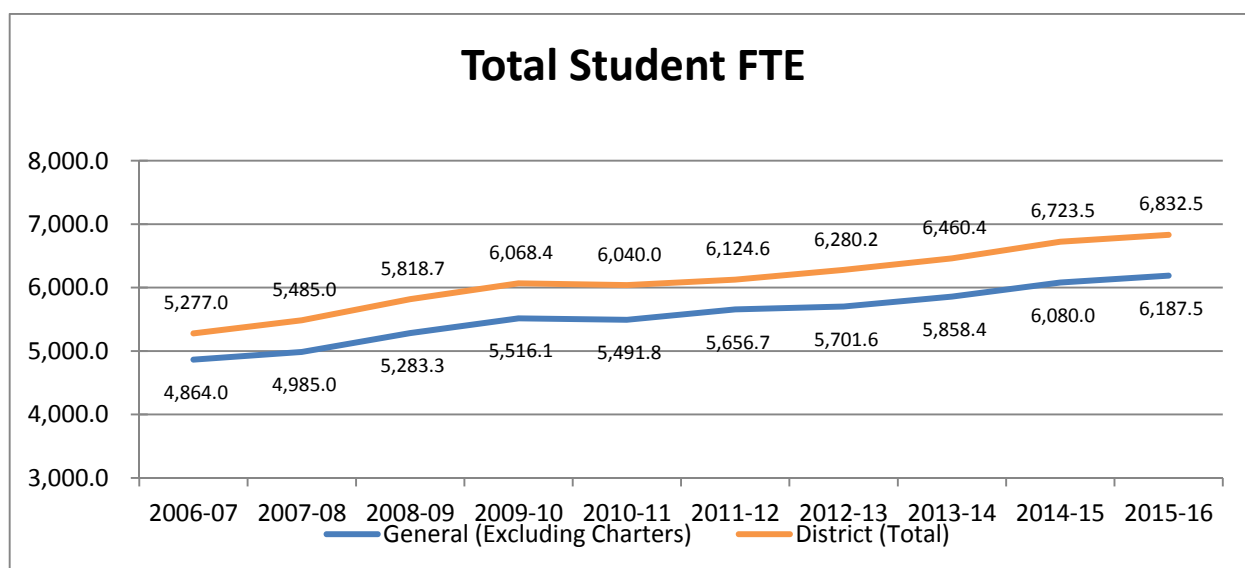






Enrollment FTE Projections

The 2015-16 enrollment FTE projections include an increase of 109 FTE for a total of 6832.5 including charter school enrollment for in-district and Charter School Institute (CSI) schools. The following chart shows the historical change in ECS enrollment. As you can see ECS has been experiencing growth over the last 4 years and we expect that growth to continue in 2015-16.



Note: Includes Pk-12 FTE enrollment

Employee Compensation

Education is a profession that relies on people – teachers and support personnel. Personnel costs (salaries and benefits) account for 74% of the district's General Fund total expenditures and 81% of expenditures net of transfers. ECS provides district paid benefits and offers additional benefits that can be purchased by the employee. Retirement and healthcare costs have continued to rise and have had a significant impact on the budget. In an effort to contain cost increases the district has moved to an insurance pool model. The cost of benefits directly affect the dollars available for employee compensation. The average cost of benefits is 33% of salaries.

Personnel Trends

The number of 2015-16 estimated full-time employees (FTE) in ECS in all funds is 850.12. This is an increase of 16.17 from the 2014-15 fiscal year. Typically, budgeted FTE fluctuate with changing student enrollment, funding changes that necessitate the implementation or reduction of new programs or positions funded with one-time resources. With state funding increasing over the previous couple of years, ECS has been working to restoring previously cut positions in the instructional arena. The continued lack of state funding puts pressure on the class size and operational areas.

Fund Balance Requirements

In order to meet the challenges of school funding in Colorado, ECS adopted Board of Education Governance Policy EL-8 which dictates a minimum level of year-end fund balance in order to ensure the districts on-going financial stability.

Compliance Statements

The following statements were prepared by the state's Financial Policies and Procedures Committee to comply with certain requirements in state statute.

This budget's revenue projections were prepared using information provided by the Colorado Department of Education, the county assessor, the federal government, and other sources using methods recommended in the Financial Policies and Procedures Handbook. These budget expenditure estimates were prepared based on program needs, enrollment projections, mandated requirements, employee contracts, contracted services, and anticipated changes in economic conditions using methods described in the Financial Policies and Procedures Handbook. Beginning fund balances and revenues equal or exceed budgeted expenditures and reserves.

This budget includes the audited revenues, expenditures, and fund balances for the last completed fiscal year. Audited figures are detailed in ECS's Comprehensive Annual Financial Report and are available for review on the district's website (www.eagleschools.net), in the district's business office, the Colorado Department of Education, or the state auditor's office.

The 2015-16 Adopted Budget was prepared in compliance with the revenue, expenditures, tax limitation, and reserve requirements of Section 20 of Article X of the State Constitution as well as the ECS Board of Education Governance Policies and the Administrative Policies.

Board of Education Governance Policies

The Board of Education adopted Policy Governance in 1998 with the guidance of the Colorado Association of School Boards.

Executive Limitations - Contains policies related to students, staff, safety as well as policies related to budgeting and fiscal management.

Board Staff Relationship - Contains policies related to the work of the Board and the Superintendent.

Governance Process - Contains policies related to how the Board works and governs themselves.

Administrative Policies

The following main sections of policies guide the Eagle County School District through the budget development and implementation process as well as policies that direct operational procedures of the district. A detailed description of each policy associated within each section can be found in the Appendix located in the Informational Section of this document.

Section A: Foundations and Basic Commitments - Contains policies, regulations, and exhibits regarding the district's legal role in providing public education and the basic principles underlying school board governance.

Section B: Board Governance and Operations - Includes policies regarding how the school board is appointed or elected, how it is organized, how it conducts meetings, and how the board operates.

Section C: General School Administration - Contains policies, regulations, and exhibits on school management, administrative organization, and school building and department administration.

Section D: Fiscal Management - Includes the policies on school finances and the management of funds. Policies on the financing of school construction and renovations are included in Section F, Facilities Development.

Section E: Support Services – Contains policies on non-instructional services and programs, particularly those on business management.

Section F: Facilities Development - Contains policies on facility planning, financing, construction, and renovation. Also includes the topics of temporary facilities and school closings.

Section G: Personnel - Contains policies that pertain to all district employees.

Section H: Negotiations - Contains policies guiding negotiating procedures.

Section I: Instruction - Contains policies regarding instruction, curriculum, resources, and achievement.

Section J: Students – Includes policies regarding student admissions, attendance, rights and responsibilities, conduct, discipline, health and welfare, and school-related activities.

Section K: School-Community Relations - Contains policies, regulations, and exhibits on parent and community involvement in schools.

Section L: Education-Agency Relations - Policies include school district's relationship with other education agencies – including other school systems, regional or service districts, private schools, colleges and universities, educational research organizations, and state and national educational agencies. 22 | Adopted Budget 2013-14

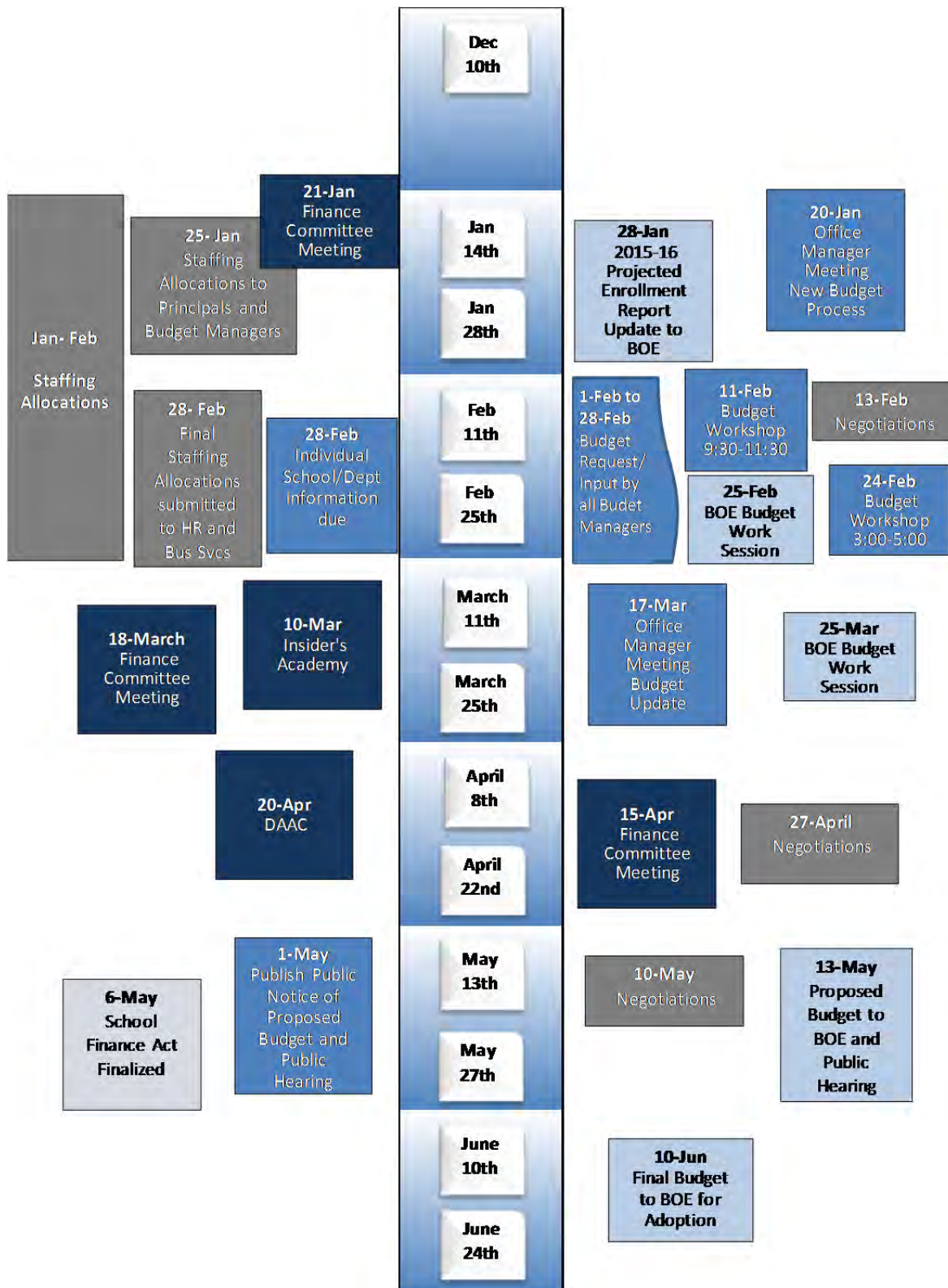
Budget Development Process

School boards and superintendents in all 178 Colorado districts face many budget challenges. At ECS, driving forces considered by the board and the superintendent for the 2015-16 budget included: an increase in employer contributions to the Public Employment Retirement Association (PERA), continuing challenges with the state and local economy, the impact of decisions made by the 2015 legislature, the cost of negotiated contracts with employee groups, and goals for improving achievement for under-served students.

This budget, as proposed to the Board of Education, was prepared considering the needs and values of students, parents, employees, and taxpayers. Throughout the stages of the budget process, the board must balance the needs of students, parents, and employees with the fiscal responsibility it has to the taxpayers. Although ECS students exceed in aggregate the state average on all universally administered performance measures, achievement gaps exist for certain targeted groups. The budget development process brings to the forefront the needs of those students and allows funding decisions to be made that provide the necessary resources to increase the proficiency level of all students.

ECS began the budget process with the development of a calendar. The following chart summarizes the process, timelines, and decision points of the budget development process. From year to year, the timeline varies only slightly as statutory and contractual deadlines provide the milestones for the process. Similarly, information and data generally becomes available in a parallel timeline. Additional details on the budget process are included in Appendix A.

2015-16 Budget Development Calendar



All Funds

Appropriation 2015-16

The adoption of the budget by the Board of Education includes the formal approval of both the Budget Resolution and the Appropriation Resolution, as defined in the Colorado State Statute 22-44-103(1). The resolutions set the maximum amount of funds which can be utilized in a given fiscal year. Each accounting fund is included in each of the resolutions. A board of education of a school district shall not expend any moneys in excess of the amount appropriated by resolution for a particular fund, C.R.S 22-44-115(1)

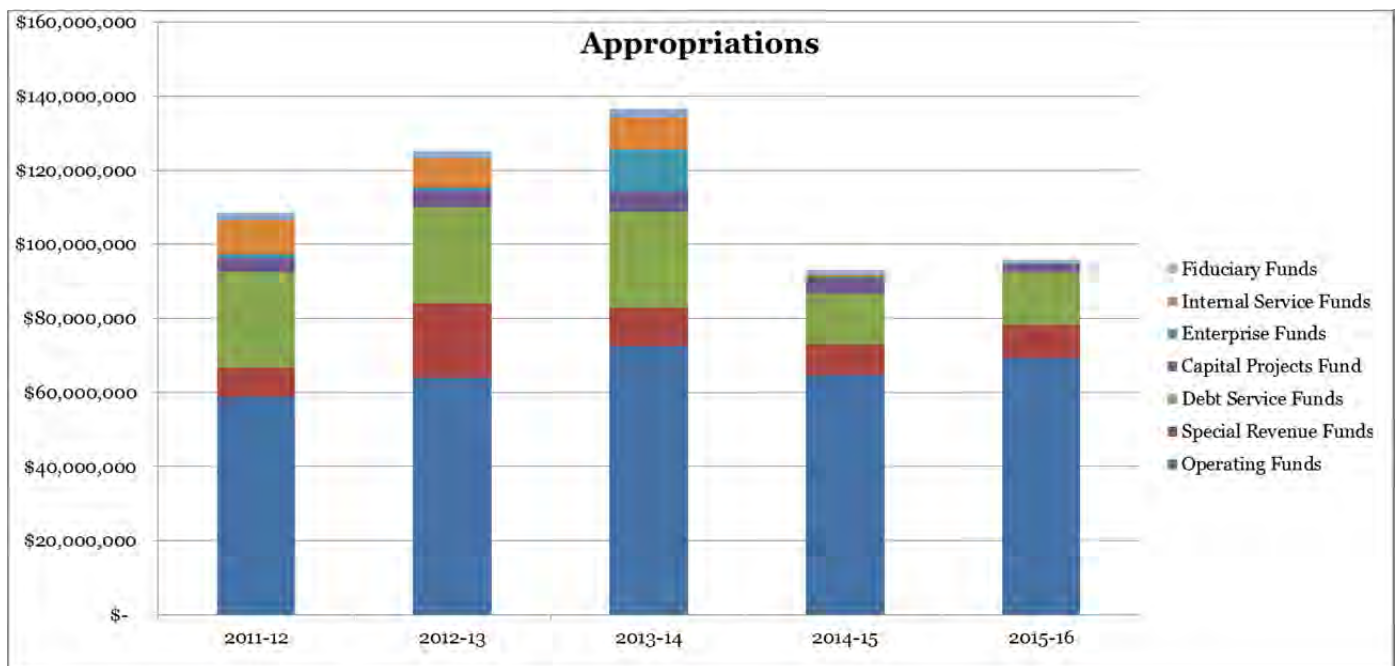
Fund	From Available Revenues	From Available Fund Balance	Total Appropriated	Ending Fund Balance
General Fund	\$ 64,707,690	\$ 851,050	\$ 65,558,740	\$ 10,711,007
Nutrition Services Fund	1,785,500	89,250	1,874,750	175,970
Designated Purpose Grants Fund	4,378,660		4,378,660	(172,081)
Transportation Fund	2,620,070	64,740	2,684,810	9,050
Bond Fund	14,079,463		14,079,463	10,799,977
Capital Reserve Fund	2,150,400		2,150,400	1,540,022
District Housing Fund	347,650	20,850	368,500	1,002,379
Student Activity Fund	998,900		998,900	1,256,037
Charter School Fund	3,740,621		3,740,621	706,274
TOTAL APPROPRIATION	\$ 94,808,954	\$ 1,025,890	\$ 95,834,844	\$ 26,028,635



Five Year Appropriations by Fund Type

Fund Types	2011-12	2012-13	2013-14	2014-15	2015-16
Operating Funds	\$ 58,743,102	\$ 63,891,347	\$ 72,631,771	\$ 64,558,579	\$ 69,299,361
Special Revenue Funds	7,992,105	20,238,466	10,100,747	8,543,458	8,938,220
Debt Service Funds	25,854,013	25,900,404	26,058,467	13,509,000	14,079,463
Capital Projects Fund	3,604,188	4,263,633	5,669,490	4,339,000	2,150,400
Enterprise Funds	1,077,129	1,168,568	11,179,316	160,000	368,500
Internal Service Funds	9,243,938	7,685,900	8,586,372	500,000	-
Fiduciary Funds	1,922,658	2,025,680	2,322,964	1,450,000	998,900
	\$ 108,437,133	\$ 125,173,998	\$ 136,549,127	\$ 93,060,037	\$ 95,834,844

Note: As of July 1, 2014, the Nutrition Services Fund was re-designated from an Enterprise Fund to a Special Revenue Fund, per C.R.S. 2245-R-3.03(2). The table and chart reflect Nutrition Services Fund as a Special Revenue Fund for all periods for comparison purposes only.



Budget Adjustment Plan Narrative

General Fund

An increase of per pupil funding along with a forecasted increase of an additional 109 students will contribute an additional \$2.6M of revenue related to School Finance Act Funding.

The Employee Benefit Trust Fund will be closed as of June 30, 2015 providing a transfer to fund balance of approximately \$700,000. This transfer will be used to offset increased employer paid PERA and health benefits for employees.

The district will add 9.5 FTE district-wide through an at-risk equity formula and another 6.67 district-wide for enrollment growth. 1.0 FTE will be added for a Chief Technology Officer however 1.0 FTE will be reduced from the Chief Human Resources Officer.

Compensation costs for a performance based bonus of up to 1% and an adjustment to base salary of 2.5% will be provided to all classifications of staff.

Curriculum purchases for science, math social science and English language literacy materials will be made as a one-time purchase.

The General Fund is budgeted with an ending fund balance of \$10.7M.

Nutrition Services Fund

Nutrition Services Fund is projected to begin the year with \$265,220. This is a reduction of 284,439 due to the re-designation from an Enterprise Fund to a Special Revenue Fund. This is an accounting adjustment only and does not impact cash. Lunch prices are projected to stay the same as 214-15. The adopted budget includes compensation increases for the performance based budget and an adjustment to base salary as well as employer-paid PERA increases and health benefits.

ECS plans on spending \$89,250 of the beginning fund balance to support increased salary and benefit cost. The beginning fund balance is sufficient to cover this cost for one year. Future adjustments must be made to revenue and/or expenditures in the fund to maintain financial stability.

Grants Fund

The district will continue to receive funding in 2015-16 from two key sources, NCLB and IDEA Part B. Additionally, awards received in prior years that continue to be funded include; Head Start, Math and Science Initiative Project, Carl Perkins, and the Colorado Department of Public Health and Environment and several other smaller private grants. The district continues to pursue grant opportunities in various areas to improve programs offered by the district.

Transportation Fund

The transportation mill levy is set to provide \$1,000,000 towards operational expenditures. Additional resources are provided by a \$500,000 transfer from the General Fund and additional local revenues to pay for requested trips. The adopted budget includes performance bonus, COLA's, employer-paid PERA costs and health benefit increases across all job classes. The budget is set to use \$64,740 from reserves leaving a budgeted ending fund balance of \$9,050 for 2015-16.

ECS plans on spending \$64,070 of the beginning fund balance to support increased salary and benefit cost. The beginning fund balance is sufficient to cover this cost for one year. Future adjustments must be made to revenue and/or expenditures in the fund to maintain financial stability.

Bond Fund

The Bond Redemption Fund mill levy is projected at 5.683 mills to provide the appropriate funding for the district's debt service obligations.

Capital Reserve Fund

Resources available for 2015-16 capital improvements are limited. The majority of the \$2,000,100 transfer from the General Fund will support principal and interest payments toward Certificates of Participation (COP's). The remaining balance will be available to address break/fix items.

District Housing Fund

The District Housing Fund includes budget for one additional maintenance staff member to oversee the multiple units. This additional staff member will be a one year temporary position to address current needs. ECS is planning on spending \$20,850 out of beginning fund balance to support the completion of remodels on four housing units.

Employee Benefit Trust Fund

The Employee Benefit Fund was an internal service fund used to account for claims, administrative fees of the district's self-funded Health Insurance employee benefit program. Since the district elected to join an insurance pool the Employee Benefit Trust Fund was closed as of June 30, 2015 however it is included in the 2015-16 Adopted Budget for historical information only.

Student Activity Fund

No significant changes are anticipated in the 2015-16 fiscal year.

General Fund

Highlights

2015-16 Total Resources: \$64.7M

- \$2.6M increase to School Finance Act including revenue from increased enrollment
- \$851,050 of available fund balance for one-time expenditures, transfers, and related reserves

2015-16 Total Expenditures: \$65.6M

- Total compensation increase of \$1.75M related to performance bonus and COLA pay increases
- \$950,000 for health insurance premium and employer- paid PERA rate benefit increases
- \$600,000 to add 9.5 FTE through an equity formula to reduce class size
- \$450,000 to add 6.67 FTE to address enrollment growth
- School and operational budget have been adjusted to offset the increases identified above

2015-16 Total Reserves: \$10.7M

- An overall increase in expenses will result in a \$851,050 decrease in fund balance with \$700,000 supported by the transfer from closing the Employee Benefit Trust Fund
- A required TABOR contingency of \$2.14M is included
- Other reserves remained the same from 2014-15

2015-16 Total Transfers: \$5.5M

- Ongoing transfer of \$500,000 to the Transportation Fund
- Ongoing transfer of \$2M to the Capital Reserve Fund
- Transfer of \$3M to the Charter School Fund based on PPR



Budget Facts and Assumptions

The 2015-16 Adopted Budget was developed knowing certain facts and making certain assumptions based on information available at the time of preparation. These facts and assumptions are as follows:

Facts:

1. The budget has been prepared with per pupil revenue of \$7,575.71 via the Colorado Public School Finance Act.
2. This budget's revenue projections were prepared using information provided by the Colorado Department of Education, the County Assessor, the federal government, and other sources using methods recommended in the Colorado Department of Education's Financial Policies and Procedures Handbook. This budget's expenditure estimates were prepared based on program needs, enrollment projections, mandated requirements, employee negotiations, contracted services and anticipated changes in economic conditions.
3. Beginning fund balances plus revenues equal expenditures and ending reserves in all funds.
4. All employee groups are eligible for a one-time payment up to 1% performance based bonus in September 2015, if they are currently employed by the district. The proposed budget also includes an increase to base salary of 2.5%.

Assumptions:

1. Actual funding to the district is primarily provided by the Colorado Public School Finance Act, which is calculated from the projected pupil counts. The funded pupil count is projected to increase 109 students to 6,832.5 in 2015-16.
2. The ratio for assessment of residential property will remain the same at 7.96%. The ratio for assessment of commercial property will remain the same at 29%.

Document Summary

This concludes the Executive Summary portion of the ***INTRODUCTORY SECTION***. The purpose of this document is to help the reader understand school finance issues and the process used to create a budget that is fiscally responsible and supports the needs of all students for the upcoming year. The 2015-16 Adopted Budget document provides summary information for a broad look at the financial plan of the district.

The school district's budget is a living document representing the investment our community makes in educating its children. Each year, the district evaluates programs, staffing patterns, and other expenditures in relation to the strategic directions set by the Board of Education, with particular emphasis on student achievement. We are proud of the fact that this community places a premium on academic achievement for all children.

This budget reflects the mission and goals of the Eagle County Schools to provide educational services to its students to the end that the attainments of their goals as members of society are enhanced. The expectation of moderate inflation, improvement of educational services, and continued stabilization of the student population created challenges to maintain necessary expenditures within the limits of available resources and restrictions imposed by the state legislature.

This budget is a prudent plan that balances the many needs of our students within the economic realities of our state and district. The members of the Board of Education have provided outstanding support for the educational services of the district, and the budget reflects the commitment of the board and the community for quality educational programs.

The remaining sections of this document provide detailed and supplementary information to support the budgets as presented.

The ***ORGANIZATIONAL SECTION*** provides detailed information on the ECS government profile, its facilities, and geographical area. It provides insights into the district's vision, goals, and strategies in the context of supporting student achievement. It details the district's administrative structure, operating departments along with accounting descriptions of fund types, revenue and expenditure classifications, budget, and management practices that regulate operations.

The ***FINANCIAL SECTION*** provides all the information necessary to understand the structure of the district's financial documents; detailed budget schedules for all funds are included to provide historical financial standings along with debt obligations. Included are a three-year beginning balance, revenue, expenditure, transfers, emergency reserves, and ending balance for all of the district's funds including staffing formulas. Sub-sections include General Fund, Other Funds, and the Charter School Fund detailing five years of revenues and expenditures, three years forecasted and program and staffing summaries.

The **INFORMATIONAL SECTION** includes enrollment trends, historical data comparisons, data, charts, and assorted information in support of the budgets. This section is intended to help the reader have a better understanding of the history and future of the district as a growing entity. Sub-sections include the Appendices and Glossary that provide historical information on the ECS assessed valuation, mill levies, enrollment and pupil count funding, the Colorado Department of Education critical dates, and terms used in the budget document.

The 2015-16 Adopted Budget is available for public review in the Finance Department and the Superintendent's Office at 948 Chambers Avenue, Eagle, (970) 328-6321. The 2015-16 Adopted Budget is also available in PDF format on our website at: <http://www.eagleschools.net/finance/>

For additional district financial information, readers should refer to the Comprehensive Annual Financial Report for the June 30, 2014, fiscal year-end, which is also available on the district's Finance Department web page.



Organizational Section

Profile of the School District

Serving Pre-K through 12th grade students from Vail to Dotsero, including Bond and McCoy, Eagle County Schools is an innovative district comprised of 850 professionals engaging nearing 6,800 students. Our vision is to prepare all of our students to be internationally competitive graduates, who will be successful in their careers or college experience and contribute to their communities in positive and effective ways. The District benchmarks international top performing schools to model practices that lead to success for all students. We believe that the only way to improve learning outcomes for students is through better instruction. Consequently, we focus our efforts on an instructional core of educators, learners, and standards. All actions, initiatives, and efforts are viewed through this lens with the expectation that they must shape on of these tenets to be effective.

Awards & Recognition

Eagle Valley High School ranked in the top 10% of the nation for career and college readiness. The District has had three Principals of the Year in Colorado, one Superintendent of the Year, and one English Language Learner Director of the Year. Our schools have been recognized as National Blue Ribbon Schools, John Irwin Schools of Excellence, and with the Governor's Distinguished Improvement Awards from the Colorado Department of Education.

Demographics

Our student population is diverse in both demographics and economic background. With 34.6% of students being English Language Learners compared with the state average of 14.3% we are also uniquely positioned to evolve into a dual language district with bilingual graduates supporting our vision of international competitiveness. While geographically positioned near affluent communities like Vail and Beaver Creek, 42.2% of our students qualify for free and reduced lunch. Our schools and students are supported by active PTA's, local non-profit foundations, youth services-focused organizations, and a variety of private-public partnerships and individual philanthropists.



Budget Development Process

Budget Overview

The annual operating budget represents the district's plan to ensure scarce financial resources are spent in as efficient and effective manner as possible to meet the district's goals. It has been developed to allocate the district's resources to programs and services that add value to the educational excellence the district provides its students.

The purpose of this budget document is to serve as a policy document, financial plan, operation guide and communication device.

Budget Process

Eagle County School's budget process is on-going. It is developed to strategically focus the district's resources into programs and services that meet the changing needs of students.

Based upon input from the Board of Education, the Administrative Team, the District Finance Committee, salary agreements and other relevant information, the Finance department develops budget guidelines for allocation of funds. The budget guidelines and all information necessary to develop a budget are sent to each budget manager to determine the placement of allocated funds which best meets the needs of their students or departments.

During May, the Superintendent of Schools submits to the Board of Education a proposed budget for all funds for the fiscal year commencing the following July 1. The budget includes proposed expenditures and the means of financing them. Public comment is encouraged by the Board of Education to obtain taxpayer comments. Prior to June 30, the budget is adopted by formal resolution.

The budget process does not end with the final approval of the new fiscal year's budget. As costs are incurred during the current year, they are recorded against the program and line item budget amount so that an accurate picture of the comparison between expenditures and budget allocation always exists. Any revisions that alter the total of any fund appropriation must be approved by the Board of Education.

Also per C.R.S.22-44-110 (5) After the adoption of the budget, the board may review and change the budget, with respect to both revenues and expenditures, at any time prior to January 31 of the fiscal year for which the budget was adopted. After January 31, the board shall not review or change the budget except as authorized by this article; except that, where money for a specific purpose from other than ad valorem taxes subsequently becomes available to meet a contingency, the board may adopt a supplemental budget for expenditures not to exceed the amount of said money and may appropriate said money therefrom.

Basis of Budgeting and Accounting

Fund Types	Same Methodology is used for Budgeting and Accounting	
	Basis of Budgeting	Basis of Accounting
Governmental Funds: <ul style="list-style-type: none"> • General Fund • Special Revenue Funds <ul style="list-style-type: none"> Nutrition Services Fund Grants Fund Transportation Fund Activity Fund • Bond Fund • Capital Reserve Fund 	Modified accrual – Revenues are recognized as soon as they are both measurable and available. Expenditures are recorded when the related liability is incurred, with the exception of general obligations and capital lease debt service, which is recognized when due, and certain accrued sick and personal pay, which are accounted for as expenditures when expected to be liquidated with expendable available financial resources. Encumbrances lapse at year-end.	Modified accrual – Revenues are recognized as soon as they are both measurable and available. Expenditures are recorded when the related liability is incurred, with the exception of general obligations and capital lease debt service, which is recognized when due, and certain accrued sick and personal pay, which are accounted for as expenditures when expected to be liquidated with expendable available financial resources. Encumbrances lapse at year-end.
Proprietary Funds – Business-type activities: <ul style="list-style-type: none"> • District Housing Fund 	Full accrual – Recognition occurs when revenues are earned and expenses are incurred. Encumbrances lapse at year-end.	Full accrual – Recognition occurs when revenues are earned and expenses are incurred. Encumbrances lapse at year-end.

Financial Information

Internal Control

District management is responsible for establishing and maintaining internal controls designed to ensure that the assets of the district are protected from loss, theft, or misuse. Adequate accounting data must also be compiled to allow for the preparation of financial statements in conformity with GAAP. The internal controls are designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that:

- (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Single Audit

As a recipient of federal, state, and local financial assistance, the district is responsible for ensuring that adequate internal controls are in place to guarantee compliance with all related applicable laws and regulations related to financial programs. As a part of the district's single audit, tests are made to determine the adequacy of internal control, including that portion related to federal award programs as well as to determine that the district has complied with applicable laws and regulations, contracts, and grants. The results of the district's single audit for the fiscal year ended June 30, 2014, provided no instances of material weaknesses or reportable conditions in internal control or material violations of applicable laws, regulations, contracts, and grants.

Budgeting Controls

The district maintains numerous budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget adopted by the Board of Education. Budgetary controls include an encumbrance accounting system, expenditure control, and position control. The district's financial system provides budget managers with online capabilities to view outstanding orders and available funds for all accounts in their department or school. Encumbered amounts lapse at year end and are generally re-established in the following year as an obligation against that year's appropriated budget. The policies adopted by the Board of Education related to fiscal management and the budget process can be found in the Informational Section of this document.

Cash Management

The cash management and investment practices of the district follow ECS's Investment Policy and state law. The district's investments are managed in a manner that optimizes the return on investments and minimizes risk while providing needed liquidity. The board receives a quarterly investment portfolio report in the regular quarterly financial report. In order to meet its cash flow requirements the district will participate in the State of Colorado's Interest Free Loan Program. This program allows the district to borrow funds from the State Treasury as needed to fund its operations, repaying those funds once property tax revenues begin flowing into the district in March. In June 2015, district staff will request authorization from the board to borrow an amount greater than that of 2014-15 from this program for the second half of the 2015-16 fiscal year. All funds will be repaid to the State Treasury by June 30, 2016.

Risk Management

The district participates in a self-insurance pool, for property/liability insurance. The property/liability insurance for the district is provided through the Colorado School Districts Self-Insurance Pool, which is comprised of over 100 school districts. The workers' compensation coverage for the district is provided through the Pinnacol. Detailed insurance information is provided with the budget information for the Risk Management Fund in the Financial Section of this document.

Finance Committee

In October 2012, under the Board of Education Governance Policy EL-6, a Finance Committee was established. The committee is made up of five community members with financial experience, two Board of Education members, the district's chief operating officer; the district's director of finance.

The primary goals of the committee are as follows:

- The Finance Advisory Committee shall review and monitor the financial operation of the district.
- The committee shall review and make recommendations with respect to the proposed annual budget as it aligns to the Strategic Plan. Such review and recommendations shall consider and include an evaluation of the total revenue available for school district expenditures during the budgetary year and determine if proposed expenditures are aligned with the Strategic Plan.
- The committee shall review financial statements and periodically monitor revenues and expenses for compliance with the budget as adopted.
- The committee shall review short-term and long-term financial planning options.
- Stay informed on current legislation and other events that may affect school finance.
- The committee shall consider long-range capital improvement programs and related financing.
- The committee will review the proposed annual budget and shall report and provide opinions on the alignment with the strategic plan and district financial policies and procedures.

Independent Audit

State statutes require an annual audit by independent certified public accountants. The accounting firm of Swanhorst & Company LLC was appointed by the Board of Education to perform these audits beginning with the June 30, 2010, fiscal year. In addition to meeting the requirements set forth in state statutes, the audit is also designed to meet the requirements of the Single Audit Act of 1984 and related OMB Circular A-133. The Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2014, as well as previous fiscal years, can be found on the district's website at: <http://www.eagleschools.net/finance/>

Governing Policies

The 2015-16 Adopted Budget is developed in accordance with Board of Education Governance Policies as well as the District Administrative policies and procedures. Specific policies that pertain to the development and implementation of the district budget are described below, and

the entire policy statements have been included in the Informational Section of this document. The policies referenced throughout this document may be found on the district website at: <http://www.eagleschools.net/administrative-policies/>

Board Powers and Responsibilities (BBA) - Powers and mandatory duties of the board are defined in state statutes. Included in the policy are the functions that the board considers most important.

Fiscal Management Goals/ Priority Objectives (DA) - The Board recognizes that money and money management comprise the foundational support of the whole school program.

Financial Administration (DAB) - The superintendent shall be responsible for receiving and properly accounting for all funds of the district. The accounting system used shall conform to the requirements of the State Board of Education and with generally accepted accounting principles which will provide the appropriate separation of accounts, funds, and special monies.

Annual Budget (DB) - The annual budget is the financial plan for the operation of the school system. It provides the framework for both revenue and expenditures for the year. The budget translates into financial terms the educational programs and priorities of the district.

Determination of Budget Priorities (DBD) - In order to fulfill its trustee obligation with regard to district resources, the Board must know how resources are currently allocated, whether such allocation is effective and what changes should be made to achieve the greatest educational returns. The Superintendent shall develop a comprehensive and ongoing system to collect and analyze resource allocation information. The analysis of this information shall form the basis for the budget prepared by the Superintendent for presentation to the Board

Budget Hearings and Reviews (DBF) - The Board will conduct one or more public hearings on the proposed budget, at which time any member of the public may comment.

Budget Adoption (DBG) - Following consideration of the budget proposal presented by the administration, the Board shall approve a proposed budget and so notify the public.

Deadlines in Budgeting Process Set by Statute (DBG-E) - The Colorado Department of Education annually notifies each district of critical dates in accordance with statutory requirements

Budget Implementation (DBI) - The total amount which may be expended during the fiscal year for the operation of the school system will be set forth in the budget approved annually by the Board of Education. The budget will serve as the control on expenditures.

Budget Transfers (DBJ) - Under law, the Board of Education may, upon the recommendation of the superintendent, transfer any unencumbered monies from the contingency reserve account (which is within the General Fund) to any school and/or program budget accounts.

Fiscal Emergencies (DBK) - If the Board of Education determines during any budget year that the anticipated revenues and amounts appropriated for expenditure in the budget exceed actual revenues available to the district due, in whole or in part, to action of the legislature or governor, the Board may declare a fiscal emergency.

Management of Capital Reserves (DCA) - The Board of Education wants to assure that all transactions from the Capital Reserve Fund are in compliance with Colorado State Law while, at the same time, retaining all of the flexibility possible from that account.

Funding Proposals, Grants and Special Projects (DD) - The Board is to be kept informed of all possible sources of state, federal, and other special funds outside regular District sources for the support of the schools and/or for the enhancement of educational opportunities in the District.

Funds from Local Tax Sources (DEA) - If the Board of Education is of the opinion that revenues in excess of those provided through equalization program funding are necessary to provide for the needs of the district, the Board may seek authorization at an election to raise additional local property tax revenues.

Loan Programs (DEB) - The superintendent shall notify the board when it becomes evident that cash balances will not meet anticipated obligations. Under such circumstances the board may negotiate, under the provisions of Colorado statutes, for a loan in amounts as may be required to meet such obligations. Such a loan may not be obtained without prior approval of the board.

Revenues from Investments/Use of Surplus Funds (DFA-DFAA) - The Board of Education recognizes the importance of prudent and profitable investment of district monies and its responsibility in overseeing this part of the district's financial program.

Donation of Staffing Funds (DFG) - The Board of Education believes that Donated Funds, when implemented with appropriate precautions, can be used to support district designated staffing.

Banking Services-Deposit of Funds, Authorized Signatures and Check Writing (DG) - The Board of Education authorizes the superintendent to effectively manage the district's financial assets and to invest all funds not needed immediately. District funds shall be invested in accordance with Colorado statutes.

Bonded Employees and Officers (DH) - All school employees who are responsible for moneys controlled by the Board or who may have more than \$50 from such funds in their custody shall be insured at \$150,000 per loss with a \$100 deductible.

Inventories (DID) - The Board of Education directs that the district maintain a system for the inventory of all fixed assets including land, buildings, vehicles, and equipment. The district will also maintain an inventory of infrastructure assets including roads, bridges, tunnels, drainage systems, sidewalks, curbs, and water/sewer distribution collection systems.

Audits/Financial Monitoring (DIE) - In accordance with state law, all funds and accounts of the district shall be audited annually, following the close of the fiscal year. The board shall issue a Request for Proposal (RFP) or use some other similar process for selection of an independent auditor licensed to practice in Colorado and knowledgeable in government accounting to conduct the audit.

Establishment of Purchasing Card Purchases (DJBA) - The District is authorized to establish a purchasing card to supplement the ordering of supplies of a nominal value. The purpose of the purchasing card is to provide flexibility, convenience and security with small purchases while conducting District business.

Purchasing/Purchasing Authority (DJ-DJA) - The Board's authority for the purchase of materials, equipment, supplies and services is extended to the superintendent through the detailed listing of such items compiled as part of the budget-making process and approved by the Board through its adoption of the annual operating budget.

Payment Procedures (DK) - All suppliers must render invoices in duplicate for materials, supplies, services, and equipment after delivery to the school. Invoices accompanied by a signed copy of the delivery receipt should be mailed to the Eagle County School District Accounts Payable office.

Payroll Procedures/Schedules (DKA) - Employees of the District are to receive their salary payments in a timely and consistent manner and in a manner that suits the needs (within legal limits) of the majority of the employees. Employees should receive their salary payments as soon after the pay period as is legally and economically feasible.

Salary Deductions (DKB) - Deductions shall be made from the compensation of all employees for federal and state income tax in keeping with federal and state requirements. The superintendent authorizes deductions for PERA, credit union, savings bond, life survivor's insurance, health and dental insurance, tax savings plans, employee contributions, and professional dues from employee salaries, provided the employee has filed the proper permission for payroll withholding.

Expense Authorization/Reimbursement (DKC) - Employees who are required to travel from school to school and/or out of town on business for the district shall be reimbursed upon application by the employee and supervisor approval.

School Properties Disposition (DN) - The Board may, by resolution duly adopted, sell, convey, dispose, or lease District property which has been determined to have no future value to the District upon such terms and conditions as it may approve, subject to the limitations contained in this policy (regardless of future value).

Type and Description of Funds

The district has 9 funds in total, each identified within their type (Operating Funds, Special Revenue Funds, Debt Service Fund, Capital Project Funds, Enterprise Fund, Internal Service Funds, and Fiduciary Funds) including the General Fund.

A fund is an independent fiscal and accounting entity with a self-balancing set of accounts for recording the source and use of cash and other financial resources. It contains all related assets, liabilities, and reserves or ending balances.

Funds are established to carry out specific activities or attain certain objectives of the school district according to special legislation, regulations, or other restrictions for the purposes described.

Operating Funds are accounts for all financial resources except those required to be accounted for in another fund. Section 22-45-103(1)(a), C.R.S., states that all revenues, except those revenues attributable to the Bond Fund, the Capital Reserve Fund, and any other fund authorized by the State Board of Education, shall be accounted for in the General Fund. Any lawful expenditure of the school district, including any expenditure of a nature that could be made from any other fund, may be made from the General Fund.

10 - General Fund: This fund accounts for the largest portion of the total district budget and covers day-to-day operating expenditures including salaries and benefits for employees, textbooks, and business services. Funding comes from local property taxes and the state of Colorado. Funds are transferred from the General Fund to the Capital Reserve Fund and Transportation Fund.

11 - Charter School Fund: This fund is used to account for the financial activities associated with charter schools, which are treated as component units of the district.

Special Revenue Funds are accounts for the proceeds from special revenue sources (other than major capital projects) that are legally restricted to expenditure for specified purposes. A separate fund may be used for each restricted source.

21 - Food Services Fund: This fund accounts for all financial activities associated with the district's school lunch program.

22 - Governmental Designated-Purpose Grants Fund: This fund is provided to account for monies received from various federal, state, and local grant programs.

25 - Transportation Fund: This fund accounts for all the transportation services for the Eagle County Schools. It was developed after voters approved the transportation mill levy in November 1998.

Debt Service Fund is to be used to service the long-term general obligation debt of the school district including principal, interest, and related expenses. This fund may be used to service other long-term voter-approved debt of the school district.

31 - Bond Redemption Fund: This fund is authorized by Colorado law. It provides revenues based upon a property tax mill levy set by the school board to satisfy the district's bonded indebtedness on an annualized basis.

Capital Project Funds are used to account for financial resources used to acquire or construct major capital facilities, sites, and equipment. These funds are designated to account for acquisition or construction of capital outlay assets which are not acquired directly by the General Operating Fund, special revenue funds, or enterprise funds.

43 - Capital Reserve Fund: This fund is used to fund ongoing capital needs such as site acquisition, major maintenance, and equipment purchases that are funded through the sale of assets and transfers from the General Fund.

Enterprise Funds are used to record operations that are financed and operated in a manner similar to private business enterprises where the stated intent is that the costs (expenses, including depreciation and indirect costs) of providing goods or services to the students or general public on a continuing basis are financed by charges for services or products. Enterprise funds are also used to account for operations where the school board or state regulatory agency has decided that periodic determination of revenues earned, expenses incurred, and net income generated is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

52 – District Housing Fund: This fund accounts for all financial activities associated with the district's employee housing program.

Fiduciary Funds are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs. The key distinction between trust funds and agency funds is that trust funds normally are subject to a trust agreement that affects the degree of management involvement and the length of time that the resources are held. An agency fund does not involve a formal trust agreement and the government's role is purely custodial.

74 - Pupil Activity Fund: This fund is provided to account for receipts and disbursements from student activities and district fundraising.

Definition of Account Code Structure

Eagle County Schools account code structure is aligned with the Colorado Department of Education's FPP Handbook – Chart of Accounts. These account code elements comprise the account string used for electronic data communications.

Fund - an independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources. It contains all related assets, liabilities, and residual equities or balances, or changes therein. Funds are established to carry on specific activities or attain certain objectives of the school district according to special legislation, regulations, or other restrictions.

Operating Funds

10 = General Operating Fund

11 = Charter School Fund

Special Revenue Funds

21 = Food Services Fund

22 = Grants Fund

25 = Transportation Fund

Debt Service Fund

31 = Bond Fund

Capital Project Funds

43 = Capital Reserve Fund

Enterprise Fund

52 = District Housing Fund

Fiduciary Funds

74 = Activity Fund

Location - a dimension used as a way to identify schools, attendance centers, operational units, buildings, or sites as budgetary units or cost center designators, as a means of segregating costs.

1XX = Elementary

2XX = Middle

3XX = Senior

4XX = Vocational/Technical

5XX = Combination (e.g. K-8, 6-12)

6XX = Centralized Administration Departments

7XX = Service Centers

(e.g. Transportation, Warehouse)

8XX = District-Wide Costs

9XX = Charter/Service Centers

Special Reporting Element (SRE) - describes the activity for which a service or material object is acquired, much like a function. This element is optional but may be used with the program element to differentiate program costs.

1X = Instruction

2X = Support Services

3X = Non- Instructional Services

4X = Facilities Acquisition and Construction Services

5X = Other Uses

9X = Reserves

Program - a dimension which describes the activity for which a service or material object is acquired. The programs of a school district are classified into six broad areas: Instruction, Support Services, Operation of Non- Instructional Services, Facilities Acquisition and Construction Services, Other Uses, and Reserves.

0010-1799 = Instructional
1800-2099 = Co-curricular Activities
2100-2999 = Support Services
3000-3399 = Non-instructional Services
3400-3999 = Adult Education
4000-9900 = Facilities Acquisition and Construction Services, Other Uses, Reserves

Source/Object - a combination dimension which is used to identify the type of account: Revenue (Sources), or Expenditure (Object). Object is the service or commodity obtained.

1XX = Salaries
2XX = Benefits
3XX = Purchased Professional and Technical Services
4XX = Purchased Property Services
5XX = Other Purchased Services
6XX = Supplies
7XX = Property & Equipment
8XX = Other Objects
9XX = Other Uses of Funds

Job Classification - a dimension which enables school districts to break down expenditures for salaries and employee benefits by the employee's job classification.

100-199 = Administration
200-207 = Classroom Instruction
210-220 = Instructional Support
231-242 = Other Support
300-371 = Professional Support
380-382 = Computer Technology
400-424 = Paraprofessionals
500-516 = Office/Administrative Support
600-636 = Crafts, Trades, and Services

Designated Grant/Project - an award of financial assistance in the form of cash or a contribution or gift of other assets from another government to an eligible grantee to be used for a specified or designated purpose, activity or facility.

Fiscal Year – a twelve-month account period (July 1 through June 30) to which the annual budget applies.

Revenue and Expenditure Accounts

All account types—revenues and expenditures accounts—use the same basic multidimensional account code structure as shown below:

Revenue Dimensions

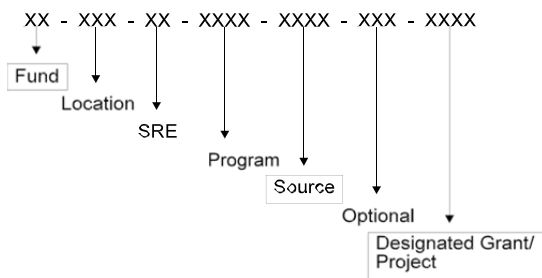
Fund	(2 digits)
Location(required for Charter Schools)	(3 digits)
SRE.....	(2 digits)
Program.....	(4 digits)
Source	(4 digits)
Job Classification (n/a).....	(3 digits)
Designated Grant/Project.....	(4 digits)

Expenditure Dimensions

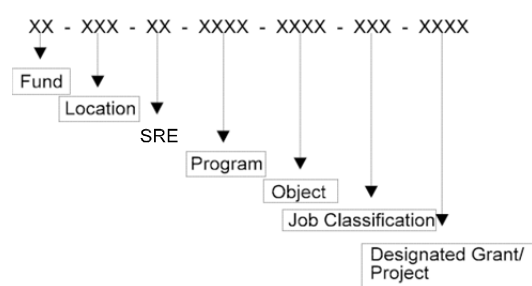
Fund	(2 digits)
Location(required for Charter Schools)	(3 digits)
SRE.....	(2 digits)
Program.....	(4 digits)
Object	(4 digits)
Job Classification	(3 digits)
Designated Grant/Project.....	(4 digits)

Regardless of account type, this basic account code structure contains seven dimensions and the same number of digits in each dimension. Some of the dimensions in the revenue, expenditure, and balance sheet account codes differ in purpose; however, the length, placement, and separation of the dimensions are identical for computer programming purposes.

Revenue



Expenditures



Facilities, Land/Buildings, Communities and Geographic Information

Facilities

Schools

- 10 Elementary Schools
- 1 K-8 School
- 3 Middle Schools
- 4 Senior High Schools
- 2 Charter Schools (1 district and 1 authorized by CSI)
- 1 Online School (World Academy)
- 21 Total Schools

Programs and Administration Buildings

- 3 District Offices
- 2 Bus Terminals
- 5 Total

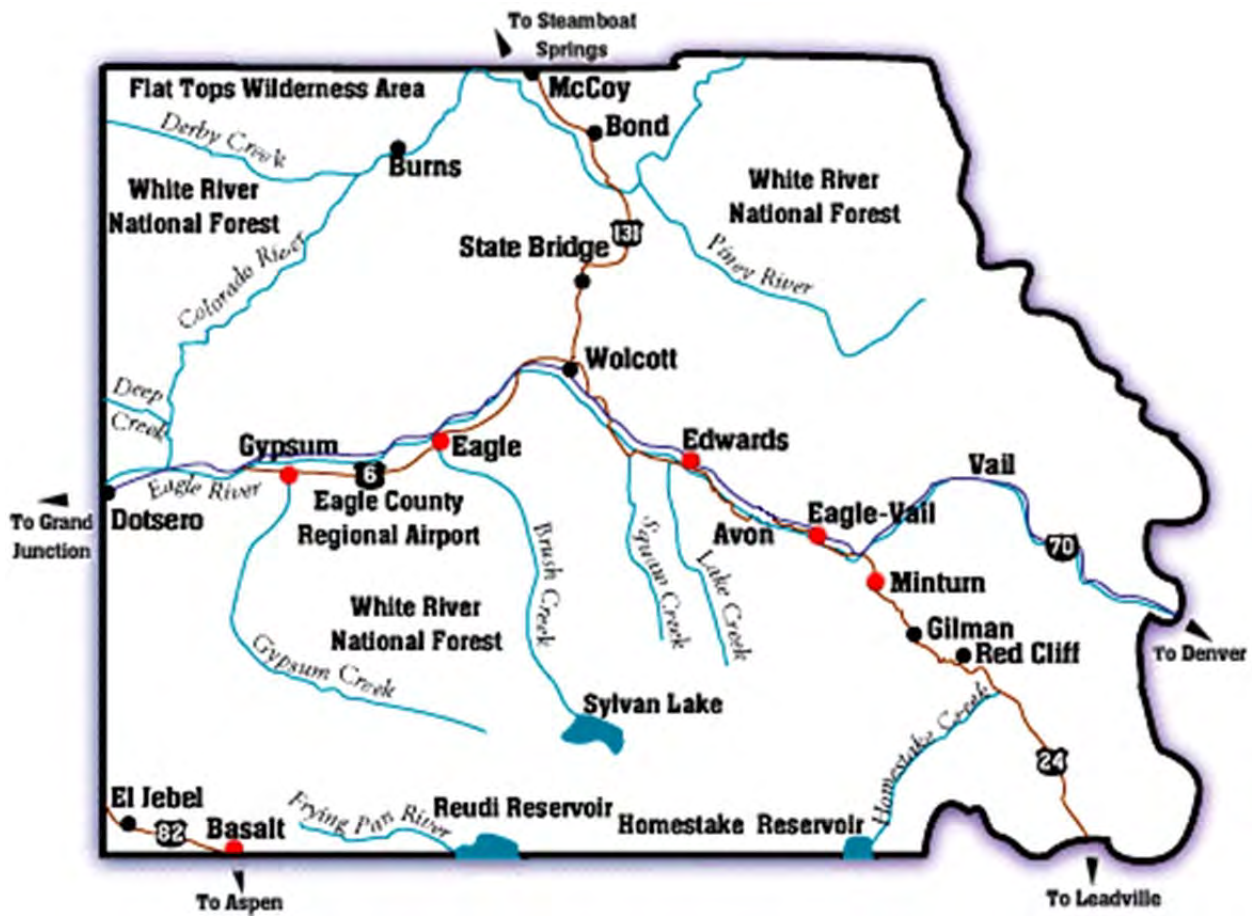
Land/Buildings

Eagle County Schools owns almost 400 acres of property and maintains two artificial turf athletics fields and 21 buildings, 9 employee housing units/18 trailer space rentals over approximately 1,685 square miles. The district also holds several varying size prime vacant land totaling 70 acres.

Communities

Eagle County Schools encompasses the communities of Vail, Minturn, Red Cliff, Eagle-Vail, Avon, Edwards, Eagle, Gypsum, Dotsero, Bond & McCoy.

Map of the School District



Organizational Structure and Operating Departments

Reporting Entity

The District was formed under the laws of the State of Colorado and operates under an elected Board of Education. As required by generally accepted accounting principles, the financial statements of the reporting entity include those of the District. ECS is the authorizer of one charter school which is included in the financial statements of the District since it is financially accountable to the District.

The District does not exercise oversight responsibility over any other entity, nor is the District a component unit of any other governmental entity.

General Administration

The organizational structure of Eagle County Schools is designed around two main functional areas, learning and support services, under the leadership of the Assistant Superintendent of Learning Services and the Superintendent. The organizational chart is available in the introductory section as well as each of the areas are described below.

Board Of Education and Superintendent

The Board of Education provides education of the highest character for the residents of the district in which the board operates, taking into account the needs and desires of the residents of the district and their ability and willingness to support such a program of education in accordance with the laws of Colorado. This budget supports the operations of the seven member Board of Education.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$384,301	\$378,205	\$374,980	\$421,890	\$65
Benefits	99,439	121,857	116,540	135,280	21
Purchased Services	431,993	471,500	509,100	350,550	54
Supplies	177,767	240,000	224,600	249,500	39
Equipment	4,684	1,000	1,000	1,000	-
Total	<u>\$1,098,184</u>	<u>\$1,212,562</u>	<u>\$1,226,220</u>	<u>\$1,158,220</u>	<u>\$179</u>

Community Relations

Tammy Schiff
Chief Communications Officer

The Communications department is responsible for fostering awareness, understanding and support for our schools, students and staff. We believe that schools come from their communities, and communities come from their schools.

How do we foster awareness, understanding and support?

The communications paradigm is rapidly changing in the "Information Age." Social media, cellphone technology, and electronic communication are rapidly changing how the world communicates. The three biggest changes are:

- Speed -- we're in a "as it happens" news cycle instead of the "what happened yesterday" cycle
- Dialog -- organizations used to speak "to" constituents, now we speak "with" our constituents. You can give us instant feedback and share opinions with us, and others, like never before
- Self-publishing -- organizations can self-publish content, and attract constituents directly. Likewise, constituents can self-publish and attract their own audiences.

This means traditional methods of communication are changing.

Newsletters are replaced by Facebook and Twitter. They provide daily, often hourly, updates of news, events, achievements, and announcements.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$81,076	\$68,090	\$91,540	\$100,810	\$19
Benefits	14,599	20,193	21,670	30,960	5
Purchased Services	79,889	101,500	97,600	91,200	14
Supplies	3,621	7,000	16,010	15,000	2
Equipment	-	-	-	2,000	-
Total	\$179,185	\$196,783	\$226,820	\$239,970	\$40

Human Resources

Adele Wilson
Director of Human Resources

Eagle County Schools is a progressive and dynamic employer! Our schools are on the cutting edge of education and we offer employees the chance to work in an environment where their efforts make a difference. Together, we are a world-class organization preparing students to be internationally competitive.

We offer a competitive package of salary and benefits (including health insurance and Colorado PERA retirement) for qualifying employees, plus the chance to work in a positive and supportive organization.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$390,525	\$445,753	\$417,680	\$321,280	\$50
Benefits	134,213	211,535	183,490	123,140	19
Purchased Services	669,687	682,550	664,560	759,450	117
Supplies	18,228	17,000	15,500	19,000	3
Equipment	993	1,800	1,800	1,800	-
Total	<u>\$1,213,646</u>	<u>\$1,358,638</u>	<u>\$1,283,030</u>	<u>\$1,224,670</u>	<u>\$189</u>

Instructional Services

Heather Eberts
Assistant Superintendent- Learning Services

Naturally, Curriculum and Instruction are the heart and soul of a school district. We hold dear the "three peaks of learning:" students, teachers, and academic standards. We know that increases in student learning only happen when we make improvements in these areas. Eagle County Schools has been a trailblazer in the adoption of higher academic standards, first serving as an early adopter for the state on the new Colorado Standards, and equally challenging Common Core Standards.

Shifting to these more rigorous standards is much more than just handing out new textbooks. Our teachers and administrators collaborated to design new curriculum units of study aligned to the new standards that will support us in our work to teach all students to high standards. Then, professional learning experiences were developed to support teaching staff. In addition, we developed internal assessment tools to guide teachers as they shape teaching in order to be more responsive to our learners.

As a district, we believe that embedded professional learning provides teachers with systematic enrichment within the context of a school year. The district has created an organizational structure to foster consistent delivery of our challenging curriculum to students. We see principals as "instructional leads" at the school level. Master teachers are accomplished, seasoned educators who coach teachers and serve as force multipliers for principals to relay best practices quickly to teachers. Mentor teachers also help share best practices by serving as "teacher leads." They help mentor teachers to provide yet another layer of support. Notably, Master and Mentor teachers also have regular teaching responsibilities.

The goal of all of this work is to always put the best prepared and effective teacher possible in front of our community's students, and have them teaching to high, internationally benchmarked standards with engaging techniques.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$335,933	\$406,795	\$455,930	\$400,070	\$62
Benefits	83,242	123,554	124,290	123,950	19
Purchased Services	34,128	76,500	108,250	40,900	6
Supplies	171,962	622,280	531,870	602,000	93
Equipment	55,704	-	-	-	-
Total	<u>\$680,969</u>	<u>\$1,229,129</u>	<u>\$1,220,340</u>	<u>\$1,166,920</u>	<u>\$180</u>

Assessment

Collecting and interpreting information that can be used to inform teachers, students, and, when applicable, parents/guardians or other district personnel about students' progress in attaining the knowledge, skills, attitudes, and behaviors to be learned or acquired in school is at the heart of any assessment program.

ECS is committed to an assessment program that provides meaningful information about students' strengths, learning needs and that helps shape future learning choices. Finding the right balance, meaning employing effective assessment practices and using them with intention so that they add value in providing feedback to students about their performance as well to teachers in order to adjust instruction, is the goal.

ECS seeks to balance required state assessments with the use of day-to-day formative assessment practices that support student learning. Ultimately, we believe that knowing what students are able to do with what they have learned is the most important reason to assess, and therefore more heavily value the kinds of daily assessment practices that provide students and teachers with 'in-the-moment' information about student levels performance and learning.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$16,814	\$12,000	\$16,880	\$12,000	\$2
Benefits	6,722	2,358	3,780	3,680	1
Purchased Services	97,829	2,800	2,100	-	-
Supplies	29,919	103,000	97,000	70,000	11
Equipment	-	-	-	-	-
Total	<u>\$151,284</u>	<u>\$120,158</u>	<u>\$119,760</u>	<u>\$85,680</u>	<u>\$14</u>

Technology

Todd Shahan
Director of Technology

ECS values the role and use of technology in the daily work of staff and students. ECS prides itself on providing the members of the organization with cutting edge technology to support the educational systems that create a learning experience that allows us to compete at a global level. Additionally, it is a goal of the district to provide continuous staff development and unique opportunities to showcase student work through the use of technology. To this end by 2018, ECS will take a “curb to computer” approach to guarantee the best and most appropriate access to technology devices for each student and member of the organization.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$768,301	\$905,430	\$865,760	\$1,000,450	\$155
Benefits	217,557	294,278	295,590	328,030	51
Purchased Services	911,388	534,000	580,980	1,088,320	168
Supplies	36,571	43,100	30,300	37,500	6
Equipment	13,547	25,000	25,000	25,000	4
Total	<u>\$1,947,364</u>	<u>\$1,801,808</u>	<u>\$1,797,630</u>	<u>\$2,479,300</u>	<u>\$384</u>

Educator Quality

Anne Heckman, Ed.S., M.Ed.
Director of Educator Quality

Great educators are a foundational component to any great education system. Educator quality is achieved through stringent selectivity at the point of entry to the career, by treating educators like professionals with commensurate compensation, status, respect, career pathways and appropriate levels of professional autonomy.

- Dr. Jason Glass, Unparalleled Altitude, 2013

Our primary role is to provide evidence based support and research to schools to enhance their professional learning opportunities and to meet the goals outlined in their instructional improvement strategies, thus solving the issues closest to students.

Other Responsibilities:

- Recruiting the best candidates from the best teacher preparation programs
- Grow-Our-Own teachers from current ECS students
- Support new and existing teachers to increase the retention rates of our best staff
- Support and further develop our existing career ladder
- Provide professional learning opportunities to our teachers to enrich their content knowledge and to keep them abreast of new and emerging best practices
- Support principals in supporting their teachers
- Create clear and customized pathways to college or careers
- Expand district efforts with online and blended learning opportunities
- Develop process for mastery based learning

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$144,030	\$327,110	\$357,990	\$330,120	\$55
Benefits	43,051	103,730	100,950	104,120	16
Purchased Services	15,131	82,700	84,200	45,100	13
Supplies	26,459	61,800	50,900	43,800	8
Equipment	5,892	-	-	-	-
Total	\$234,563	\$575,340	\$594,040	\$523,140	\$92

English Language Learners

Jessica Martínez, M.Ed.
Director of ELL Programs

Eagle County School's English Language Learner program gives students learning English equal access to high academic content and standards through instruction of English (English as a second language), use of student's native language (transitional bilingual and dual language), and sheltered content classes.

English Language Learner Programs are for students who are in the process of learning English.

Students in the Program learn how to comprehend, speak, read, and write in English proficiently.

The goals of the ELL program are:

- Second language learners have access to the same skills and content as native English speakers have.
- Second language learners will reach the same academic standards that native English speakers are expected to reach.
- Second language learners will learn English.
- Second language learners will graduate from high school.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,521,009	\$1,797,553	\$1,716,830	\$1,955,310	\$815
Benefits	500,076	560,060	618,720	646,280	269
Purchased Services	16,770	52,750	31,100	14,350	6
Supplies	9,824	21,044	25,200	89,200	37
Equipment	-	-	-	-	-
Total	<u>\$2,047,679</u>	<u>\$2,431,407</u>	<u>\$2,391,850</u>	<u>\$2,705,140</u>	<u>\$1,127</u>
Enrollment:	2,256	2,300	2,326	2,400	

Early Childhood Education

Shelley Smith
Director Early Childhood Programs

The Eagle County School District's Early Childhood Program is a blended center-based program that includes Head Start, Colorado Preschool, Early Childhood Special Education, and traditional preschool programming. Recognizing the importance of early childhood experiences on school success, Eagle County Schools continues to take an active role in fully integrating early childhood programs into the district.

The Early Childhood Program values small class sizes, low teacher-child ratios, individualized programs, and building collaborative partnerships with families. We help our children develop the skills they need to be ready to start their elementary education based on the Early Learning and Developmental Guidelines.

Our Early Childhood Program Goals:

- Better prepare children for school achievement by supporting their physical, cognitive, social and emotional growth as demonstrated on child assessments.
- Develop trusting and collaborative relationships with parents to support them as they nurture the development of their children.
- Provide families support and connections to resources in an environment that ensures a comprehensive, integrated array of services for families.
- Provide high quality responsive services for children and families through the development of highly trained, caring, and adequately compensated program staff.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,445,214	\$1,221,516	\$1,227,850	\$1,844,650	\$6,253.05
Benefits	634,858	577,152	526,970	586,120	1,987
Purchased Services	156,227	151,000	164,700	155,000	525
Supplies	104,061	37,430	52,490	32,800	111
Equipment	7,810	1,000	-	1,000	3
Total	<u>\$2,348,170</u>	<u>\$1,988,098</u>	<u>\$1,972,010</u>	<u>\$2,619,570</u>	<u>\$8,880</u>
Enrollment:	271	290	293	295	

Exceptional Student Services

Christopher Madison
Director of Exceptional Student Services

Julie Goldberg
Assistant Director of Exceptional Student Services/Special Education

Jennifer Martinez
Assistant Director of Exceptional Student Services/Gifted Education

Bonnie Pottorff
Coordinator of Special Education

Exceptional Student Services consists of the Gifted and Talented Services and the Special Education Services. Our goal is to tailor instruction for all students with exceptional needs. We educate all students to the same high standards, while providing learning opportunities to meet our student's individual needs. The Exceptional Student Services Department values teamwork, innovation, and professional pride. We hold a true commitment to our students who qualify and receive services through gifted and special education. We honor and respect the diversity of all our learners. Our staff strives to be responsive to the unique needs of students and families.

Special Education

The Special Education Department is devoted to serving our students with disabilities. We provide our students with the individualized instruction and services they need to be successful in school and in life. Our service providers and teams are committed to identifying students with disabilities and determining their individual needs. Our department supports classroom teachers and special education teachers by providing them with coaching, skills, and materials they need to work with their students with disabilities.

Gifted & Talented

The Mission of Eagle County School District is to educate every student for success. We recognized that some children have abilities that are significantly advanced and need additional support to become successful lifelong learners.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$4,056,237	\$5,671,072	\$5,427,210	\$4,841,290	\$3,654
Benefits	1,368,821	1,957,295	1,821,400	1,690,110	1,276
Purchased Services	625,552	673,066	688,800	659,350	498
Supplies	65,412	88,310	57,110	81,400	61
Equipment	840	8,100	3,340	8,100	6
Total	<u>\$6,116,862</u>	<u>\$8,397,843</u>	<u>\$7,997,860</u>	<u>\$7,280,250</u>	<u>\$5,495</u>
Enrollment:	1,265	1,328	1,328	1,325	

Student Services

Philip Qualman
Assistant Superintendent of Student Services

If we engage and leverage the variety of supports provided to our students and families by community organizations (other government agencies, philanthropies and foundations, non-profit organizations, faith-based organizations), then we will mitigate the effects of poverty on children's learning. We are defining a district wide understanding of customized pathways to college and career

Graduation Requirement Committee review is connecting the outcomes for high school graduation to the innovative tactics to achieve them.

We are growing district wide opportunities for college course work:

- AP & DE offered in all district high schools
- More teachers trained in AP district wide

Implementation of AVID strategies in middle schools and high schools to prepare ALL students for college level rigor

We are building diverse partnerships to provide experiential opportunities for our students.

Experiential Design Team and ICAP Implementation Team includes community partners and classroom teachers in developing career exploration opportunities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$344,095	\$244,812	\$272,450	\$247,730	\$38
Benefits	90,881	81,283	78,490	81,860	13
Purchased Services	63,166	225,750	199,000	246,400	38
Supplies	176,981	40,040	89,900	38,540	6
Equipment	-	-	-	-	-
PILT	231,896	200,000	239,510	240,000	37
Total	\$907,019	\$791,885	\$879,350	\$854,530	\$132

Business Services

Sandy Mutchler, CPA
Chief Operating Officer

Like other organizations, the finance department of Eagle County Schools is essential in our mission to provide educational services to the community's 6,500 students. School Finance is heavily regulated and audited each year to ensure public confidence. Eagle County also has a Finance Committee comprised of qualified community members. They review our budgets, audit reports, and make suggestions to improve public understanding of complex accounting processes and terminology.

School Finances are at once the easiest and most complex part of public education. The easy part: 30% of local property taxes fund public schools and state funds equalize per pupil funding across the state. The complex part: per pupil funding worksheets hundreds of lines deep and detailed budgets hundreds of page long.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$233,020	\$373,693	\$341,360	\$380,860	\$59
Benefits	70,658	122,165	121,910	121,840	19
Purchased Services	551,242	726,298	602,449	837,747	129
Supplies	19,950	37,000	30,000	33,200	5
Equipment	-	2,800	5,000	5,000	1
Total	<u>\$874,870</u>	<u>\$1,261,956</u>	<u>\$1,100,719</u>	<u>\$1,378,647</u>	<u>\$213</u>

Maintenance

Diana Scott
Director of Facilities

By completing employee requests for service and repairs we maintain buildings in good repair and safe operational condition. By continually auditing and monitoring all facility systems we assure proper system operation and provide early diagnosis of failures to allow us to maintain safe and comfortable student environment while minimizing classroom disruptions. By focusing on preventive maintenance, we can extend the life of equipment and reduce operational down time and assure that the district is following all legally required Federal and Colorado Statute requirements while effectively managing the use of limited capital funding. By focusing on maintaining our assets we can improve staff and student safety and security while maximizing the life of our facilities.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$789,904	\$777,703	\$759,730	\$845,890	\$131
Benefits	256,119	253,072	302,240	275,650	43
Purchased Services	301,037	201,100	205,400	209,950	32
Supplies	500,373	405,500	407,500	386,850	60
Equipment	3,478	23,250	23,250	4,000	1
Total	<u>\$1,850,911</u>	<u>\$1,660,625</u>	<u>\$1,698,120</u>	<u>\$1,722,340</u>	<u>\$267</u>

Avon Elementary School

Principal: Roy Getchell
 Address: 0850 W. Beaver Creek Blvd.
 P.O. Box 7567
 Avon, CO 81620
 Phone: (970) 328-2950



SCHOOL PROFILE

Avon Elementary, the heart of a world-class, multi-cultural school community is committed to maximizing the potential of each individual learner. In a safe and nurturing environment, we educate and empower our students to become high achieving, well-rounded, multi-lingual global citizens. In partnership with our families and community, we strive to instill compassion and a life-long love of learning.

Avon Elementary is a National Blue Ribbon School, the highest honor bestowed on public schools by the U.S. Department of Education. Avon received this recognition due to its rapid turnaround and significant increases in student growth on achievement tests.

DUAL LANGUAGE

Avon Elementary offers a powerful dual language program. The program has two goals: that all students become multilingual to be internationally-competitive later in life; and that English Language Learning students accelerate their mastery of English. The program is a research-based, proven, and complex combination of scheduled, structural, integrated, and sequential instruction of English as a Second Language (ESL) and Spanish as a Second Language (SSL).

Both English speakers and Spanish speakers are taught in the comfort of their native language to continue skill and knowledge development while they transition to the second language. Research indicates that multilingual students outperform their monolingual peers on achievement tests in every category.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$922,957	\$1,073,720	\$1,050,300	\$970,430	\$2,968
Benefits	291,995	349,320	355,760	316,460	968
Purchased Services	56,345	80,790	81,990	64,760	198
Supplies	89,400	85,788	92,700	113,125	346
Equipment	1,589	1,500	900	1,500	-
Total	<u>\$1,362,286</u>	<u>\$1,591,118</u>	<u>\$1,581,650</u>	<u>\$1,466,275</u>	<u>\$4,479</u>

Students K-5:

Total Enrollment	316	288	320	327
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Brush Creek Elementary School



Principal: Brooke Cole
Address: 333 Eagle Ranch Road
P.O. Box 4630
Eagle, CO 81631
Phone: (970) 328-8930

SCHOOL PROFILE

Brush Creek Elementary is a Colorado John Irwin School of Excellence serving the community of Eagle Ranch in Eagle. John Irwin schools demonstrate excellent academic achievement that exceeds expectations established by the Colorado Department of Education.

MISSION

To provide the highest quality academic experience for our students so they succeed in the 21st Century.

VISION

A safe, collaborative and rigorous learning environment in which all students are held to high expectations and are active participants in their learning process.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,471,596	\$1,560,692	\$1,471,800	\$1,391,400	\$3,361
Benefits	442,963	506,043	517,630	462,980	1,118
Purchased Services	60,438	61,780	61,800	51,830	125
Supplies	152,475	158,235	101,500	143,590	-
Equipment	6,844	3,500	3,500	2,700	7
Total	<u>\$2,134,316</u>	<u>\$2,290,250</u>	<u>\$2,156,230</u>	<u>\$2,052,500</u>	<u>\$4,611</u>

Students K-5:

Total Enrollment	479	438	423	414
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Eagle Valley Elementary School

Principal: Tiffany Dougherty
Address: 737 E. Third Street
P.O. Box 780
Eagle, CO 81631
Phone: (970) 328-6981



SCHOOL PROFILE

Eagle Valley Elementary School became fully authorized to offer the International Baccalaureate (IB) Primary Years Program (PYP) in January 2011. The PYP at Eagle Valley is offered in a dual language setting.

MISSION

At Eagle Valley Elementary School, we are educating every student for success by developing inquisitive, informed and compassionate citizens. We strive to ensure that students become independent thinkers, problem-solvers, life-long learners and responsible members of an intercultural society.

WHAT IS THE PRIMARY YEARS PROGRAM?

The IB Primary Years Program (PYP) is a curriculum framework focused on the development of the whole child as an inquirer, both in the classroom and in the world outside. It is defined by six transdisciplinary themes of global significance, explored using knowledge and skills derived from six subject areas, with a powerful emphasis on inquiry-based learning. An aim of the PYP is to create a transdisciplinary curriculum that is engaging, relevant, challenging and significant for learners in the 3-12 age range. (from www.ibo.org)

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,070,883	\$1,252,365	\$1,178,750	\$1,246,255	\$3,676
Benefits	315,626	405,490	407,100	409,360	1,208
Purchased Services	61,066	62,020	58,300	64,750	191
Supplies	127,097	113,098	117,600	134,785	398
Equipment	5,510	22,000	19,800	14,500	43
Total	<u>\$1,580,182</u>	<u>\$1,854,973</u>	<u>\$1,781,550</u>	<u>\$1,869,650</u>	<u>\$5,515</u>
Students K-5:					
Total Enrollment	302	288	326	339	

Edwards Elementary School

Principal: Heidi Hanssen
Address: 0022 Meile Lane
P.O. Box 1430
Edwards, CO 81632
Phone: (970) 328-2970



SCHOOL PROFILE

Edwards Elementary School - Colorado Governor's Distinguished Improvement Award Recipient 2012 and 2013

The Dual Language model at Edwards Elementary provides instruction in both English and Spanish. Dual Language continues to be a program of choice for parents and their children. Since students participating in this program will have home languages of both English and Spanish, one group of children will always be learning in their second language.

The Dual Language Instructional Program utilizes a variety of concrete and printed materials, technology, and sheltering strategies, combined with a strong focus on building individual skills in all academic areas.

Features of the Instructional Program include:

- Scheduled and separate use of each language.
- Can we add something like support/development of multiculturalism?
- Development of second language through hands-on and experiential activities.
- Development of second language through literacy-based activities.
- Structured and sequential English as a Second Language (ESL) and Spanish as a Second Language (SSL) instruction.
- Math, Science and Social Studies instruction in integrated language groups, delivered in English and Spanish.
- Music, Art, Physical Education, Technology and Library Studies to be delivered in English.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,105,736	\$1,181,970	\$1,134,720	\$1,237,240	\$3,772
Benefits	336,530	390,792	425,190	416,880	1,271
Purchased Services	63,564	73,680	79,950	67,680	206
Supplies	96,183	135,750	91,000	123,320	376
Equipment	1,006	4,000	31,000	1,000	3
Total	<u>\$1,603,019</u>	<u>\$1,786,192</u>	<u>\$1,761,860</u>	<u>\$1,846,120</u>	<u>\$5,628</u>

Students K-5:

Total Enrollment	334	304	323	328
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Gypsum Elementary School

Principal: Mitch Forsberg
Address: 601 U.S. Hwy. 6
P.O. Box 570
Gypsum, CO 81637
Phone: (970) 328-8940



SCHOOL PROFILE

Gypsum Elementary is led by Mitch Forsberg, a Colorado National Distinguished Elementary School Principal of the Year award winner, and President-Elect of the Colorado Association of School Executives.

Under Mitch's leadership, Gypsum Elementary has received the National Distinguished Title 1 School award for closing the achievement gap. Central to the school's philosophy is a strong emphasis on shared ownership of the educational experience of each student. The school culture is collaborative and student-focused, encouraging every student, teacher, and parent to take pride in the school and contribute to its ongoing improvement.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,221,257	\$1,438,348	\$1,334,330	\$1,386,360	\$3,519
Benefits	382,214	460,840	454,500	452,600	1,149
Purchased Services	56,956	57,170	64,600	59,680	151
Supplies	118,593	93,727	106,500	139,260	353
Equipment	-	-	7,500	2,000	5
Total	<u>\$1,779,020</u>	<u>\$2,050,085</u>	<u>\$1,967,430</u>	<u>\$2,039,900</u>	<u>\$5,177</u>

Students K-5:

Total Enrollment	388	350	401	394
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June Creek Elementary School

Principal: Erica Donahue
Address: 1121 Miller Ranch Rd.
Edwards, CO 81637
Phone: (970) 328-2980



SCHOOL PROFILE

At June Creek Elementary we develop caring, life-long learners who can think creatively and problem-solve, in order to contribute to the greater good of the global community. The exceptional staff at June Creek is dedicated to:

- Honoring diversity
- Attending to individual student needs
- Utilizing instructional methods which support a variety of modalities
- Inspiring students to learn through experience
- Maintaining high expectations for all learners
- Employing a rigorous and relevant curriculum
- Providing a safe, positive and encouraging environment
- Ensuring the use of state-of-the-art technology

As part of the June Creek family, you will enjoy a learning community that encourages open communication, collaboration, and support among students, staff members, parents, and community. Join us as our transition into a Dual Language school begins with our incoming 2015-2016 Kindergarten class. Come and be a part of our successful bicultural school as we move toward bilingualism and bi-literacy for all students.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,001,174	\$1,035,940	\$990,620	\$1,151,790	\$3,533
Benefits	325,456	338,968	382,670	377,920	1,159
Purchased Services	44,082	65,830	67,300	56,880	174
Supplies	100,899	88,793	88,100	116,240	357
Equipment	806	1,900	1,900	1,700	5
Total	<u>\$1,472,417</u>	<u>\$1,531,431</u>	<u>\$1,530,590</u>	<u>\$1,704,530</u>	<u>\$5,229</u>

Students K-5:

Total Enrollment	311	285	323	326
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Red Hill Elementary School

Principal: Eric Olsen
Address: 100 Grundel Way
Gypsum, CO 81637
Phone: (970) 328-8970



SCHOOL PROFILE

VISION

Red Hill is a respectful and supportive community where life-long learners grow and thrive together.

Red Hill Elementary is a comprehensive Pre K-5th grade elementary school located on the south side of Gypsum, CO. We meet the individual needs of our approximately 380 students through a variety of programs including: Gifted and Talented, English as a Second Language, Special Education, Art, Counseling, Physical Education, Technology, Music, and Response to Intervention (RtI), and a variety of after-school programs.

CORE BELIEFS AND PRACTICES: We instill a joy of learning through setting and achieving goals, growing from challenges, and celebrating successes. We celebrate our diverse and cohesive community that extends its support outside the walls of our school. Our students and families thrive because of our commitment to one another and the community around us.

We cultivate respect. We purposefully recognize and celebrate respectful, responsible, and safe behaviors through our system of Positive Behavior Interventions and Support (PBIS.) Through direct instruction and modeling we teach that respect is a shared responsibility throughout the Red Hill community.

We emphasize literacy as the foundation from which students start their own successful educational journey, and we differentiate our instruction so that all students will master the Common Core State Standards. Our teachers and staff regularly engage in professional development to continually improve teaching and learning in our classes.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,276,681	\$1,333,630	\$1,281,500	\$1,354,860	\$3,652
Benefits	368,219	439,213	451,640	453,770	1,223
Purchased Services	46,552	62,320	85,900	48,270	130
Supplies	96,185	190,733	121,200	131,075	353
Equipment	-	-	700	3,000	8
Total	<u>\$1,787,637</u>	<u>\$2,025,896</u>	<u>\$1,940,940</u>	<u>\$1,990,975</u>	<u>\$5,367</u>

Students K-5:

Total Enrollment	354	342	377	371
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Red Sandstone Elementary School

Principal: Marcie Laidman
 Address: 551 N. Frontage Rd.
 Vail, CO 81657
 Phone: (970) 328-2910



SCHOOL PROFILE

Red Sandstone Elementary is the only public school located in the heart of the Vail Valley. Established in 1977, the school is a true community school nestled in beautiful mountain scenery. Scenery and a strong commitment to educating all students are the things that make Red Sandstone a great school.

We believe in providing a strong background for all students in both academics and character development. Our mission is to encourage all students to be life-long learners that contribute to both their school community and their local community while developing the attributes they need to contribute to the global community.

Red Sandstone believes the strengths we possess that contribute to nurturing our future citizens include:

- Inspiring students to learn through engaging in meaningful educational opportunities.
- Creating a love of learning by providing opportunities for students to reach out to the community and explore the world.
- Use of instructional methods that meet the different learning styles of students.
- Maintaining high expectations for all learners.
- Use of the Rigorous Curriculum Design to meet Colorado State Standards.
- Creating hands-on and experiential learning opportunities for all students.
- Providing a safe and positive environment where all kids can learn.
- Creating a learning environment that encourages collaboration, communication and support of each other.
- Emphasis on character development in the classroom and in the community.

We are able to promote our vision and mission by working as a collaborative team with parents, students and the community. All of these attributes help contribute to a successful school environment that works towards developing the whole child.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,026,371	\$1,015,430	\$944,330	\$1,046,250	3,904
Benefits	321,197	329,128	343,390	354,940	1,324
Purchased Services	48,932	74,275	81,190	55,290	206
Supplies	95,186	112,119	68,400	88,870	332
Equipment	640	3,400	3,500	1,700	6
Total	<u>\$1,492,326</u>	<u>\$1,534,352</u>	<u>\$1,440,810</u>	<u>\$1,547,050</u>	<u>\$5,773</u>

Students K-5:

Total Enrollment	271	255	265	268
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Homestake Peak School

Principal: Robert Young
Address: 750 Eagle Road
Avon, CO 81620
Phone: (970) 328-2940



SCHOOL PROFILE

Homestake Peak is an Expeditionary Learning Pre-K through 8th grade school where learning is active, challenging, meaningful, public, and collaborative. Our motto is: We are all crew! This speaks to our collaborative vision for learning – teachers, students, and parents, all working together as a synchronized crew to support students to achieve more than they think possible. We see our students as scientists, historians, writers, urban planners, activists investigating real community problems with their peers to develop creative, actionable solutions. Making positive changes to real-world issues make the learning relevant and increases their motivation. Our students demonstrate their knowledge through presentations, exhibits, participating in critiques, and data analysis. Teachers, parents, and students see and have a shared understanding of their achievement! This fosters collaboration and improves work quality across the board, while building perseverance, excellence, accountability and kindness.

Expeditionary Learning is a proven, research-based program that empowers young people with confidence and enthusiasm for learning and applying their knowledge to life. The hallmarks of an Expeditionary Learning school are: supportive, positive cultures; great teachers (trained in Expeditionary pedagogy) in every classroom; purpose-driven learning; and high expectations for all students.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,890,012	\$2,133,205	\$2,038,240	\$2,080,070	\$3,444
Benefits	567,539	685,725	700,010	681,130	1,128
Purchased Services	129,218	133,870	146,000	93,500	155
Supplies	262,006	276,099	234,400	244,594	405
Equipment	14,154	9,000	14,600	150	-
Total	<u>\$2,862,929</u>	<u>\$3,237,899</u>	<u>\$3,133,250</u>	<u>\$3,099,444</u>	<u>\$5,131</u>

Students K-5:

Total Enrollment	552	557	561	604
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Berry Creek Middle School

Principal: Amy Vanwel
Address: 1000 Miller Ranch Rd.
P.O. Box 1416
Edwards, CO 81632
Phone: (970) 328-2960



SCHOOL PROFILE

MISSION

The Berry Creek Middle School community believes that our mission is to teach students how to learn, to prepare each student to achieve at their highest levels, and to prepare each student to contribute in the broadest sense to the betterment of the school community as well as to the community-at-large.

VISION

A Community Educating Inspired Learners. We demonstrate PRIDE: **P**reparedness **R**espectfulness **I**ntegrity **D**ependability **E**ffort

Berry Creek educators are committed to the following beliefs about learning:

- Students learn best when instruction is varied in its practice and is individualized to students' particular learning styles and levels
- Students learn best when they are fully engaged and self-motivated;
- Students learn best by experience and by developing higher levels of mastery when they can apply learned knowledge and skills to new situations

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,239,314	\$1,305,195	\$1,256,930	\$1,380,110	\$3,781
Benefits	386,539	411,640	455,470	436,160	1,195
Purchased Services	54,231	80,590	72,400	61,710	169
Supplies	122,274	130,033	138,400	164,525	451
Equipment	6,629	3,600	3,600	3,500	10
Total	<u>\$1,808,987</u>	<u>\$1,931,058</u>	<u>\$1,926,800</u>	<u>\$2,046,005</u>	<u>\$5,605</u>

Students:

Total Enrollment	354	364	381	365
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Eagle Valley Middle School

Principal: Katie Jarnot
Address: 747 E. Third Street
P.O. Box 1019
Eagle, CO 81631
Phone: (970) 328-6224



SCHOOL PROFILE

Eagle Valley Middle School's mission is to educate and inspire life-long learners for academic and personal success. It is our vision that all school and community members will be involved in the process of educating students to achieve academic, emotional, social and physical success. At Eagle Valley Middle School we believe in ourselves, our school, and our community. We practice three simple rules: Be Respectful, Be Responsible and Be Positive and Productive. By following these tenants, students and teachers work together to create an environment that is conducive to learning and allows all students to grow and achieve. Middle school is a team sport, so we rely on the support of our students, families and encourage parents and guardians to have frequent and meaningful communication with the school.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,170,526	\$1,287,908	\$1,213,920	\$1,302,560	\$3,820
Benefits	350,099	416,662	419,120	415,480	1,218
Purchased Services	77,542	78,920	82,800	91,470	268
Supplies	124,040	140,730	126,710	151,009	443
Equipment	9,057	2,500	2,500	11,070	32
Total	<u>\$1,731,264</u>	<u>\$1,926,720</u>	<u>\$1,845,050</u>	<u>\$1,971,589</u>	<u>\$5,782</u>

Students:

Total Enrollment	301	325	319	341
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Gypsum Creek Middle School

Principal: Dave Russell
Address: 401 Grundel Way
Gypsum, CO 81637
Phone: (970) 328-8980



SCHOOL PROFILE

Gypsum Creek Middle School has received the Governor's Distinguished Improvement Award for four years in a row, which recognizes schools in the state with the highest rate of student growth on state-wide assessments, as measured by the Colorado Growth Model. The Colorado Association for Middle Level Education identified Gypsum Creek as "School to Watch" in 2011 for our impressive student academic growth, electives programs, academic supports, and culture of high expectations.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,224,967	\$1,290,760	\$1,172,280	\$1,348,110	\$3,673
Benefits	413,367	419,020	465,740	431,620	1,176
Purchased Services	56,416	53,020	71,100	65,550	179
Supplies	148,636	187,855	128,800	155,663	424
Equipment	4,194	4,500	4,500	4,500	12
Total	<u>\$1,847,580</u>	<u>\$1,955,155</u>	<u>\$1,842,420</u>	<u>\$2,005,443</u>	<u>\$5,464</u>
Students:					
Total Enrollment	366	357	366	367	

Battle Mountain High School

Principal: Lourra Barthuly
Address: 0151 Miller Ranch Road
Edwards, CO 81632
Phone: (970) 328-2930



SCHOOL PROFILE

Battle Mountain High School is a four-year comprehensive high school accredited by the Colorado Department of Education. It holds membership in the National Association of College Admission Counseling and Colorado Council of High School/College Relations. Based on state expectations and achievement data, Battle Mountain has the highest rating for the Colorado Department of Education performance plans.

Students experience challenging academics, a large variety of athletics, fun activities and social events, and develop a sense of community as a Battle Mountain Husky. Upper Classmen mentor and help incoming Freshmen adapt to high school.

With both academic and technical opportunities for enrichment, graduating Huskies are prepared to follow their dreams to the college or technical school of their choice. Parents are welcome and active supporters of our school and their community, rounding out a robust community of learners, parents, and educators.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$2,817,126	\$3,133,263	\$2,952,800	\$3,188,920	\$3,765
Benefits	893,006	1,014,238	993,620	1,031,650	1,218
Purchased Services	515,002	419,400	508,550	444,190	524
Supplies	431,574	410,943	413,200	567,453	670
Equipment	6,838	16,500	13,400	17,000	20
Total	<u>\$4,663,546</u>	<u>\$4,994,344</u>	<u>\$4,881,570</u>	<u>\$5,249,213</u>	<u>\$6,197</u>

Students:

Total Enrollment	794	820	844	847
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Eagle Valley High School

Principal: Greg Doan
Address: 641 Valley Road
P.O. Box 188
Gypsum, CO 81637
Phone: (970) 328-8960



SCHOOL PROFILE

Eagle Valley High School is a 4-year comprehensive high school accredited with distinction by the Colorado Department of Education. It holds membership in the Colorado Council of High School/College Relations.

Students experience challenging academics, a large variety of athletics, fun activities and social events, and a strong sense of community as an Eagle Valley Devil. With two former college mascots as Administrators, school spirit runs high and students strive to excel and represent their school with pride.

With both academic and technical opportunities of enrichment, graduating Devils are prepared to follow their dreams to the college or technical school of their choice.

Parents are welcome and active supporters of our school and their children, rounding out our full community of learners, parents and educators.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$2,558,051	\$2,773,535	\$2,531,040	\$3,096,220	\$3,900
Benefits	799,410	899,745	855,170	984,430	1,240
Purchased Services	408,482	353,100	425,670	358,406	451
Supplies	402,960	349,389	336,700	498,010	627
Equipment	604	27,050	17,800	6,050	8
Total	<u>\$4,169,507</u>	<u>\$4,402,819</u>	<u>\$4,166,380</u>	<u>\$4,943,116</u>	<u>\$6,226</u>

Students:

Total Enrollment	712	712	752	794
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Red Canyon High School

Principal: Wade Hill
Address: PO Box 4801
Eagle, CO 81631
Phone: (970) 328-2852



SCHOOL PROFILE

Red Canyon High School is the alternative high school for Eagle County. It has two campuses, one in Edwards and one in Eagle. Both locations are Expeditionary Learning schools.

MISSION STATEMENT

Educating every student for success one student at a time.

Red Canyon provides a safe "non-traditional" learning environment, where all students acquire the skills, knowledge, and behaviors necessary to be productive citizens in an ever-changing world. We will prepare students to:

- Be in charge of, and apply, their academic knowledge
- Set and achieve academic and personal goals
- Communicate effectively
- Respect and work cooperatively with others
- Think critically and be creative problem solvers
-

EXPEDITIONARY LEARNING

Red Canyon is an Expeditionary Learning Outward Bound School. Expeditionary Learning is a model of instruction that emphasizes high achievement through active learning, character growth, and teamwork. Expeditionary Learning schools focus on core curriculum skills while basing classes on in-depth investigations. Learning includes authentic products, fieldwork, service learning, and inviting experts into the classroom. At Red Canyon, we see this approach ignite the natural passion to learn and develop the curiosity, skills, knowledge, and courage needed to imagine a better world and work toward realizing it.

	2013-14 Actual	2014-15 Actual	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$822,343	\$852,490	\$825,330	\$958,810	\$5,417
Benefits	262,595	276,750	305,710	318,680	1,800
Purchased Services	51,887	86,814	84,500	79,950	452
Supplies	49,898	52,250	51,400	70,483	398
Equipment	-	-	-	-	-
Total	\$1,186,723	\$1,268,304	\$1,266,940	\$1,427,923	\$8,067

Students:

Total Enrollment	154	183	179	177
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Vail Ski & Snowboard Academy

Principal: Geoffrey Grimmer Address:
Address: 1950 U.S. Hwy 24
Minturn, CO 81645
Phone: (970) 328-2832



SCHOOL PROFILE

Vail Ski and Snowboard Academy is a remarkable and utterly unique public school that allows serious winter sports athletes the opportunity of world-class training and competition in their sport in a challenging, college-prep academic environment. The majority of our student-athletes compete on a national and international level, which entails extensive travel during the traditional school year. The Academy is specifically tailored to deliver its curriculum to a student body that can be spread across the globe. Every student travels with a laptop computer for easy access to schoolwork at all times. The use of innovative internet technologies allows teachers and students to remain in close communication. Students collect assignments, participate in discussion boards, take quizzes, download videos of lectures and receive real time instruction from teachers over the web. Vail Ski and Snowboard Academy's student-to-teacher-ratio of 10:1 (including the academic coaches) allows for individualized attention. Ski & Snowboard Club Vail provides funding for five to seven academic coaches per year who support students from August to May. Flexibility is key in our environment. Careful planning and monitoring of each student, course work maintain a uniform opportunity for learning. Our students develop a deep level of independent learning that is unusual among high school students, but absolutely essential for future college and even Olympic athletes.

MISSION

Vail Ski and Snowboard Academy provides a challenging secondary and college preparatory academic program while supporting the athletic and personal goals of our students. In partnership with Ski and Snowboard Club Vail we facilitate the attainment of our student's dreams by offering challenging academics, flexible scheduling and individualized attention.

	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$699,879	\$797,675	\$784,320	\$820,140	\$4,687
Benefits	215,247	259,694	252,230	267,590	1,529
Purchased Services	71,167	101,122	121,320	103,950	594
Supplies	162,208	89,574	114,500	96,100	549
Equipment	485	1,400	1,400	-	-
Total	<u>\$1,148,986</u>	<u>\$1,249,465</u>	<u>\$1,273,770</u>	<u>\$1,287,780</u>	<u>\$7,359</u>

Students:

Total Enrollment	158	172	172	175
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World Academy

Principal: Wade Hill
Address: PO Box 4801
Eagle, CO 81631
Phone: (970) 328-2852



SCHOOL PROFILE

World Academy is a Kindergarten - 12th grade online program that aims to provide students who are looking for a unique learning path with a self-paced, challenging core content curriculum package. Many children simply cannot get the focused and flexible learning they need in a traditional classroom setting. World Academy provides challenging and engaging content, individualized learning plans and instructional coaches, delivered through cutting-edge technology and old-fashioned human interaction.

World Academy partners with K12 Education, whose mission is to develop each child, full potential with engaging, individualized learning. K12 develops their own curriculum, widely regarded as the highest quality available online, and remains devoted to fulfilling the promise of education for every child.

World Academy uses licensed teachers to provide a tuition-free individualized 21st century learning opportunity. It's available to students of Eagle County, homeschooled children, AND students of surrounding counties!

	2013-14 Actual	2014-15 Actual	2014-15 Estimated	2015-16 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$ -	\$23,985	\$24,800	\$24,140	\$690
Benefits	-	7,790	4,480	7,980	228
Purchased Services	66,188	2,760	7,900	4,710	135
Supplies	3,156	30,000	30,240	31,420	898
Equipment	-	-	-	-	-
Total	\$69,344	\$64,535	\$67,420	\$68,250	\$1,950

Students:

Total Enrollment	28	40	35	35
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Financial Section

2015-16 All Funds Summary

	General Fund	Nutrition Services Fund	Designated Purpose Grant Fund	Trans- portation Fund	Bond Fund
Revenue:					
Property taxes	\$ 37,858,780			\$ 1,000,000	\$ 14,269,840
Specific ownership taxes	2,745,820			50,000	
State and federal revenue	20,967,500	1,105,500		440,070	
Interest income	16,000				
Other local revenue	3,119,590	680,000	4,378,660	630,000	
Transfer in	-			500,000	
Total revenue	64,707,690	1,785,500	4,378,660	2,620,070	14,269,840
Expenditures:					
Salaries	36,719,610	712,480	2,092,191	1,420,000	
Benefits	12,097,560	277,870	544,063	580,990	
Purchased services	5,759,440	20,000	683,579	92,320	
Supplies & Equipment	5,518,500	864,400	1,058,827	591,500	
Debt service					14,079,463
Capital outlay					
Depreciation/amortization					
Contingency					
Transfers	5,463,630				
Total expenditures	65,558,740	1,874,750	4,378,660	2,684,810	14,079,463
Net income (loss - Use of Beginning Fund Balance)	(851,050)	(89,250)	-	(64,740)	190,377
Beginning Fund Balance	11,562,057	265,220	(172,081)	73,790	10,609,600
Ending Fund Balance	\$ 10,711,007	\$ 175,970	\$ (172,081)	\$ 9,050	\$ 10,799,977
Appropriation	\$ 65,558,740	\$ 1,874,750	\$ 4,378,660	\$ 2,684,810	\$ 14,079,463

2015-16 All Funds Summary

Capital Reserve Fund	District Housing Fund	Student Activity Fund	Charter School Fund	2015-16 Total	2014-15 Total
				\$ 38,858,780	\$ 51,509,000
				2,795,820	2,770,000
			86,500	22,599,570	19,225,000
			800	16,800	30,000
180,880	347,650	998,900	698,777	11,034,457	11,350,208
2,000,100			2,963,530	5,463,630	5,600,000
2,180,980	347,650	998,900	3,749,607	95,038,897	90,484,208
	70,000		1,842,008	42,856,289	40,930,822
	24,500		716,124	14,241,107	14,350,048
	240,000		869,899	7,665,238	8,245,749
		998,900	226,090	9,258,217	6,045,418
1,704,453				15,783,916	15,170,000
445,947			86,500	532,447	2,678,000
	34,000			34,000	40,000
				-	-
				5,463,630	5,600,000
2,150,400	368,500	998,900	3,740,621	95,834,844	93,060,037
30,580	(20,850)	-	8,986	(795,947)	(397,000)
1,509,442	1,023,229	1,256,037	697,288	26,824,582	29,823,834
\$ 1,540,022	\$ 1,002,379	\$ 1,256,037	\$ 706,274	\$ 26,028,635	\$ 29,426,744
\$ 2,150,400	\$ 368,500	\$ 998,900	\$ 3,740,621	\$ 95,834,844	\$ 93,060,037

General Fund Expenses by Program

Eagle Valley Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0010 General Instruction	1,327,733	1,138,666	1,210,356	1,400,366	1,461,335
0080 Instructional Media	4,016	3,054	971	854	3,500
1800 Activities/Athletics	-	11,366	16,795	16,550	13,500
2100 Guidance Services	25,581	26,317	1,345	-	-
2300 Staff Training Services	-	12,287	6,965	8,727	4,530
2400 Office of the Principal	175,586	187,303	167,670	180,855	192,035
2600 Custodial	188,953	177,511	176,080	174,198	194,750
	<u>\$ 1,721,869</u>	<u>\$ 1,556,504</u>	<u>\$ 1,580,182</u>	<u>\$ 1,781,550</u>	<u>\$ 1,869,650</u>
Brush Creek Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0010 General Instruction	1,989,901	1,729,774	1,725,476	1,726,969	1,581,300
0080 Instructional Media	3,310	5,976	9,551	20	10,000
1800 Activities/Athletics	-	13,911	20,455	19,733	15,400
2100 Guidance Services	29,499	24,790	-	21,160	45,720
2300 Staff Training Services	-	5,259	411	-	6,430
2400 Office of the Principal	279,992	207,364	199,312	210,749	212,470
2600 Custodial	210,015	177,780	179,111	177,599	181,180
	<u>\$ 2,512,717</u>	<u>\$ 2,164,854</u>	<u>\$ 2,134,316</u>	<u>\$ 2,156,230</u>	<u>\$ 2,052,500</u>
Avon Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0010 General Instruction	1,068,871	919,897	941,736	1,093,611	950,065
0080 Instructional Media	2,153	901	1,204	1,591	1,650
1800 Activities/Athletics	2,381	6,296	8,260	7,858	32,710
2100 Guidance Services	1,774	-	16,775	-	-
2300 Staff Training Services	-	3,319	1,841	1,253	10,310
2400 Office of the Principal	207,898	212,047	200,141	275,541	263,880
2600 Custodial	215,861	187,515	192,329	201,796	207,660
	<u>\$ 1,498,938</u>	<u>\$ 1,329,975</u>	<u>\$ 1,362,286</u>	<u>\$ 1,581,650</u>	<u>\$ 1,466,275</u>
Red Sandstone Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0010 General Instruction	1,114,190	1,097,318	1,121,731	1,114,452	1,205,670
0080 Instructional Media	187	4,378	2,896	2,000	2,000
1800 Activities/Athletics	-	15,433	11,889	12,652	14,600
2100 Guidance Services	-	-	-	-	-
2300 Staff Training Services	-	659	1,013	1,021	2,170
2400 Office of the Principal	206,138	225,015	214,748	181,949	184,650
2600 Custodial	130,431	139,653	140,049	128,736	137,960
	<u>\$ 1,450,946</u>	<u>\$ 1,482,456</u>	<u>\$ 1,492,326</u>	<u>\$ 1,440,810</u>	<u>\$ 1,547,050</u>
Gypsum Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0010 General Instruction	1,487,968	1,432,620	1,310,198	1,458,053	1,520,310
0080 Instructional Media	8,311	8,030	7,828	4,582	5,500
1800 Activities/Athletics	-	5,136	14,040	14,188	14,300
2100 Guidance Services	94,238	96,485	47,995	48,648	49,730
2300 Staff Training Services	-	760	771	2,447	700
2400 Office of the Principal	245,750	253,465	218,881	243,690	243,380
2600 Custodial	190,974	178,319	179,307	195,822	205,980
	<u>\$ 2,027,241</u>	<u>\$ 1,974,815</u>	<u>\$ 1,779,020</u>	<u>\$ 1,967,430</u>	<u>\$ 2,039,900</u>
Edwards Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0010 General Instruction	1,347,699	1,221,189	1,167,690	1,305,850	1,346,210
0080 Instructional Media	4,747	7,534	5,017	8,169	5,000
1800 Activities/Athletics	860	13,489	24,168	25,708	14,330
2100 Guidance Services	42,214	958	-	-	37,870
2300 Staff Training Services	1,749	1,258	1,724	9,940	1,000
2400 Office of the Principal	215,075	221,861	212,065	214,459	236,550
2600 Custodial	217,867	184,890	192,355	197,734	205,160
	<u>\$ 1,830,211</u>	<u>\$ 1,651,179</u>	<u>\$ 1,603,019</u>	<u>\$ 1,761,860</u>	<u>\$ 1,846,120</u>

Red Hill Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0010 General Instruction	1,660,605	1,562,355	1,357,118	1,485,857	1,501,855
0080 Instructional Media	-	-	-	-	-
1800 Activities/Athletics	6,107	-	17,144	16,299	16,770
2100 Guidance Services	57,086	34,332	41,981	45,713	58,250
2300 Staff Training Services	-	1,717	150	636	2,000
2400 Office of the Principal	194,556	223,460	199,958	210,802	223,310
2600 Custodial	179,449	168,871	171,286	181,633	188,790
	<u>\$ 2,097,803</u>	<u>\$ 1,990,735</u>	<u>\$ 1,787,637</u>	<u>\$ 1,940,940</u>	<u>\$ 1,990,975</u>
June Creek Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0010 General Instruction	1,322,784	1,065,254	1,023,591	1,049,128	1,199,170
0080 Instructional Media	8,210	10,386	12,399	5,175	5,000
1800 Activities/Athletics	3,144	10,321	8,887	7,819	16,800
2100 Guidance Services	79,652	83,440	78,597	81,589	88,290
2300 Staff Training Services	-	4,109	1,975	1,813	3,660
2400 Office of the Principal	226,684	204,078	181,442	200,124	201,450
2600 Custodial	157,484	155,444	165,526	184,942	190,160
	<u>\$ 1,797,958</u>	<u>\$ 1,533,032</u>	<u>\$ 1,472,417</u>	<u>\$ 1,530,590</u>	<u>\$ 1,704,530</u>
Eagle Valley Middle	2011-12	2012-13	2013-14	2014-15	2015-16
0020 General Instruction	1,156,760	1,048,266	1,082,731	1,158,153	1,258,669
0080 Instructional Media	2,000	397	908	1,427	1,400
1800 Activities/Athletics	95,739	110,750	114,691	96,152	99,070
2100 Guidance Services	78,361	39,331	53,855	76,092	73,450
2300 Staff Training Services	-	957	1,626	228	1,100
2400 Office of the Principal	253,403	257,384	277,408	293,553	312,710
2600 Custodial	241,843	192,369	200,045	219,445	225,190
	<u>\$ 1,828,106</u>	<u>\$ 1,649,454</u>	<u>\$ 1,731,264</u>	<u>\$ 1,845,050</u>	<u>\$ 1,971,589</u>
Berry Creek Middle	2011-12	2012-13	2013-14	2014-15	2015-16
0020 General Instruction	1,193,050	1,084,186	1,189,757	1,260,006	1,322,835
0080 Instructional Media	5,359	3,839	4,729	5,936	5,500
1800 Activities/Athletics	91,772	91,240	119,794	106,001	96,810
2100 Guidance Services	74,790	100,512	69,896	75,883	99,540
2300 Staff Training Services	-	7,232	1,304	1,156	1,000
2400 Office of the Principal	287,192	247,061	267,572	298,115	322,270
2600 Custodial	188,350	173,525	155,935	179,703	198,050
	<u>\$ 1,840,513</u>	<u>\$ 1,707,595</u>	<u>\$ 1,808,987</u>	<u>\$ 1,926,800</u>	<u>\$ 2,046,005</u>
Gypsum Creek Middle	2011-12	2012-13	2013-14	2014-15	2015-16
0020 General Instruction	1,503,380	1,332,749	1,247,204	1,119,797	1,279,403
0080 Instructional Media	6,002	4,197	5,172	4,572	5,500
1800 Activities/Athletics	98,338	107,014	105,682	110,109	97,900
2100 Guidance Services	92,722	92,745	99,367	106,515	110,540
2300 Staff Training Services	-	1,105	1,837	696	2,150
2400 Office of the Principal	199,731	204,647	191,122	299,426	305,580
2600 Custodial	205,796	190,167	197,196	201,305	204,370
	<u>\$ 2,105,969</u>	<u>\$ 1,932,624</u>	<u>\$ 1,847,580</u>	<u>\$ 1,842,420</u>	<u>\$ 2,005,443</u>
Homestake Peak	2011-12	2012-13	2013-14	2014-15	2015-16
0018 General Instruction	2,054,947	1,816,702	2,194,404	2,299,313	2,280,190
0080 Instructional Media	6,804	2,713	32,104	10	-
1800 Activities/Athletics	57,215	69,477	19,632	86,195	89,070
2100 Guidance Services	34,641	32,087	358	62,152	65,090
2300 Staff Training Services	-	14,678	14,734	25,780	5,000
2400 Office of the Principal	343,330	361,119	320,693	343,162	335,774
2600 Custodial	254,621	264,881	281,004	316,638	324,320
	<u>\$ 2,751,558</u>	<u>\$ 2,561,657</u>	<u>\$ 2,862,929</u>	<u>\$ 3,133,250</u>	<u>\$ 3,099,444</u>

Battle Mountain High	2011-12	2012-13	2013-14	2014-15	2015-16
0030 General Instruction	2,679,034	2,476,846	2,756,097	2,786,578	3,324,993
0080 Instructional Media	9,474	6,696	2,962	3,856	5,000
1800 Activities/Athletics	692,753	696,683	755,223	786,332	561,500
2100 Guidance Services	259,102	192,553	196,027	269,523	281,610
2300 Staff Training Services	38,554	21,762	8,620	16,454	6,000
2400 Office of the Principal	425,080	445,985	441,072	478,252	460,310
2600 Custodial	483,924	482,631	503,545	540,575	609,800
	<u>\$ 4,587,921</u>	<u>\$ 4,323,156</u>	<u>\$ 4,663,546</u>	<u>\$ 4,881,570</u>	<u>\$ 5,249,213</u>
Eagle Valley High	2011-12	2012-13	2013-14	2014-15	2015-16
0030 General Instruction	2,644,446	2,303,309	2,305,617	2,364,780	3,040,700
0080 Instructional Media	5,949	9,682	2,018	7,000	3,950
1800 Activities/Athletics	511,005	594,571	615,350	607,089	505,616
2100 Guidance Services	223,920	230,824	299,493	241,552	343,330
2300 Staff Training Services	1,473	2,920	7,540	10,224	8,000
2400 Office of the Principal	506,999	533,531	515,341	516,312	573,770
2600 Custodial	445,170	435,685	424,148	419,423	467,750
	<u>\$ 4,338,962</u>	<u>\$ 4,110,522</u>	<u>\$ 4,169,507</u>	<u>\$ 4,166,380</u>	<u>\$ 4,943,116</u>
Red Canyon High	2011-12	2012-13	2013-14	2014-15	2015-16
0030 General Instruction	540,173	415,668	830,440	867,451	994,883
0080 Instructional Media	-	-	-	-	-
1800 Activities/Athletics	5,217	72,366	16,003	5,308	7,140
2100 Guidance Services	90,732	59,926	47,173	54,477	54,560
2300 Staff Training Services	-	85	235	358	3,000
2400 Office of the Principal	172,054	235,004	230,086	260,151	268,320
2600 Custodial	58,771	61,554	62,786	79,195	100,020
	<u>\$ 866,947</u>	<u>\$ 844,603</u>	<u>\$ 1,186,723</u>	<u>\$ 1,266,940</u>	<u>\$ 1,427,923</u>
Vail Ski & Snowboard	2011-12	2012-13	2013-14	2014-15	2015-16
0030 General Instruction	605,075	562,712	621,473	772,710	797,400
0080 Instructional Media	-	665	-	-	-
1800 Activities/Athletics	-	-	6,719	2,154	5,000
2100 Guidance Services	54,096	71,594	80,831	78,133	77,020
2300 Staff Training Services	223	1,941	801	2,218	2,300
2400 Office of the Principal	340,921	201,687	298,291	272,384	261,380
2600 Custodial	120,056	161,009	140,871	146,171	144,680
	<u>\$ 1,120,371</u>	<u>\$ 999,608</u>	<u>\$ 1,148,986</u>	<u>\$ 1,273,770</u>	<u>\$ 1,287,780</u>
World Academy	2011-12	2012-13	2013-14	2014-15	2015-16
0030 General Instruction	-	45,830	69,344	67,420	68,250
	<u>\$ -</u>	<u>\$ 45,830</u>	<u>\$ 69,344</u>	<u>\$ 67,420</u>	<u>\$ 68,250</u>
Exceptional Student Services	2011-12	2012-13	2013-14	2014-15	2015-16
0070 Gifted & Talented Education	493,095	503,768	502,863	522,530	543,830
1700 Special Education	3,168,716	3,166,416	4,194,256	4,830,126	4,087,830
1800 Activities/Athletics	7,561	6,554	7,088	3,799	3,500
2100 ESY	74,942	57,426	62,392	115,463	107,210
2100 Support Services- Students	532,413	752,349	1,054,384	1,331,975	1,419,330
2200 Support Service- Instructional	388,515	199,447	738,627	1,121,473	1,045,740
2800 Support Services	-	2,955	61,019	72,494	72,810
	<u>\$ 4,665,242</u>	<u>\$ 4,688,915</u>	<u>\$ 6,620,629</u>	<u>\$ 7,997,860</u>	<u>\$ 7,280,250</u>

English Language Learners	2011-12	2012-13	2013-14	2014-15	2015-16
0620 ELL Acquisition	1,767,927	1,805,639	2,029,929	2,332,794	2,612,140
2300 Staff Training Services	30,669	26,967	17,750	59,056	93,000
	\$ 1,798,596	\$ 1,832,606	\$ 2,047,679	\$ 2,391,850	\$ 2,705,140
Early Childhood Education	2011-12	2012-13	2013-14	2014-15	2015-16
0040 General Preschool Education	1,013,205	875,690	1,077,099	786,583	1,293,520
1791 Special Education Preschool	408,053	494,726	701,223	757,492	854,150
2200 Office of the Director	387,139	428,191	569,848	427,935	471,900
	\$ 1,808,397	\$ 1,798,607	\$ 2,348,170	\$ 1,972,010	\$ 2,619,570
Board of Education & Superintendent	2011-12	2012-13	2013-14	2014-15	2015-16
2300 Support Services- General	963,244	1,003,337	1,003,111	1,021,482	973,770
2800 Support Services- Central	81,528	80,242	95,073	204,738	184,450
	\$ 1,044,772	\$ 1,083,579	\$ 1,098,184	\$ 1,226,220	\$ 1,158,220
Community Relations	2011-12	2012-13	2013-14	2014-15	2015-16
2670 Safety	-	-	-	1,908	5,000
2820 Community Services	193,589	121,988	179,185	224,912	234,970
	\$ 193,589	\$ 121,988	\$ 179,185	\$ 226,820	\$ 239,970
Educator Quality	2011-12	2012-13	2013-14	2014-15	2015-16
2200 Support Service- Instructional	361,620	426,018	221,725	581,448	502,140
2832 Recruitment	-	-	12,838	12,592	21,000
	\$ 361,620	\$ 426,018	\$ 234,563	\$ 594,040	\$ 523,140
Assessment	2011-12	2012-13	2013-14	2014-15	2015-16
2217 Assessment	110,859	116,690	151,284	119,760	85,680
	\$ 110,859	\$ 116,690	\$ 151,284	\$ 119,760	\$ 85,680
Business Services	2011-12	2012-13	2013-14	2014-15	2015-16
2510 Business/ Fiscal Services	387,877	483,057	346,083	490,857	746,260
2518 Property Services	-	-	-	35,479	5,250
2530 Central Delivery	43,647	45,081	39,673	32,956	35,660
2660 Security	-	-	50,000	50,000	50,000
2850 Risk Management Services	1,013,732	1,117,639	439,114	409,295	442,447
2890 District Office	-	-	-	82,132	99,030
	\$ 1,445,256	\$ 1,645,777	\$ 874,870	\$ 1,100,719	\$ 1,378,647
Instructional Services	2011-12	2012-13	2013-14	2014-15	2015-16
2211 Supervision of Instruction	227,460	314,580	572,667	566,368	643,930
2212 Curriculum Development	117,869	41,875	108,302	653,972	522,990
	\$ 345,329	\$ 356,455	\$ 680,969	\$ 1,220,340	\$ 1,166,920
Student Services	2011-12	2012-13	2013-14	2014-15	2015-16
0060 General Integrated Education	60,152	128,534	223,409	137,696	175,990
2100 Student Support Services	834,122	752,179	683,610	741,654	678,540
	\$ 894,274	\$ 880,713	\$ 907,019	\$ 879,350	\$ 854,530
Human Resources	2011-12	2012-13	2013-14	2014-15	2015-16
2830 Staff Services	516,952	461,255	613,535	702,882	568,170
2850 Risk Management Services	-	-	600,111	576,432	610,000
2890 District Office	22,758	823	-	3,716	46,500
	\$ 539,710	\$ 462,078	\$ 1,213,646	\$ 1,283,030	\$ 1,224,670
Maintenance	2011-12	2012-13	2013-14	2014-15	2015-16
2600 Operation & Maintenance	1,841,416	1,788,950	1,850,911	1,698,120	1,722,340
	\$ 1,841,416	\$ 1,788,950	\$ 1,850,911	\$ 1,698,120	\$ 1,722,340
Technology	2011-12	2012-13	2013-14	2014-15	2015-16
2840 Information Systems Services	1,600,528	2,041,708	1,947,364	1,797,630	2,479,300
	\$ 1,600,528	\$ 2,041,708	\$ 1,947,364	\$ 1,797,630	\$ 2,479,300

General Fund Expenses by Object

Eagle Valley Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,189,872	1,055,272	1,070,883	1,178,750	1,246,255
0200 Benefits	374,754	296,915	315,626	407,100	409,360
0300 Purchased Services	34,011	58,812	61,066	58,300	64,750
0600 Supplies	122,302	145,002	127,097	117,600	134,785
0700 Equipment	930	503	5,510	19,800	14,500
	<u>\$ 1,721,869</u>	<u>\$ 1,556,504</u>	<u>\$ 1,580,182</u>	<u>\$ 1,781,550</u>	<u>\$ 1,869,650</u>
Brush Creek Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,841,311	1,535,290	1,471,596	1,471,800	1,391,400
0200 Benefits	494,161	422,497	442,963	517,630	462,980
0300 Purchased Services	36,501	60,179	60,438	61,800	51,830
0600 Supplies	140,744	138,242	152,475	101,500	143,590
0700 Equipment	-	8,646	6,844	3,500	2,700
	<u>\$ 2,512,717</u>	<u>\$ 2,164,854</u>	<u>\$ 2,134,316</u>	<u>\$ 2,156,230</u>	<u>\$ 2,052,500</u>
Avon Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,050,309	899,988	922,957	1,050,300	970,430
0200 Benefits	310,763	268,774	291,995	355,760	316,460
0300 Purchased Services	36,487	42,228	56,345	81,990	64,760
0600 Supplies	100,850	118,259	89,400	92,700	113,125
0700 Equipment	529	726	1,589	900	1,500
	<u>\$ 1,498,938</u>	<u>\$ 1,329,975</u>	<u>\$ 1,362,286</u>	<u>\$ 1,581,650</u>	<u>\$ 1,466,275</u>
Red Sandstone Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,058,531	1,060,499	1,026,371	944,330	1,046,250
0200 Benefits	298,567	298,092	321,197	343,390	354,940
0300 Purchased Services	29,891	41,983	48,932	81,190	55,290
0600 Supplies	62,957	74,181	95,186	68,400	88,870
0700 Equipment	1,000	7,701	640	3,500	1,700
	<u>\$ 1,450,946</u>	<u>\$ 1,482,456</u>	<u>\$ 1,492,326</u>	<u>\$ 1,440,810</u>	<u>\$ 1,547,050</u>
Gypsum Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,425,105	1,398,142	1,221,257	1,334,330	1,386,360
0200 Benefits	435,597	393,745	382,214	454,500	452,600
0300 Purchased Services	52,309	57,461	56,956	64,600	59,680
0600 Supplies	114,230	124,597	118,593	106,500	139,260
0700 Equipment	-	870	-	7,500	2,000
	<u>\$ 2,027,241</u>	<u>\$ 1,974,815</u>	<u>\$ 1,779,020</u>	<u>\$ 1,967,430</u>	<u>\$ 2,039,900</u>
Edwards Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,292,733	1,178,051	1,105,736	1,134,720	1,237,240
0200 Benefits	401,192	332,930	336,530	425,190	416,880
0300 Purchased Services	32,562	31,513	63,564	79,950	67,680
0600 Supplies	100,752	108,685	96,183	91,000	123,320
0700 Equipment	2,972	-	1,006	31,000	1,000
	<u>\$ 1,830,211</u>	<u>\$ 1,651,179</u>	<u>\$ 1,603,019</u>	<u>\$ 1,761,860</u>	<u>\$ 1,846,120</u>
Red Hill Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,552,836	1,485,347	1,276,681	1,281,500	1,354,860
0200 Benefits	409,099	386,024	368,219	451,640	453,770
0300 Purchased Services	22,728	19,066	46,552	85,900	48,270
0600 Supplies	113,140	100,298	96,185	121,200	131,075
0700 Equipment	-	-	-	700	3,000
	<u>\$ 2,097,803</u>	<u>\$ 1,990,735</u>	<u>\$ 1,787,637</u>	<u>\$ 1,940,940</u>	<u>\$ 1,990,975</u>

June Creek Elementary	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,273,910	1,075,970	1,001,174	990,620	1,151,790
0200 Benefits	410,259	326,904	325,456	382,670	377,920
0300 Purchased Services	27,930	32,519	44,082	67,300	56,880
0600 Supplies	84,721	95,325	100,899	88,100	116,240
0700 Equipment	1,138	2,314	806	1,900	1,700
	<u>\$ 1,797,958</u>	<u>\$ 1,533,032</u>	<u>\$ 1,472,417</u>	<u>\$ 1,530,590</u>	<u>\$ 1,704,530</u>
Eagle Valley Middle	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,240,641	1,150,074	1,170,526	1,213,920	1,302,560
0200 Benefits	407,666	313,818	350,099	419,120	415,480
0300 Purchased Services	72,556	68,542	77,542	82,800	91,470
0600 Supplies	105,254	116,021	124,040	126,710	151,009
0700 Equipment	1,989	999	9,057	2,500	11,070
	<u>\$ 1,828,106</u>	<u>\$ 1,649,454</u>	<u>\$ 1,731,264</u>	<u>\$ 1,845,050</u>	<u>\$ 1,971,589</u>
Berry Creek Middle	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,277,558	1,181,993	1,239,314	1,256,930	1,380,110
0200 Benefits	401,299	362,706	386,539	455,470	436,160
0300 Purchased Services	42,404	42,395	54,231	72,400	61,710
0600 Supplies	114,932	117,908	122,274	138,400	164,525
0700 Equipment	4,320	2,593	6,629	3,600	3,500
	<u>\$ 1,840,513</u>	<u>\$ 1,707,595</u>	<u>\$ 1,808,987</u>	<u>\$ 1,926,800</u>	<u>\$ 2,046,005</u>
Gypsum Creek Middle	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,469,903	1,352,069	1,224,967	1,172,280	1,348,110
0200 Benefits	461,598	411,189	413,367	465,740	431,620
0300 Purchased Services	48,974	44,018	56,416	71,100	65,550
0600 Supplies	123,524	122,039	148,636	128,800	155,663
0700 Equipment	1,970	3,309	4,194	4,500	4,500
	<u>\$ 2,105,969</u>	<u>\$ 1,932,624</u>	<u>\$ 1,847,580</u>	<u>\$ 1,842,420</u>	<u>\$ 2,005,443</u>
Homestake Peak	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,986,181	1,798,722	1,890,012	2,038,240	2,080,070
0200 Benefits	531,637	489,219	567,539	700,010	681,130
0300 Purchased Services	76,842	78,955	129,218	146,000	93,500
0600 Supplies	156,898	190,419	262,006	234,400	244,594
0700 Equipment	-	4,342	14,154	14,600	150
	<u>\$ 2,751,558</u>	<u>\$ 2,561,657</u>	<u>\$ 2,862,929</u>	<u>\$ 3,133,250</u>	<u>\$ 3,099,444</u>
Battle Mountain High	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	2,965,239	2,727,892	2,817,126	2,952,800	3,188,920
0200 Benefits	872,631	805,921	893,006	993,620	1,031,650
0300 Purchased Services	404,787	417,844	515,002	508,550	444,190
0600 Supplies	331,977	365,866	431,574	413,200	567,453
0700 Equipment	13,287	5,633	6,838	13,400	17,000
	<u>\$ 4,587,921</u>	<u>\$ 4,323,156</u>	<u>\$ 4,663,546</u>	<u>\$ 4,881,570</u>	<u>\$ 5,249,213</u>
Eagle Valley High	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	2,782,111	2,610,852	2,558,051	2,531,040	3,096,220
0200 Benefits	909,458	776,456	799,410	855,170	984,430
0300 Purchased Services	364,766	355,118	408,482	425,670	358,406
0600 Supplies	281,269	366,514	402,960	336,700	498,010
0700 Equipment	1,358	1,582	604	17,800	6,050
	<u>\$ 4,338,962</u>	<u>\$ 4,110,522</u>	<u>\$ 4,169,507</u>	<u>\$ 4,166,380</u>	<u>\$ 4,943,116</u>

Red Canyon High	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	607,414	593,159	822,343	825,330	958,810
0200 Benefits	186,313	175,169	262,595	305,710	318,680
0300 Purchased Services	47,186	37,798	51,887	84,500	79,950
0600 Supplies	26,034	38,477	49,898	51,400	70,483
0700 Equipment	-	-	-	-	-
	<u>\$ 866,947</u>	<u>\$ 844,603</u>	<u>\$ 1,186,723</u>	<u>\$ 1,266,940</u>	<u>\$ 1,427,923</u>
Vail Ski & Snowboard	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	702,431	661,588	699,879	784,320	820,140
0200 Benefits	192,747	182,479	215,247	252,230	267,590
0300 Purchased Services	42,655	61,678	71,167	121,320	103,950
0600 Supplies	182,538	93,221	162,208	114,500	96,100
0700 Equipment	-	642	485	1,400	-
	<u>\$ 1,120,371</u>	<u>\$ 999,608</u>	<u>\$ 1,148,986</u>	<u>\$ 1,273,770</u>	<u>\$ 1,287,780</u>
World Academy	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	-	2,500	\$ -	\$24,800	\$24,140
0200 Benefits	-	442	-	4,480	7,980
0300 Purchased Services	-	39,336	66,188	7,900	4,710
0600 Supplies	-	3,552	3,156	30,240	31,420
0700 Equipment	-	-	-	-	-
	<u>\$ -</u>	<u>\$ 45,830</u>	<u>\$ 69,344</u>	<u>\$ 67,420</u>	<u>\$ 68,250</u>
Exceptional Student Services	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	3,127,116	3,016,780	\$4,427,548	\$5,427,210	\$4,841,290
0200 Benefits	1,042,599	838,622	1,467,476	1,821,400	1,690,110
0300 Purchased Services	390,569	746,197	643,257	688,800	659,350
0600 Supplies	94,269	78,225	81,508	57,110	81,400
0700 Equipment	10,689	9,091	840	3,340	8,100
	<u>\$ 4,665,242</u>	<u>\$ 4,688,915</u>	<u>\$ 6,620,629</u>	<u>\$ 7,997,860</u>	<u>\$ 7,280,250</u>
English Language Learners	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,330,709	1,391,338	\$1,521,009	\$1,716,830	\$1,955,310
0200 Benefits	425,521	403,416	500,076	618,720	646,280
0300 Purchased Services	7,186	9,910	16,770	31,100	14,350
0600 Supplies	35,180	27,942	9,824	25,200	89,200
0700 Equipment	-	-	-	-	-
	<u>\$ 1,798,596</u>	<u>\$ 1,832,606</u>	<u>\$ 2,047,679</u>	<u>\$ 2,391,850</u>	<u>\$ 2,705,140</u>
Early Childhood Education	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	1,180,659	1,239,891	\$1,445,214	\$1,227,850	\$1,844,650
0200 Benefits	369,846	354,447	634,858	526,970	586,120
0300 Purchased Services	210,521	149,367	156,227	164,700	155,000
0600 Supplies	43,921	54,123	104,061	52,490	32,800
0700 Equipment	3,450	779	7,810	-	1,000
	<u>\$ 1,808,397</u>	<u>\$ 1,798,607</u>	<u>\$ 2,348,170</u>	<u>\$ 1,972,010</u>	<u>\$ 2,619,570</u>
Board of Education & Superintendent	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	310,984	369,672	\$384,301	\$374,980	\$421,890
0200 Benefits	75,749	75,609	99,439	116,540	135,280
0300 Purchased Services	521,971	492,982	431,993	509,100	350,550
0600 Supplies	135,203	142,920	177,767	224,600	249,500
0700 Equipment	865	2,396	4,684	1,000	1,000
	<u>\$ 1,044,772</u>	<u>\$ 1,083,579</u>	<u>\$ 1,098,184</u>	<u>\$ 1,226,220</u>	<u>\$ 1,158,220</u>

Community Relations	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	111,699	79,592	\$81,076	\$91,540	\$100,810
0200 Benefits	21,494	14,160	14,599	21,670	30,960
0300 Purchased Services	56,668	21,605	79,889	97,600	91,200
0600 Supplies	3,728	6,631	3,621	16,010	15,000
0700 Equipment	-	-	-	-	2,000
	<u>\$ 193,589</u>	<u>\$ 121,988</u>	<u>\$ 179,185</u>	<u>\$ 226,820</u>	<u>\$ 239,970</u>
Educator Quality	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	260,954	294,085	\$144,030	\$357,990	\$330,120
0200 Benefits	83,025	79,556	43,051	100,950	104,120
0300 Purchased Services	9,421	12,440	15,131	84,200	45,100
0600 Supplies	7,991	39,937	26,459	50,900	43,800
0700 Equipment	229	-	5,892	-	-
	<u>\$ 361,620</u>	<u>\$ 426,018</u>	<u>\$ 234,563</u>	<u>\$ 594,040</u>	<u>\$ 523,140</u>
Assessment	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	29,470	7,957	\$16,814	\$16,880	\$12,000
0200 Benefits	4,339	1,043	6,722	3,780	3,680
0300 Purchased Services	55,800	5,244	97,829	2,100	-
0600 Supplies	21,250	102,446	29,919	97,000	70,000
0700 Equipment	-	-	-	-	-
	<u>\$ 110,859</u>	<u>\$ 116,690</u>	<u>\$ 151,284</u>	<u>\$ 119,760</u>	<u>\$ 85,680</u>
Business Services	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	320,454	389,393	\$233,020	\$341,360	\$380,860
0200 Benefits	107,809	102,443	70,658	121,910	121,840
0300 Purchased Services	1,000,442	1,133,675	551,242	602,449	837,747
0600 Supplies	16,551	20,046	19,950	30,000	33,200
0700 Equipment	-	220	-	5,000	5,000
	<u>\$ 1,445,256</u>	<u>\$ 1,645,777</u>	<u>\$ 874,870</u>	<u>\$ 1,100,719</u>	<u>\$ 1,378,647</u>
Instructional Services	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	180,021	188,133	\$335,933	\$455,930	\$400,070
0200 Benefits	49,877	42,932	83,242	124,290	123,950
0300 Purchased Services	11,447	5,594	34,128	108,250	40,900
0600 Supplies	103,984	119,796	171,962	531,870	602,000
0700 Equipment	-	-	55,704	-	-
	<u>\$ 345,329</u>	<u>\$ 356,455</u>	<u>\$ 680,969</u>	<u>\$ 1,220,340</u>	<u>\$ 1,166,920</u>
Student Services	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	329,981	431,231	\$344,095	\$272,450	\$247,730
0200 Benefits	99,651	113,479	90,881	78,490	81,860
0300 Purchased Services	130,586	56,534	63,166	199,000	246,400
0600 Supplies	117,556	91,969	176,981	89,900	38,540
0700 Equipment	-	-	-	-	-
0900 PILT	216,500	187,500	231,896	239,510	240,000
	<u>\$ 894,274</u>	<u>\$ 880,713</u>	<u>\$ 907,019</u>	<u>\$ 879,350</u>	<u>\$ 854,530</u>
Human Resources	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	323,160	268,306	\$390,525	\$417,680	\$321,280
0200 Benefits	139,256	102,147	134,213	183,490	123,140
0300 Purchased Services	71,134	64,783	669,687	664,560	759,450
0600 Supplies	6,160	25,740	18,228	15,500	19,000
0700 Equipment	-	1,102	993	1,800	1,800
	<u>\$ 539,710</u>	<u>\$ 462,078</u>	<u>\$ 1,213,646</u>	<u>\$ 1,283,030</u>	<u>\$ 1,224,670</u>

Maintenance	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	885,441	888,783	\$789,904	\$759,730	\$845,890
0200 Benefits	251,045	234,564	256,119	302,240	275,650
0300 Purchased Services	186,486	220,053	301,037	205,400	209,950
0600 Supplies	518,444	440,666	500,373	407,500	386,850
0700 Equipment	-	4,884	3,478	23,250	4,000
	<u>\$ 1,841,416</u>	<u>\$ 1,788,950</u>	<u>\$ 1,850,911</u>	<u>\$ 1,698,120</u>	<u>\$ 1,722,340</u>
Technology	2011-12	2012-13	2013-14	2014-15	2015-16
0100 Salary	754,954	753,694	\$768,301	\$865,760	\$1,000,450
0200 Benefits	189,359	190,524	217,557	295,590	328,030
0300 Purchased Services	583,740	694,904	911,388	580,980	1,088,320
0600 Supplies	49,564	132,454	36,571	30,300	37,500
0700 Equipment	22,911	270,132	13,547	25,000	25,000
	<u>\$ 1,600,528</u>	<u>\$ 2,041,708</u>	<u>\$ 1,947,364</u>	<u>\$ 1,797,630</u>	<u>\$ 2,479,300</u>

Beginning Fund Balance Summary

Fund	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Adopted Budget
General Fund	\$ 11,196,733	\$ 10,511,922	\$ 10,711,902	\$ 11,088,502	\$ 11,088,502	\$ 11,562,057
Nutrition Services Fund	843	69,494	366,317	514,168	229,729	265,220
Designated Purpose Grants Fu	(446,926)	(55,287)	(299,579)	(172,081)	(172,081)	(172,081)
Transportation Fund	64,538	17,184	17,163	43,150	43,150	73,790
Bond Fund	11,323,445	11,896,492	11,796,093	11,110,990	11,110,990	10,609,600
Capital Reserve Fund	4,461,162	3,960,781	4,254,969	3,484,948	3,484,948	1,509,442
District Housing Fund	959,673	1,009,264	1,017,435	1,040,289	1,040,289	1,023,229
Student Activity Fund	828,222	1,114,643	1,187,938	1,144,903	1,144,903	1,256,037
Employee Benefit Trust Fund	1,616,361	1,763,542	1,513,902	1,055,151	1,055,515	-
Charter School Fund	535,907	3,376,757	3,525,302	719,872	719,872	697,288
TOTAL APPROPRIATION	\$ 30,539,958	\$ 33,664,792	\$ 34,091,442	\$ 30,029,892	\$ 29,745,817	\$ 26,824,582

Revenue Summary

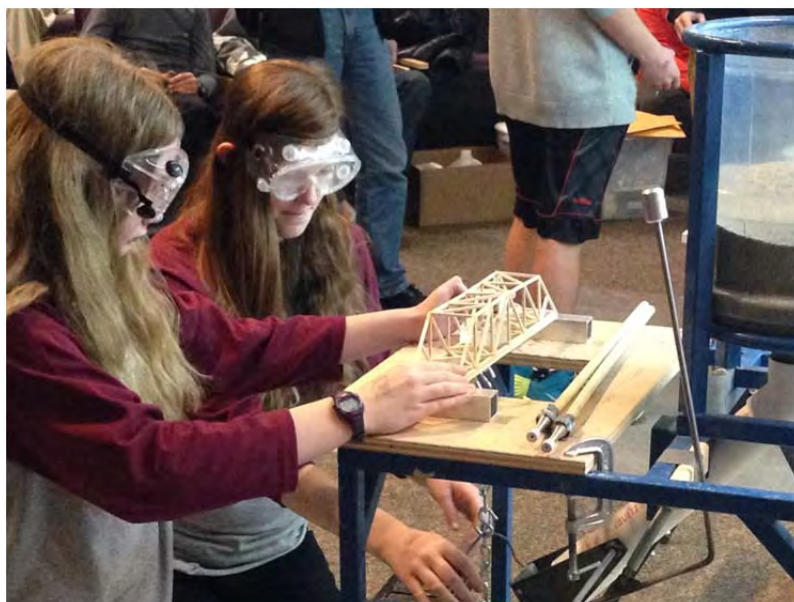
Fund	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Adopted Budget
General Fund	\$ 53,772,086	\$ 54,633,516	\$ 57,755,922	\$ 64,698,326	\$ 62,167,920	\$ 64,707,690
Nutrition Services Fund	1,701,553	1,933,137	1,834,017	1,743,000	1,764,250	1,785,500
Designated Purpose Grants Fu	4,771,294	3,617,466	4,639,465	4,373,458	4,373,458	4,550,741
Transportation Fund	2,511,958	2,349,063	2,396,345	2,393,062	2,598,200	2,620,070
Bond Fund	15,456,441	15,625,401	13,194,785	13,011,343	13,011,500	14,269,840
Capital Reserve Fund	407,731	1,079,318	2,189,025	2,476,020	2,533,494	2,180,980
District Housing Fund	155,962	139,482	139,660	310,000	305,000	347,650
Student Activity Fund	1,292,376	1,470,478	1,366,387	1,450,000	914,314	998,900
Employee Benefit Trust Fund	8,031,311	5,585,646	2,379,905	-	-	-
Charter School Fund	6,110,186	11,492,514	3,593,823	3,722,737	3,734,998	3,749,607
TOTAL APPROPRIATION	\$ 94,210,898	\$ 97,926,021	\$ 89,489,334	\$ 94,177,946	\$ 91,403,134	\$ 94,808,954

Expenditure Summary

Fund	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Adopted Budget
General Fund	\$ 54,456,897	\$ 54,433,536	\$ 57,755,922	\$ 64,698,325	\$ 62,399,260	\$ 65,558,740
Nutrition Services Fund	1,632,902	1,636,314	1,686,166	1,895,050	1,728,759	1,874,750
Designated Purpose Grants Fu	4,379,655	3,861,758	4,511,967	4,373,458	4,373,458	4,378,660
Transportation Fund	2,599,312	2,349,084	2,370,358	2,406,300	2,567,560	2,684,810
Bond Fund	14,883,394	15,725,800	13,879,888	13,509,000	13,512,890	14,079,463
Capital Reserve Fund	908,112	785,130	2,959,046	4,509,000	4,509,000	2,150,400
District Housing Fund	106,371	131,311	116,806	160,000	152,060	368,500
Student Activity Fund	1,005,955	1,397,183	1,379,422	1,450,000	803,180	998,900
Employee Benefit Trust Fund	7,884,130	5,835,286	2,838,292	1,055,515	350,620	-
Charter School Fund	3,269,336	11,343,969	6,399,253	3,766,754	3,757,582	3,740,621
TOTAL APPROPRIATION	\$ 91,126,064	\$ 97,499,371	\$ 93,897,120	\$ 97,823,402	\$ 94,154,369	\$ 95,834,844

Ending Fund Balance Summary

Fund	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Adopted Budget
General Fund	\$ 10,511,922	\$ 10,711,902	\$ 11,088,502	\$ 11,088,503	\$ 11,562,057	\$ 10,711,007
Nutrition Services Fund	69,494	366,317	514,168	362,118	265,220	175,970
Designated Purpose Grants Fu	(55,287)	(299,579)	(172,081)	(172,081)	(172,081)	-
Transportation Fund	17,184	17,163	43,150	29,912	73,790	9,050
Bond Fund	11,896,492	11,796,093	11,110,990	10,613,333	10,609,600	10,799,977
Capital Reserve Fund	3,960,781	4,254,969	3,484,948	1,451,968	1,509,442	1,540,022
District Housing Fund	1,009,264	1,017,435	1,040,289	1,020,289	1,023,229	1,002,379
Student Activity Fund	1,114,643	1,187,938	1,144,903	1,144,903	1,256,037	1,256,037
Employee Benefit Trust Fund	1,763,542	1,513,902	1,055,515	-	-	-
Charter School Fund	3,376,757	3,525,302	719,872	675,856	697,288	706,275
TOTAL APPROPRIATION	\$ 33,664,792	\$ 34,091,442	\$ 30,030,256	\$ 26,214,801	\$ 26,824,582	\$ 26,200,717



FTE Summary

	100-104	105-125	201-209	210-220	230-239	320-358	360-399	400-499	500-599	600-699	
	ESS										
Location	District Admin	School Admin	Teachers	Other Teachers	Certified Staff	Professional Staff	Technical Support	Instructional Support Staff	Office/Admin Support	Trades & Services	Total FTEs
General Fund											
110 Eagle Valley Elementary		1.00	22.15					6.57	1.50	1.38	32.60
120 Brush Creek Elementary		1.00	27.31	0.40				8.60	1.88	2.00	41.19
130 Avon Elementary		1.50	21.45	0.40				8.63	1.50	2.00	35.48
140 Red Sandstone Elementary		1.00	19.46					3.99	1.50	1.50	27.45
160 Gypsum Elementary		1.00	25.26	0.50				9.09	2.00	2.00	39.85
170 Edwards Elementary		1.00	21.66	1.10				2.63	2.00	2.00	30.39
180 Red Hill Elementary		1.00	23.96	0.75				12.57	1.94	1.94	42.16
190 June Creek Elementary		1.00	21.12	1.00				15.48	2.00	2.00	42.60
210 Eagle Valley Middle		2.00	17.50	0.50				2.00	2.00	1.38	25.38
230 Berry Creek Middle		1.60	24.60	1.40				8.86	2.63	1.75	40.84
240 Gypsum Creek Middle		2.00	21.85	0.50				5.85	2.00	2.00	34.20
310 Battle Mountain High		3.00	44.54	4.24				5.11	4.00	5.00	65.89
320 Eagle Valley High		3.00	40.80	5.28				6.00	4.50	4.00	63.58
340 Vail Ski and Snowboard Academy		1.50	11.50	1.00				1.14	1.00	1.00	17.14
390 Red Canyon High		1.50	14.38	0.75				2.86	1.50	1.00	21.99
461 World Academy			0.50								0.50
501 Homestake Peak School		2.00	37.22	1.00				11.66	2.00	3.00	56.88
610 Superintendent & Board of Education	2.00					1.00					3.00
619 Gifted & Talented			5.00	-				1.00			6.00
620 Educator Quality	1.00			2.00		1.00					4.00
621 Instructional Services		1.00		2.00					1.00		4.00
622 Student Services	1.00			2.00		2.00					5.00
623 Assessment											-
624 Nursing					2.00			13.82			15.82
625 Exceptional Student Services	1.00	2.00	1.00	3.81	18.91	1.20		3.00	3.00		33.92
626 English Language Acquisition (ELA)				1.00		4.00					5.00
627 Preschool				0.75				2.13	1.88		4.76
629 Community Relations/Grant Writer	1.00										1.00
630 Business Services	1.00					1.00			3.00	1.13	6.13
640 Human Resources		1.00							4.00	1.00	6.00
650 Technology	1.00						13.00		1.00		15.00
670 Food Services											-
710 Maintenance						1.00			1.00	12.19	14.19
720 Transportation											-
950 ECCA			1.81								1.81
General Fund Total	8.00	29.10	403.07	30.38	20.91	11.20	13.00	130.99	48.83	48.27	743.75
Other District Funds											
21 Nutrition Services Fund						1.00			1.75	22.42	25.17
22 Grants Fund			27.36	1.25				11.33	2.63		42.57
25 Transportation Fund						1.00		0.30	5.38	30.70	37.38
52 District Housing Fund										1.25	1.25
Total District Funds	-	-	27.36	1.25	-	2.00	-	11.63	9.76	54.37	106.37
Total All Funds	8.00	29.10	430.43	31.63	20.91	13.20	13.00	142.62	58.59	102.64	850.12

School Revenue & Expenditure Allocation Formulas

Student Fees

Students shall not be charged an instructional fee as a condition of enrollment in school or as a condition of attendance in any class that is considered part of the academic portion of the District's educational program, except tuition when allowed by law. However, the District requires students to pay for expendable materials above the basic requirement, athletic/activity fees and miscellaneous fees for field trips. The fees for Eagle County School District RE50J for 2015-16 are as follows:

Elementary Schools-

Technology/Communication/Book/Trip Fee	25.00 per student
Bus Pass Replacement Fee	5.00 per pass

Middle Schools-

Activity/Trip Fee	35.00
Art fee	15.00 per class
Athletic fee	25.00 per sport
Band Fee	15.00 per class
Bus Pass Replacement Fee	5.00 per pass
Family Athletic Pass (2 adult/2 kids) (<i>admission to all home events</i>)	35.00 annually
Planner Replacement Fee	5.00 per student
Shop fee/STEM	15.00 per class
Summer School Fee	100.00 per year
Technology fee	15.00 per student

High Schools-

Advanced placement classes	90.00
Athletic/Activity Fee	110.00 per sport (no max)
Baseball	Cheerleading Football Track Golf Volleyball
Cross Country	
Nordic Skiing	
Soccer	
Wrestling	110.00 220.00 850.00
Speech	
Alpine Skiing	
Hockey	
Art fee	30.00 per class
Bus Pass Replacement Fee	5.00 per pass
Class fees	
Freshman	20.00 per student
Juniors	
Sophomores	30.00 per student
Seniors	
Choir	30.00 per student
Family Athletic Pass (2 adult/2 kids) (<i>admission to all home events</i>)	150.00 annually
Life Management fee	
Career Connections Family Studies	30.00 per class

Foods & Nutrition	30.00 per class
Textiles & Design	30.00 per class
Industrial Tech fee	30.00 per class
Auto	Broadcasting/Video
Drafting	Woodshop
Photography class fee	30.00 per semester
PSAT/Plan test	16.00-30.00 (Actual Cost)
Student planner replacement fee	10.00 per student
Student Activity Card	35.00 per student
Summer school	125.00 per semester course
Technology Fee	20.00 per student

Students will be required to provide instructional supplies including paper, pencils, tape, scissors, glue, notebooks, etc. Students have the option of purchasing such items as t-shirts, yearbooks, field trips, learn to ski, projects from art and shop class.

User Charges

The user charges for Eagle County Schools for 2015-16 are as follows:

Before and After School Care-

A.M. and P.M. Tuition	20.00/day, 2nd child 15.00/day
A.M. only	7.00/day
P.M. only	15.00/day
None School Days/Early Release Days	30.00/day
Summer	32.00/day

Preschool-

Full day preschool tuition	35.00 per day
Half day AM preschool tuition	25.00 per day
Half day PM preschool tuition	15.00 per day

Every Day Kindergarten-

Full rate	250.00 per month
Scholarship for those who qualify	30.00 per month
Reduced rate for those who qualify	60.00 per month
Low rate for those who qualify	120.00 per month

Tuition-

Full rate out of state after October 1, 2015	10,930 per year or 62.00 per day
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Food Service Lunch Prices-

Elementary	3.00 per meal
Secondary	3.25 per meal
Adult	3.75 per meal
Milk	.50 per carton

Staffing Allocations

Each of the district's schools is allocated resources on the basis of projected funded pupil count. This funding is designated through two formulas, which cover the costs of:

- Staffing, i.e. teachers, aides, counselors, librarians, principals, office personnel, etc.
- Supplies, equipment, and staff development.

Staffing is allocated through a staffing formula, which ensures that staffing is distributed to schools equitably. Schools may allocate their staff differently depending on the needs of their student population. The staffing allocation includes principals, assistant principals, deans, athletic directors and classified staff in addition to classroom teachers. These ratios do not reflect actual classroom sizes, which are generally in the low 20's for elementary, mid to upper twenties for middle and high school. This flexibility encourages the collaborative input of local school advisory committees. The staffing levels for each educational level are:

- | | |
|---------------------|------------------------------|
| • Preschool | 1 teacher/15 students |
| | 2 para educators/15 students |
| • Elementary School | 1 FTE/15.5 students |
| • Middle School | 1 FTE/16.5 students |
| • High School | 1 FTE/16.5 students |

FTE is allocated based on the number ELL students at each school. Each year the Director of ELL receives a total FTE allocation which is divided by the number of ELL students in each building. ELL allocation change as student demographics in schools change.

- | | |
|-----------------------------------|------------------------|
| • English Language Learners (ELL) | 29:8 FTE district-wide |
|-----------------------------------|------------------------|



School Discretionary Allocations

School Name	15-16 Projected	Base Funding	Non-CHSAA Funding	Per Pupil \$ 132.00	Athletic Supplies/ Equipment	Copy Allocation \$ 13.00	Activity/Athletic Transportation \$ -	Total	Subs Allocation \$ 50.00
Avon Elementary	327	12,500	2,500	43,164	-	4,251	-	\$ 62,415	\$ 16,350
Brush Creek Elementary	414	12,500	2,500	54,648	-	5,382	-	75,030	20,700
Eagle Valley Elementary	339	12,500	2,500	44,748	-	4,407	-	64,155	16,950
Edwards Elementary	328	12,500	2,500	43,296	-	4,264	-	62,560	16,400
Gypsum Elementary	394	12,500	2,500	52,008	-	5,122	-	72,130	19,700
June Creek Ele	326	12,500	2,500	43,032	-	4,238	-	62,270	16,300
Red Hill Elementary	371	12,500	2,500	48,972	-	4,823	-	68,795	18,550
Red Sandstone Elementary	268	12,500	2,500	35,376	-	3,484	-	53,860	13,400
Homestake Peak	313	12,500	2,500	41,316	-	4,069	-	60,385	15,650
Subtotal	3,080	112,500	22,500	406,560	-	40,040	-	\$ 581,600	\$ 154,000

	15-16 Projected	Base Funding	Non-CHSAA Funding	Per Pupil \$ 117.00	Athletic Supplies/ Equipment	Copy Allocation \$ 15.00	Activity/Athletic Transportation \$ 17.00	Total	Subs Allocation \$ 50.00
Berry Creek Middle	365	16,700	2,500	42,705	14,700	5,475	6,205	\$ 88,285	\$ 18,250
Eagle Valley Middle	341	16,700	2,500	39,897	14,700	5,115	5,797	84,709	17,050
Gypsum Creek Middle	367	16,700	2,500	42,939	14,700	5,505	6,239	88,583	18,350
Homestake Peak	291	16,700	2,500	34,047	14,700	4,365	4,947	77,259	14,550
Subtotal	1,364	66,800	10,000	159,588	58,800	20,460	23,188	\$ 338,836	\$ 68,200

	15-16 Projected	Base Funding	Non-CHSAA Funding	Per Pupil \$ 61.00	Athletic Supplies/ Equipment	Copy Allocation \$ 8.00	Activity/Athletic Transportation \$ 200.00	Total	Subs Allocation \$ 50.00
Battle Mountain High	847	23,000	2,500	51,667	80,650	6,776	169,400	\$ 333,993	\$ 42,350
Eagle Valley High	794	23,000	2,500	48,434	80,650	6,352	158,800	319,736	39,700
Red Canyon High	177	23,000	2,500	10,797	-	1,416	35,400	73,113	8,850
VSSA	175	12,500	2,500	10,675	-	1,400	-	27,075	8,750
World Academy	35	12,500	2,500	2,135	-	280	-	17,415	1,750
Subtotal	2,028	94,000	12,500	123,708	161,300	16,224	363,600	\$ 771,332	\$ 101,400

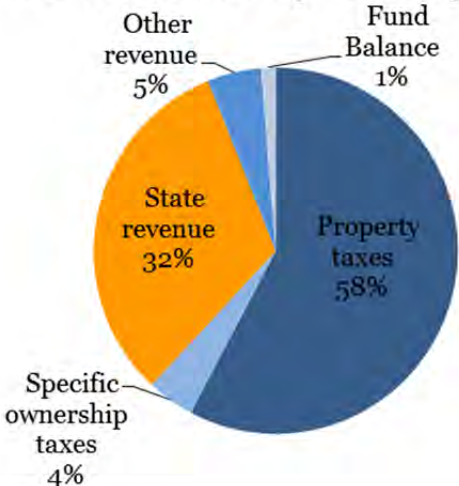
Grand Total	6,472	273,300	45,000	689,856	220,100	76,724	386,788	\$ 1,691,768	\$ 323,600
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15-16 projected student enrollment reflects K-12 enrollment only. Preschool is not included in this allocation

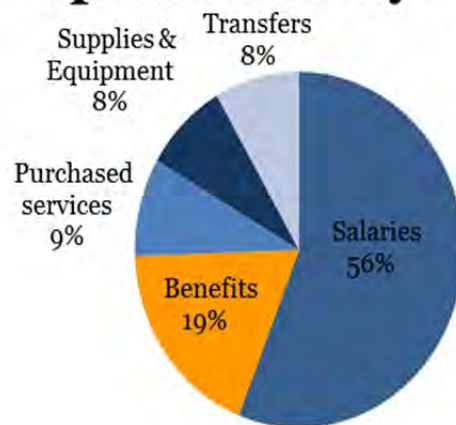
General Fund Summary

	2011-12 <u>Actual</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Budget</u>	2014-15 <u>Estimated</u>	2015-16 <u>Budget</u>	2016-17 <u>Forecasted</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>
Beginning Fund Balance	\$ 11,196,733	\$ 10,511,922	\$ 10,711,902	\$ 11,088,502	\$ 11,088,502	\$ 11,562,057	\$ 10,711,007	\$ 10,711,007	\$ 10,711,007
Revenue:									
Property taxes	\$ 38,402,884	\$ 37,821,355	\$ 36,679,004	\$ 36,310,092	\$ 35,961,600	\$37,858,780	\$ 39,751,720	\$ 41,356,050	\$ 43,343,020
Specific ownership taxes	2,030,799	2,163,509	2,340,641	2,726,000	2,726,000	2,745,820	2,828,190	2,876,010	2,900,430
State revenue	10,002,652	10,590,118	15,183,457	21,929,687	20,299,000	20,967,500	21,282,020	21,601,250	21,925,670
Interest income	16,755	30,925	19,801	16,000	13,000	16,000	16,000	16,000	16,000
Other revenue	3,318,996	4,027,609	3,533,019	3,716,547	3,168,320	3,119,590	3,213,180	3,309,570	3,408,860
Total revenue	53,772,086	54,633,516	57,755,922	64,698,326	62,167,920	64,707,690	67,091,110	69,158,880	71,593,980
Expenditures & Transfers:									
Salaries	\$ 33,116,517	\$ 31,733,858	\$ 32,008,145	\$ 36,313,973	\$ 34,402,170	\$ 36,716,815	\$ 37,821,130	\$ 38,955,990	\$ 40,124,690
Benefits	10,060,312	9,025,182	10,188,507	12,033,547	12,065,180	12,080,820	12,554,480	13,044,140	13,552,600
Purchased services	3,962,181	4,582,554	5,267,110	5,591,781	5,592,020	5,842,987	5,924,460	6,102,200	6,567,570
Supplies & Equipment	4,356,379	5,303,086	4,887,014	5,030,468	4,938,670	5,454,488	5,486,430	5,650,670	5,819,110
Contingency	-	-	-	329,556	-	-	-	-	-
Charter Schools	2,427,156	2,500,673	2,708,299	2,879,000	2,881,220	2,963,530	2,978,350	3,067,700	3,159,730
Total Expenditures	53,922,545	53,145,353	55,059,075	62,178,325	59,879,260	63,058,640	64,764,850	66,820,700	69,223,700
Net Change in Fund Balance	(150,459)	1,488,163	2,696,847	2,520,001	2,288,660	1,649,050	2,326,260	2,338,180	2,370,280
Transfers In	-	-	-	-	704,895	-	-	-	-
Transfers Out	534,352	1,288,183	2,320,247	2,520,000	2,520,000	2,500,100	2,326,260	2,338,180	2,370,280
Ending Fund Balance	\$ 10,511,922	\$ 10,711,902	\$ 11,088,502	\$ 11,088,503	\$ 11,562,057	\$ 10,711,007	\$ 10,711,007	\$ 10,711,007	\$ 10,711,007
Appropriation						\$65,558,740			

Revenues By Category



Expenditures By Object



Revenue Summary

	2013-14 Audited Actual	2014-15 Revised Budget	2014-15 Estimated	2015-16 Adopted Budget
REVENUE				
Local Sources				
Property Taxes- SFA	\$28,055,083	\$27,884,138	\$27,884,138	\$29,781,350
Property Taxes- Override	8,702,400	8,425,954	8,077,462	8,061,630
Specific Ownership Tax- SFA	1,354,249	1,487,511	1,487,511	1,532,136
Specific Ownership Tax	986,392	1,238,489	1,238,489	1,213,685
Tuition/ Fees	1,616,632	1,494,142	1,371,020	1,457,650
Interest	19,801	16,000	13,000	16,000
Services Provided to Charters	434,555	445,000	445,000	445,000
Miscellaneous Revenue	936,258	1,193,773	1,346,900	1,227,739
Subtotal Local Sources	\$42,105,370	\$42,185,007	\$41,863,520	\$43,735,190
State Sources				
Finance Act (SFA)	\$13,311,387	\$19,707,840	\$17,418,300	\$18,061,200
Vocational Education Reimbursement	52,388	52,388	53,300	45,000
Special Education Reimbursement	1,271,747	1,000,000	1,122,400	1,150,000
ELPA Reimbursement	327,654	813,288	813,300	813,000
Gifted and Talented Reimbursement	58,352	55,662	55,700	56,000
Read ACT	149,329	353,170	353,200	350,000
Other State Revenue	12,600	51,231	8,400	8,000
Subtotal State Sources	\$15,183,457	\$22,033,579	\$19,824,600	\$20,483,200
Federal Sources				
PILT	\$467,095	\$479,740	\$479,800	\$489,300
Other Federal Sources	-	-	-	-
Subtotal Federal Sources	\$467,095	\$479,740	\$479,800	\$489,300
TOTAL REVENUE	\$57,755,922	\$64,698,326	\$62,167,920	\$64,707,690



Expenditure Summary

	2013-14 Audited Actual	2014-15 Revised Budget	2014-15 Estimated	2015-16 Adopted Budget
EXPENDITURES				
101-125 Administrators & Principals	\$2,790,813	\$3,383,218	\$3,306,610	\$3,500,405
201-218 Teachers	20,513,752	23,143,911	21,841,450	23,439,870
231-239 Psych/SocWkr/Occup & Phys Therapists	1,034,455	1,183,655	1,138,410	1,145,270
300-359 Professional Support Staff	436,061	509,195	510,680	609,180
360-390 Technical Support Staff	696,987	836,773	793,870	816,650
401-490 Para Educators & Aides	2,621,168	3,272,142	2,943,670	3,091,210
500-513 Office & Administrative Support Staff	1,880,794	1,943,630	1,861,590	1,947,500
600-637 Crafts/Trades Services	2,034,115	2,041,449	2,005,890	2,166,730
Subtotal Salaries	\$32,008,145	\$36,313,973	\$34,402,170	\$36,716,815
Employee Benefits	10,188,507	12,033,547	12,065,180	12,080,820
Subtotal Personnel Expenditures	\$42,196,652	\$48,347,520	\$46,467,350	\$48,797,635
Purchased Prof & Tech Services	\$1,576,884	\$1,597,657	\$1,598,690	\$1,648,320
Purchased Property Services	986,627	1,128,500	1,013,300	1,020,830
Other Purchased Services	2,703,599	3,195,180	2,980,030	3,173,837
Supplies	4,735,711	4,834,355	4,752,680	5,336,218
Property & Equipment	151,303	196,113	185,990	118,270
Other Uses of Funds	2,708,299	2,879,000	2,881,220	2,963,530
Subtotal Non Personnel Expenditures	\$12,862,423	\$13,830,805	\$13,411,910	\$14,261,005
TOTAL EXPENDITURES	\$55,059,075	\$62,178,325	\$59,879,260	\$63,058,640

Other Funds

State law requires each Board of Education to approve expenditures of all funds. A fund is an independent fiscal and accounting entity with a self-balancing set of accounts and with its own assets, liabilities, and fund equity, which are segregated for the purpose of conducting specific activities of the district in accordance with special regulations, restrictions, and limitations.

This section of the budget document presents all funds, other than the General Fund, for review and comparison purposes. In order, they are:

- Nutrition Services Fund
- Designated Purpose Grants Fund
- Transportation Fund
- Bond Redemption Fund
- Capital Reserve Fund
- District Housing Fund
- Employee Benefit Trust Fund
- Student Activity Fund
- Charter School Fund



Nutrition Service Fund

We provide the children of Eagle County a healthy, nutritious, sustainable lunch program with an emphasis on scratch cooking techniques, whole grains, unlimited fresh fruits and vegetables & synthetic hormone free milk, plus provide Universal Free Breakfast to our high needs schools to prepare our students for learning.

- Decreased child intake of highly processed foods and increased whole grains – All entrees are made from scratch cooking techniques and 90% of grains are whole grain rich
- Increased access to fresh fruits and vegetable – 14 schools with unlimited fresh fruit and vegetable bars.
- In partnership with Vail Valley Youth Foundation, providing fruit for all after school power hour programs.
- Providing Breakfast to our high needs community –Providing Universal Free Breakfast to 3 of our 4 highest needs schools.

ECS plans on spending \$88,250 of the beginning fund balance to support increased salary and benefit cost. The beginning fund balance is sufficient to cover this cost for one year. Future adjustments must be made to revenue and/or expenditures in the fund to maintain financial stability.

	2011-12 <u>Actual</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Budget</u>	2014-15 <u>Estimated</u>	2015-16 <u>Budget</u>	2016-17 <u>Forecasted</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>
Beginning Fund Balance	\$ 843	\$ 69,494	\$ 366,317	\$ 514,168	\$ 229,729	\$ 265,220	\$ 175,970	\$ 175,970	\$ 175,970
Revenue:									
Food sales	725,109	835,578	684,851	600,000	574,840	590,000	607,700	625,930	644,710
Federal reimbursement	883,265	958,127	1,042,566	999,000	1,049,140	1,055,000	1,086,650	1,119,250	1,152,830
USDA donated commodities	69,835	64,833	76,411	90,000	90,000	90,000	90,000	90,000	90,000
State reimbursement	23,344	24,599	30,189	54,000	50,270	50,500	52,020	53,580	55,190
General Fund Subsidy	-	50,000	-	-	-	-	-	-	-
Total Revenue	<u>1,701,553</u>	<u>1,933,137</u>	<u>1,834,017</u>	<u>1,743,000</u>	<u>1,764,250</u>	<u>1,785,500</u>	<u>1,836,370</u>	<u>1,888,760</u>	<u>1,942,730</u>
Expenditures:									
Salaries	\$ 707,601	\$ 681,691	\$ 673,911	\$ 748,050	\$ 677,170	\$ 712,480	\$ 718,980	\$ 740,990	\$ 763,670
Benefits	238,536	195,585	235,710	250,600	255,850	277,870	283,800	295,060	306,750
Purchased services	3,450	8,142	16,148	25,100	20,000	20,000	20,440	20,950	21,570
Food and milk	513,597	512,427	579,164	627,200	637,309	676,500	649,420	663,570	677,970
Supplies	76,421	66,358	63,486	150,900	54,500	57,900	58,280	60,020	61,810
Equipment	345	76,810	2,255	3,200	1,600	40,000	15,000	15,000	15,000
Commodities	69,835	64,833	76,410	90,000	82,330	90,000	90,450	93,170	95,960
Depreciation/amortization	23,117	30,468	39,082	-	-	-	-	-	-
Total Expenditures	<u>1,632,902</u>	<u>1,636,314</u>	<u>1,686,166</u>	<u>1,895,050</u>	<u>1,728,759</u>	<u>1,874,750</u>	<u>1,836,370</u>	<u>1,888,760</u>	<u>1,942,730</u>
Net Change in Fund Balance	68,651	296,823	147,851	(152,050)	35,491	(89,250)	-	-	-
Ending Fund Balance	<u>\$ 69,494</u>	<u>\$ 366,317</u>	<u>\$ 514,168</u>	<u>\$ 362,118</u>	<u>\$ 265,220</u>	<u>\$ 175,970</u>	<u>\$ 175,970</u>	<u>\$ 175,970</u>	<u>\$ 175,970</u>
Appropriation						<u>\$ 1,874,750</u>			

Designated Purpose Grants Fund

The Designated Purpose Grants Fund is provided to maintain separate accounting for federal grant programs, which are restricted as to the type of expenditures for which they may be used, and which may have a different fiscal period than that of the district. The district seeks grants from federal sources to provide additional and/or alternative funding for school district programs. As grants are received, the Board of Education formally accepts the grant, which establishes the accounting records for the grant.

Significant grants currently received by the district include:

- Head Start - Provides a preschool program for children identified as low income
- Special Ed IDEA Part B - Provides salary and benefits to a portion of our Special Education teachers and assistants.
- Title I - Provides salary and benefits for reading at Avon, Eagle, Edwards, Gypsum, Red Hill, Homestake Peak, and Red Sandstone Elementary schools
- School Based Health Clinic - Provides for operation of a school based health clinic at Avon Elementary School
- Colorado Legacy Foundation - Provides training and stipends for teachers on writing and implementing the new curriculum

	2011-12 <u>Actual</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Budget</u>	2014-15 <u>Estimated</u>	2015-16 <u>Budget</u>	2016-17 <u>Forecasted</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>
Beginning Fund Balance	\$ (446,926)	\$ (55,287)	\$ (299,579)	\$ (172,081)	\$ (172,081)	\$ (172,081)	\$ -	\$ -	\$ -
Revenue:									
Federal grants	\$ 2,842,067	\$ 1,708,701	\$ 3,363,580	\$ 2,379,238	\$ 2,379,238	\$ 2,520,620	\$ 2,540,000	\$ 2,540,000	\$ 2,540,000
State grants	25,000	-	-	654,513	654,513	453,640	450,000	450,000	450,000
Local grants	1,904,227	1,908,765	1,275,885	1,339,707	1,339,707	1,576,481	1,510,000	1,510,000	1,510,000
Total Revenue	4,771,294	3,617,466	4,639,465	4,373,458	4,373,458	4,550,741	4,500,000	4,500,000	4,500,000
Expenditures:									
Salaries	\$ 2,512,229	\$ 2,352,143	\$ 2,320,943	\$ 1,944,044	\$ 1,944,044	\$ 2,092,191	\$ 2,115,000	\$ 2,115,000	\$ 2,115,000
Benefits	578,992	427,643	524,942	552,787	552,787	544,063	740,250	740,250	740,250
Purchased services	799,020	886,008	1,398,023	1,055,766	1,055,766	683,579	1,125,000	1,125,000	1,125,000
Supplies and Equipment	489,414	195,964	268,059	820,861	820,861	1,058,827	519,750	519,750	519,750
Total Expenditures	4,379,655	3,861,758	4,511,967	4,373,458	4,373,458	4,378,660	4,500,000	4,500,000	4,500,000
Net Change in Fund Balance	\$ 391,639	\$ (244,292)	\$ 127,498	\$ -	\$ -	\$ 172,081	\$ -	\$ -	\$ -
Ending Fund Balance	\$ (55,287)	\$ (299,579)	\$ (172,081)	\$ (172,081)	\$ (172,081)	\$ -	\$ -	\$ -	\$ -
Appropriation						\$ 4,378,660			

Designated Purpose Grants Fund

CFDA Number	Grant	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	2016-17 Forecasted	2017-18 Forecasted	2018-19 Forecasted
84.009	Special Education Child Find	-	-	\$ -	-	-	-	-	-	-
	Gifted Education Universal Screening	-	-	-	\$ 54,037	\$ 54,037	10,945	-	-	-
84.010	Title I Literacy	552,765	512,791	512,303	772,317	840,437	704,840	750,000	750,000	750,000
84.011	Migrant State, Title I-C	187,637	193,281	43,371	-	-	-	-	-	-
84.027	Special Ed IDEA Part B	991,485	1,016,821	986,565	1,071,814	1,071,814	1,071,810	1,010,000	1,010,000	1,010,000
84.173	Special Education IDEA Preschool	-	-	25,033	25,033	27,224	25,030	25,030	25,030	25,030
84.365	Title III, Immigrant Education	177,903	160,207	132,188	130,219	130,219	144,605	144,000	144,000	144,000
84.365	Title III, Immigrant Education (Set-Aside)	-	-	-	-	-	16,980	-	-	-
84.367	Title II, Teacher Quality	129,707	114,190	105,400	104,068	104,068	103,910	104,068	104,068	104,068
84.413	Race to the Top	-	-	29,639	-	-	-	-	-	-
84.048	Carl Perkins	29,827	41,890	48,730	19,145	23,117	40,000	40,000	40,000	40,000
84.126	SWAP Grant	129,582	119,020	128,564	-	-	-	-	-	-
84.366	Math/Science	327,311	54,647	652,527	550,000	600,476	400,000	-	-	-
84.412	Race to the Top School Readiness	-	-	1,825	2,955	-	2,500	2,500	2,500	2,500
	Wayfinder (County Flow-thru)	-	-	-	-	1,261	-	-	-	-
93.600	Headstart	444,851	447,968	424,993	453,636	453,636	453,640	453,640	453,640	453,640
Private	BMHS Chinese Program	28,000	44,046	46,496	47,414	47,141	44,950	44,450	44,450	-
Private	Temple Buell Foundation	15,763	9,237	19,639	5,361	30,361	10,000	15,000	15,000	15,000
Private	Single Point of Entry (Wayfinder)	74,769	120,541	233,199	200,000	165,000	164,780	-	-	-
Private	CO Health Foundation (SBHC*)	-	217,751	95,848	68,785	68,785	17,620	-	-	-
Private	Caring for Colorado (SBHC)	-	40,647	59,353	-	50,000	-	-	-	-
Private	EFEC	-	-	156,575	62,608	78,147	-	-	-	-
Private	El Pomar (SBHC)	-	-	20,000	-	-	-	-	-	-
Private	Co Health Found (Food Service)	-	-	-	92,985	92,985	3,000	-	-	-
Private	Vail Valley Cares	-	-	-	-	3,434	-	-	-	-
Private	Action for Healthy Kids	-	-	9,942	58	58	-	-	-	-
Private	CO Dept of Public Health (SBHC)	-	-	177,639	247,883	247,883	196,530	-	-	-
Private	Eagle County Community Grant (SBHC)	-	-	-	-	30,000	-	-	-	-
Private	RCHS Lowes Tool Box	-	-	-	-	5,000	-	-	-	-
Private	Colorado Legacy Foundation	148,439	381,509	482,051	-	-	-	-	-	-
Private	Sidney E Frank Foundation	-	-	-	94,599	94,599	137,520	-	-	-
Private	Temple Buell Foundation Transition	-	-	-	-	50,000	-	-	-	-
Private	Uncle Bens Beginners	-	-	-	-	30,000	-	-	-	-
Private	Everfi	-	-	-	-	10,000	30,000	-	-	-
Private	VSSA POW Grant	-	-	-	-	4,473	-	-	-	-
Private	RCHS Teen Parent Grant	-	-	-	-	8,400	-	-	-	-
Private	Womens Foundation	10,886	4,442	4,040	-	-	-	-	-	-
Private	Bessie Minor Swift Foundation	-	-	-	-	1,472	-	-	-	-
	Mini Grants or those Not Yet Identified	1,130,730	382,770	116,050	370,541	46,574	800,000	1,911,312	1,911,312	1,955,762
		\$ 4,379,655	\$ 3,861,758	\$ 4,511,970	\$ 4,373,458	\$ 4,373,458	\$ 4,378,660	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000

*SBHC=School Based Health Clinic

Appropriation

\$ 4,378,660



Transportation Fund

Eagle County Schools Transportation Department operates 44 buses running 26 regular routes. We also transport kids all over the state to sporting events, field trips, and cultural learning opportunities. Altogether, our buses log around 500,000 miles annually. We have operated without a passenger injury for over 2 decades. Safe operation of school buses requires cooperation and collaboration of drivers, riders, parents, and schools. The revenue for the Transportation Fund is property tax revenue and the reimbursement from the state for categorical transportation expenses. The projected mill levy for 2015-16 is .404 mills based on an estimated assessed valuation of \$2,476,832,942. Expenditures for this fund are the current operating expenditures for providing pupil transportation to and from school, exclusive of the purchase or lease of pupil transportation vehicles or other capital outlays. Expenditures include salary and benefits of bus drivers, maintenance and repair of vehicles, motor fuel and oil and supervision of the transportation department.

ECS plans on spending \$64,070 of the beginning fund balance to support increased salary and benefit cost. The beginning fund balance is sufficient to cover this cost for one year. Future adjustments must be made to revenue and/or expenditures in the fund to maintain financial stability.

	2011-12 <u>Actual</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Budget</u>	2014-15 <u>Estimated</u>	2015-16 <u>Budget</u>	2016-17 <u>Forecasted</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>
Beginning Fund Balance	\$ 64,538	\$ 17,184	\$ 17,163	\$ 43,150	\$ 43,150	\$ 73,790	\$ 9,050	\$ 9,700	\$ 12,890
Revenue:									
Property tax	\$ 999,813	\$ 994,913	\$1,009,406	\$1,000,000	\$1,000,600	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Specific ownership tax	34,852	40,642	45,656	50,000	50,000	50,000	50,000	50,000	50,000
State categorical	467,601	489,887	450,108	440,062	440,100	440,070	440,000	447,000	459,000
Other income	650,340	623,077	591,175	403,000	607,500	630,000	648,900	651,860	655,420
Transfer	359,352	200,544	300,000	500,000	500,000	500,000	500,000	510,000	540,000
Total Revenue	2,511,958	2,349,063	2,396,345	2,393,062	2,598,200	2,620,070	2,638,900	2,658,860	2,704,420
Expenditures:									
Salaries	\$1,495,650	\$1,344,393	\$1,292,477	\$1,317,900	\$1,385,580	\$1,420,000	\$1,417,600	\$1,421,480	\$1,451,670
Benefits	494,135	375,783	439,730	443,400	545,580	580,990	583,650	590,190	601,650
Purchased services	44,967	73,251	84,766	77,000	80,500	92,320	69,000	72,000	75,000
Supplies and equipment	524,560	555,657	553,385	568,000	555,900	591,500	568,000	572,000	574,000
Total Expenditures	2,559,312	2,349,084	2,370,358	2,406,300	2,567,560	2,684,810	2,638,250	2,655,670	2,702,320
Net Change in Fund Balance	\$ (47,354)	\$ (21)	\$ 25,987	\$ (13,238)	\$ 30,640	\$ (64,740)	\$ 650	\$ 3,190	\$ 2,100
Ending Fund Balance	\$ 17,184	\$ 17,163	\$ 43,150	\$ 29,912	\$ 73,790	\$ 9,050	\$ 9,700	\$ 12,890	\$ 14,990
Appropriation						\$ 2,684,810			

Bond Redemption Fund

The Bond Redemption Fund provides revenues based on a property tax mill set by the School Board to satisfy the District's bonded indebtedness on an annual basis. The sole revenue for the Bond Redemption Fund is property tax revenue. The projected mill levy for 2015 paid in the spring of 2016 is 5.683 mills based on an estimated assessed valuation of \$2,476,832,942. The expenditures for this fund are principal, interest, and service fees for the voter approved bonds. Outstanding indebtedness at June 30, 2015, will be \$168,940,383 with final maturity scheduled for December 1, 2027. The annual principal and interest payments for fiscal year 2015-16 will be \$14,076,463. The reserve balance represents a timing issue in the Bond Redemption Fund. Taxes collected in the spring must be used to pay the June and December debt payment of the same calendar year. Therefore, at the end of the District's fiscal year, June taxes have been collected but the second calendar debt payment has not been made. The taxes are held in reserve to make the December principal and interest payment.

ECS is beginning discussions around issuing additional debt in November 2016 to address capital needs.

	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Budget	2014-15 Estimated	2015-16 Budget	2016-17 Forecasted	2017-18 Forecasted	2018-19 Forecasted
Beginning Fund Balance	\$11,323,445	\$ 11,896,492	\$11,796,093	\$ 11,110,990	\$ 11,110,990	\$10,609,600	\$ 10,799,977	\$ 11,012,699	\$ 11,239,696
Revenue:									
Property taxes	15,456,441	14,751,813	13,194,785	13,011,343	13,011,500	14,269,840	14,348,090	14,321,590	14,321,340
Other Financing Sources	-	873,588	-	-	-	-	-	-	-
Total Revenue	<u>15,456,441</u>	<u>15,625,401</u>	<u>13,194,785</u>	<u>13,011,343</u>	<u>13,011,500</u>	<u>14,269,840</u>	<u>14,348,090</u>	<u>14,321,590</u>	<u>14,321,340</u>
Expenditures:									
Principal	\$ 7,175,000	\$ 7,430,000	\$ 7,480,000	\$ 7,405,000	\$ 7,405,000	\$ 8,335,000	\$ 8,800,000	\$ 9,205,000	\$ 9,665,000
Interest	7,708,394	7,422,212	6,399,888	6,101,000	6,101,000	5,741,463	5,332,338	4,886,463	4,426,432
Paying agent fees	-	873,588	-	3,000	6,890	3,000	3,030	3,130	3,220
Total Expenditures	<u>14,883,394</u>	<u>15,725,800</u>	<u>13,879,888</u>	<u>13,509,000</u>	<u>13,512,890</u>	<u>14,079,463</u>	<u>14,135,368</u>	<u>14,094,593</u>	<u>14,094,652</u>
Net Change in Fund Balance	573,047	(100,399)	(685,103)	(497,657)	(501,390)	190,377	212,722	226,997	226,688
Ending Fund Balance	<u>\$11,896,492</u>	<u>\$ 11,796,093</u>	<u>\$11,110,990</u>	<u>\$10,613,333</u>	<u>\$10,609,600</u>	<u>\$ 10,799,977</u>	<u>\$ 11,012,699</u>	<u>\$ 11,239,696</u>	<u>\$ 11,466,384</u>
Appropriation						<u>\$ 14,079,463</u>			

Legal Debt Margin

C.R.S. 22-42-104. Limit of bonded indebtedness, defines the amount a Colorado school district can bond. In general it is limited to twenty percent of the latest valuation for assessment of the taxable property in such district, as certified by the county assessor to the board of county commissioners. There are some exceptions that are clearly defined in the statute. The calculation is included on the next page.

2015 Assessed Valuation	\$ 2,476,832,942
Debt Limit Percentage	<u>20.00%</u>
Legal Debt Limit	495,366,588
Debt Outstanding (total bonded debt as of June 30, 2016)	<u>168,940,383</u>
Legal Debt Margin	\$ 326,426,205

Debt Service Schedule

Principal	Interest	Annual P & I	Fiscal Year P & I	Date
8,335,000	2,967,419	14,269,838		12/1/2015
	2,774,044		14,076,463	6/1/2016
8,800,000	2,774,044	14,348,088		12/1/2016
	2,558,294		14,132,338	6/1/2017
9,205,000	2,558,294	14,321,588		12/1/2017
	2,328,169		14,091,463	6/1/2018
9,665,000	2,328,169	14,321,338		12/1/2018
	2,098,263		14,091,431	6/1/2019
10,130,000	2,098,263	14,326,525		12/1/2019
	1,860,663		14,088,925	6/1/2020
10,605,000	1,860,663	14,326,325		12/1/2020
	1,601,588		14,067,250	6/1/2021
11,120,000	1,601,588	14,323,175		12/1/2021
	1,327,763		14,049,350	6/1/2022
11,670,000	1,327,763	14,325,525		12/1/2022
	1,098,550		14,096,313	6/1/2023
12,135,000	1,098,550	14,332,100		12/1/2023
	795,175		14,028,725	6/1/2024
12,750,000	795,175	14,340,350		12/1/2024
	540,175		14,085,350	6/1/2025
13,255,000	540,175	14,335,350		12/1/2025
	208,800		14,003,975	6/1/2026
13,920,000	208,800	14,337,600		12/1/2026
	-		14,128,800	6/1/2027
<u>131,590,000</u>	<u>37,350,381</u>	<u>171,907,800</u>	<u>168,940,381</u>	

Capital Reserve Fund

The Capital Reserve Fund is used to account for the acquisition of land, construction of new facilities, alterations and improvements to existing structures, and the acquisition of school buses and/or other equipment. The expenditures in this fund must exceed \$2,500 per remodel at facilities and \$750 per unit for equipment. Also, the Fund is used to repay principal and interest on the September 2010 Certificates of Participation through 2041. Principal and interest total about \$1,704,453 for fiscal years 2015 and 2016. Beginning in 2017, principal and interest payments decline to \$600,000 per year. Due to the high principal and interest payments for 2015-16, no other capital improvement projects are planned. Facility Improvements of \$445,947 are budgeted to address unknown non-recurring capital expenditures. ECS is in the process of completing a facility master plan that will outline major capital projects and their funding sources. This will be completed in 2015-16 and included in the 2016-17 Adopted Budget.

	2011-12 <u>Actual</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Budget</u>	2014-15 <u>Estimated</u>	2015-16 <u>Budget</u>	2016-17 <u>Forecasted</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>
Beginning Fund Balance	\$ 4,461,162	\$ 3,960,781	\$ 4,254,969	\$ 3,484,948	\$ 3,484,948	\$ 1,509,442	\$ 1,540,022	\$ 1,540,022	\$ 1,540,022
Revenue:									
Transfer from General Fund	175,000	1,037,639	2,020,247	2,020,000	2,020,000	2,000,100	1,826,260	1,828,180	1,830,280
Transfer from District Housing	-	-	-	170,000	170,000	-	-	-	-
Other local income	232,731	41,679	168,778	286,020	343,494	180,880	173,740	171,820	169,720
Total Revenue	407,731	1,079,318	2,189,025	2,476,020	2,533,494	2,180,980	2,000,000	2,000,000	2,000,000
Expenditures:									
Facility Improvements	\$ 205,117	\$ 647,920	\$ 312,136	\$ 1,223,620	\$ 1,027,688	\$ 445,947	\$ 542,172	\$ 547,672	\$ 553,672
COP Payments	604,215	-	1,671,452	1,663,078	1,660,578	1,704,453	607,828	602,328	596,328
Buses	-	-	263,975	300,000	300,000	-	150,000	150,000	150,000
Arbitrage	-	137,210	-	-	-	-	-	-	-
Instructional computers	98,780	-	711,483	786,000	786,000	-	400,000	400,000	400,000
Fund Balance Reduction Exp:									
Equipment	-	-	-	54,029	104,000	-	-	-	-
Technology	-	-	-	196,848	195,009	-	-	-	-
Facility Repairs	-	-	-	285,425	284,000	-	300,000	300,000	300,000
ECCA Best Grant	-	-	-	-	151,725	-	-	-	-
Total Expenditures	\$ 908,112	\$ 785,130	\$ 2,959,046	\$ 4,509,000	\$ 4,509,000	\$ 2,150,400	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Net Change in Fund Balance	(500,381)	294,188	(770,021)	(2,032,980)	(1,975,506)	30,580	-	-	-
Ending Fund Balance	\$ 3,960,781	\$ 4,254,969	\$ 3,484,948	\$ 1,451,968	\$ 1,509,442	\$ 1,540,022	\$ 1,540,022	\$ 1,540,022	\$ 1,540,022
Appropriation						\$ 2,150,400			

District Housing Fund

The District Housing Fund is used to account for the rental and maintenance of housing provided to district employees. Currently the district rents sixteen trailer spaces at Maloit Park, two trailer spaces in Gypsum, two apartments at the East Bus Barn, five houses in Gypsum, two houses in Dotsero and one house at Maloit Park. The revenue received is from rent paid by tenants. Rents are currently set at \$300/month for a trailer space, \$765 to \$1,000/month for a house and \$765/month for an apartment. Expenditures are directly attributable to upkeep and repair of the properties. Appliances, carpet and tile are replaced on a rotating schedule or as needed basis.

ECS is planning on spending \$20,850 out of beginning fund balance to support the completion of remodels on four housing units.

	2011-12 <u>Actual</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Budget</u>	2014-15 <u>Estimated</u>	2015-16 <u>Budget</u>	2016-17 <u>Forecasted</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>
Beginning Fund Balance	\$959,673	\$1,009,264	\$1,017,435	\$1,040,289	\$1,040,289	\$1,023,229	\$1,002,379	\$936,689	\$865,829
Revenue:									
Rental Income	\$ 155,962	\$ 139,482	\$ 139,660	\$ 140,000	\$ 135,000	\$ 132,650	\$ 132,650	\$ 132,650	\$ 132,650
Capital contribution	-	-	-	170,000	170,000	215,000	-	-	-
Total Revenue	155,962	139,482	139,660	310,000	305,000	347,650	132,650	132,650	132,650
Expenditures by Program:									
Salaries	\$ 19,551	\$ 18,044	\$ 20,463	\$ 21,000	19,000	\$ 70,000	\$ 72,100	\$ 74,270	76,500
Benefits	3,342	4,976	6,719	8,000	7,900	24,500	25,460	26,450	27,480
Repairs and maintenance	14,350	39,847	21,497	54,000	55,260	200,000	25,000	25,000	25,000
Utilities	32,476	34,338	34,482	40,000	35,900	40,000	41,780	43,790	45,870
Depreciation/amortization	36,652	34,106	33,645	37,000	34,000	34,000	34,000	34,000	34,000
Total Expenditures	106,371	131,311	116,806	160,000	152,060	368,500	198,340	203,510	208,850
Net Change in Fund Balance	49,591	8,171	22,854	150,000	152,940	(20,850)	(65,690)	(70,860)	(76,200)
Transfers Out	-	-	-	170,000	170,000	-	-	-	-
Ending Fund Balance	\$1,009,264	\$ 1,017,435	\$1,040,289	\$1,020,289	\$1,023,229	\$1,002,379	\$ 936,689	\$ 865,829	\$ 789,629
Appropriation						\$ 368,500			

Employee Benefit Trust Fund

The Employee Benefit Trust Fund accounts for self-insurance funding of the employee health and dental insurance. This plan is administered by a third party administrator. The PPO plan currently insures 444 single employees and 133 families. A HSA plan was introduced in 2011-12. The HSA is funded by the employee and has tax free deposits. Funds are withdrawn for qualified medical expenses by the employee. This Fund will be closed on June 30, 2015 so forecasted data is not provided.

	<u>2011-12 Actual</u>	<u>2012-13 Actual</u>	<u>2013-14 Actual</u>	<u>2014-15 Budget</u>	<u>2014-15 Estimated</u>	<u>2015-16 Budget</u>
Beginning Fund Balance	\$ 1,616,361	\$ 1,763,542	\$ 1,513,902	\$ 1,055,515	\$ 1,055,515	\$ -
Contributions	8,031,311	5,585,646	2,379,905	-	-	-
Total Revenue	8,031,311	5,585,646	2,379,905	-	-	-
Expenditures:						
Claims	\$ 7,062,769	\$ 5,107,030	\$ 2,431,021	\$ 1,045,515	\$ 277,620	\$ -
Purchased Services	-	-	-	-	45,000	-
Premiums	565,658	410,478	198,979	-	-	-
Fees	255,703	317,778	208,292	10,000	27,000	-
Supplies	-	-	-	-	1,000	-
Total Expenditures	7,884,130	5,835,286	2,838,292	1,055,515	350,620	-
Net Change in Fund Balance	147,181	(249,640)	(458,387)	(1,055,515)	(350,620)	-
Transfer Out	-	-	-	-	704,895	-
Ending Fund Balance	<u>\$ 1,763,542</u>	<u>\$ 1,513,902</u>	<u>\$ 1,055,515</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Appropriation						\$ -

Student Activity Fund

The Student Activity Fund provides extracurricular activities at the elementary, middle, and high school levels, which are completely self-supporting. This fund receives revenue from pupil participation fees and other fund-raising activities.

	2011-12 <u>Actual</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Budget</u>	2014-15 <u>Estimated</u>	2015-16 <u>Budget</u>	2016-17 <u>Forecasted</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>
Beginning Fund Balance	\$ 828,222	\$ 1,114,643	\$ 1,187,938	\$ 1,144,903	\$ 1,144,903	\$ 1,256,037	\$ 1,256,037	\$ 1,256,037	\$ 1,256,037
Revenue:									
Student programs	955,842	1,103,619	831,319	1,443,866	908,180	998,900	1,000,000	1,000,000	1,000,000
Public Ed Foundation	336,534	366,859	505,068	6,134	6,134	-	-	-	-
Total Revenue	1,292,376	1,470,478	1,336,387	1,450,000	914,314	998,900	1,000,000	1,000,000	1,000,000
Expenditures:									
Elementary programs	\$ 222,900	\$ 341,810	\$ 278,228	\$ 300,000	\$ 216,226	\$ 268,950	\$ 270,000	\$ 270,000	\$ 270,000
Middle school programs	133,836	208,109	156,099	250,000	104,570	135,100	135,000	135,000	135,000
High school programs	345,367	501,906	446,161	893,866	476,250	594,850	595,000	595,000	595,000
Public Education Foundation	303,852	345,358	498,934	6,134	6,134	-	-	-	-
Total Expenditures	1,005,955	1,397,183	1,379,422	1,450,000	803,180	998,900	1,000,000	1,000,000	1,000,000
Net Change in Fund Balance	286,421	73,295	(43,035)	-	111,134	-	-	-	-
Ending Fund Balance	\$ 1,114,643	\$ 1,187,938	\$ 1,144,903	\$ 1,144,903	\$ 1,256,037	\$ 1,256,037	\$ 1,256,037	\$ 1,256,037	\$ 1,256,037
Appropriation						\$ 998,900			



Charter School Fund

ECCA is an Eagle County public school that was granted the second charter in the state of Colorado in 1994.

Originally, ECCA started with 64 students in grades 5-7, but has expanded over the years to include primary grades and Kindergarten. Today, the school serves nearly 350 students in grades K - 8.

Paramount to the school's philosophy on education is character education, small class sizes, and rigorous academics. Limiting class size also limits funding available to the school from tax revenues, so parent volunteers, parent financial donations and fundraising are critical to the continued operation of the school. The consistent emphasis on character development for all ages is recognized by "Hawk Honors" awards presented to outstanding students in the areas of "Hawk Traits": **Growth, Work, Respect, Camaraderie, Integrity and Leadership**

All teachers at ECCA develop and implement their own rigorous curricula, based on Colorado State Content Standards and Benchmarks, yet teachers are also given the flexibility to be innovative regarding their particular instructional style.

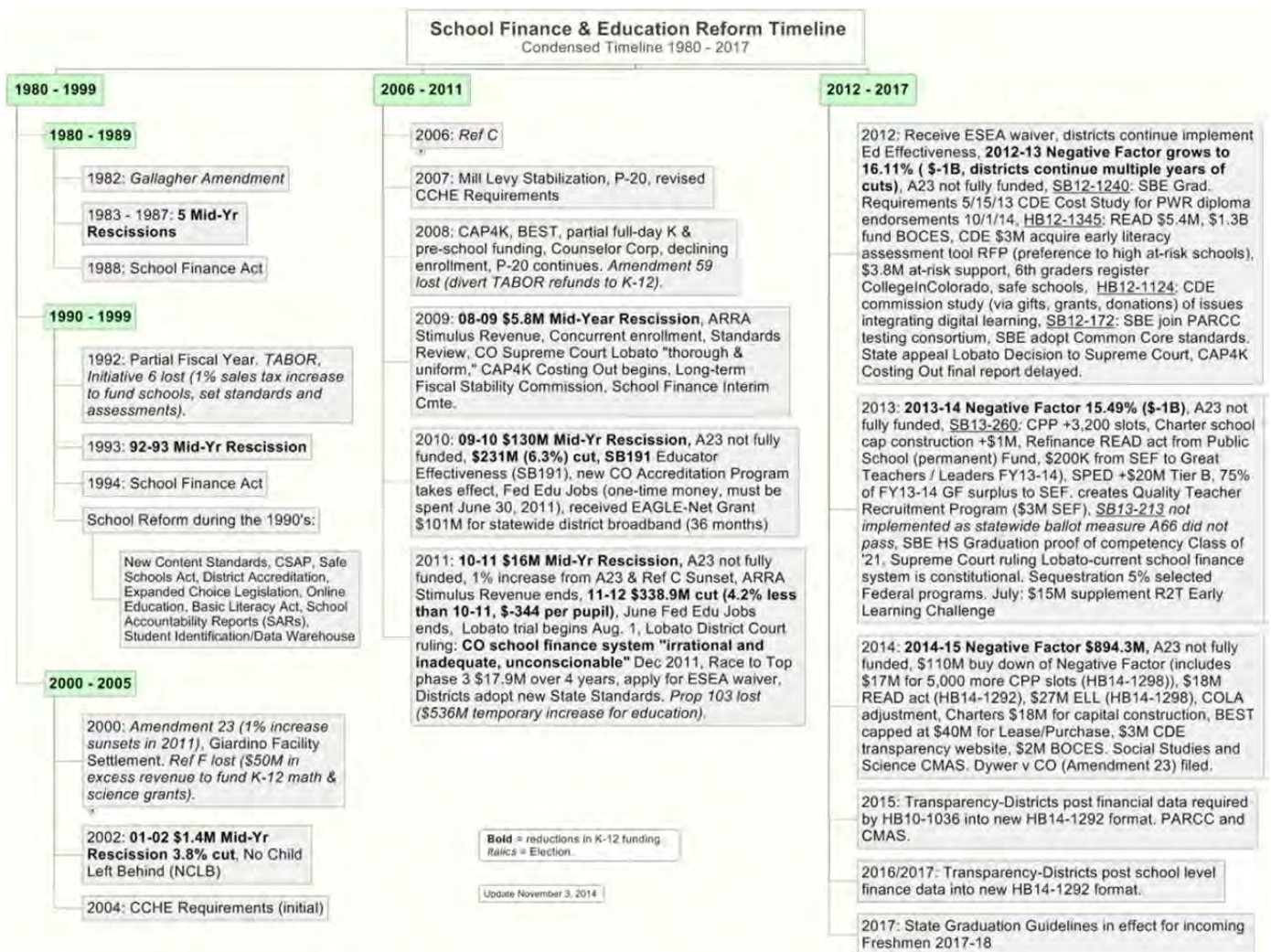
As authorized through its charter contract, ECCA purchases services through the district such as special education, middle school athletics and professional development to provide opportunities that benefit its students and staff. Along with this partnership, however, ECCA also enjoys the flexibility of a charter school—maintaining autonomy with regard to curricular and calendar decisions and financial independence. The Colorado League of Charter Schools provides resources and support for ECCA as it refines its practices as a charter school. ECCA is proud of both of these partnerships and strives to maintain these mutually beneficial relationships.

	2011-12 <u>Actual</u>	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Budget</u>	2014-15 <u>Estimated</u>	2015-16 <u>Budget</u>	2016-17 <u>Forecasted</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>
Beginning Fund Balance	\$ 535,907	\$ 3,376,757	\$ 3,525,302	\$ 719,872	\$ 719,872	\$ 697,288	\$ 706,275	\$ 664,448	\$ 583,946
Revenue:									
Per Pupil Revenue	2,021,827	2,087,649	2,277,451	2,409,751	2,409,751	2,500,287	2,550,293	2,588,547	2,627,376
District Mill Levy	403,344	413,024	430,848	417,580	417,580	413,540	409,580	405,619	401,659
Tuition & Fees	278,447	284,773	270,916	283,900	300,800	298,500	299,768	303,407	307,120
Food Service Fees			74,038	80,000	80,000	80,000	81,600	83,232	84,897
Foundation Contributions	1,105,000	238,826	328,621	345,847	345,847	350,980	354,190	357,432	360,706
Other Contributions	2,013,363	30,489	18,795	20,829	19,500	17,500	17,850	18,207	18,571
Investment Income	383	960	664	750	980	800	750	750	750
Other Revenue	1,985	5,575	250	1,500	1,500	1,500	1,530	1,561	1,592
Best Grant / District Bond	262,152	8,404,014	160,922	103,173	103,173	-	-	-	-
Capital Construction	23,685	27,204	31,318	59,407	55,867	86,500	84,770	83,075	81,413
Total Revenue	6,110,186	11,492,514	3,593,823	3,722,737	3,734,998	3,749,607	3,800,331	3,841,830	3,884,083
Expenditures:									
Salaries	\$ 1,800,631	\$ 1,703,004	\$ 1,787,531	\$ 1,873,819	\$ 1,841,158	\$ 1,842,008	\$ 1,869,669	\$ 1,888,426	\$ 1,907,373
Benefits	523,011	516,470	561,906	674,555	649,116	716,124	753,827	795,411	840,816
Purchased Services	498,526	585,594	710,916	749,747	792,667	809,899	826,009	841,393	857,085
Supplies & Equipment	166,231	117,246	197,533	246,053	255,600	226,090	246,682	251,602	256,619
Capital Outlay	280,937	8,421,655	3,081,367	162,581	159,040	86,500	84,770	83,075	81,413
Food Service	-	-	60,000	60,000	60,000	60,000	61,200	62,424	63,672
Total Expenditures	3,269,336	11,343,969	6,399,253	3,766,754	3,757,582	3,740,621	3,842,157	3,922,332	4,006,978
Net Change in Fund Balanc	2,840,850	148,545	(2,805,430)	(44,016)	(22,584)	8,986	(41,826)	(80,502)	(122,895)
Ending Fund Balance	\$ 3,376,757	\$ 3,525,302	\$ 719,872	\$ 675,856	\$ 697,288	\$ 706,275	\$ 664,448	\$ 583,946	\$ 461,050
Appropriation						\$ 3,740,621			

Informational Section

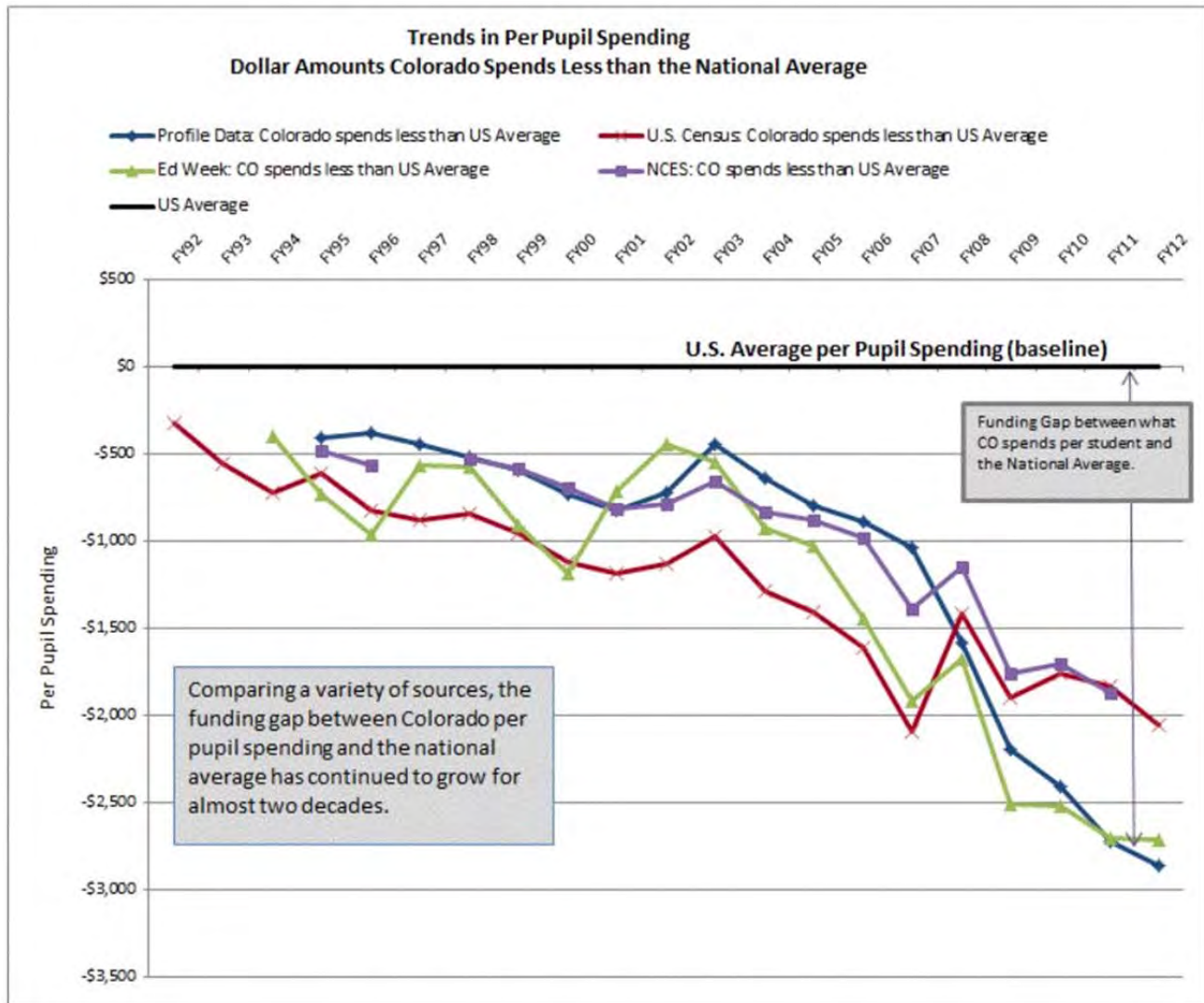
A Generation of Colorado School Finance

The timeline below (*compliments of Colorado School Finance Project*) illustrates major milestones in Colorado school finance. We take a look at nearly 40 years of school finance in Colorado, the legislative, economic, and demographic changes that shaped the way our schools are financed. It is useful to review the remainder of this document in the context of these environmental factors that have affected the district.



In 1982, the Gallagher Amendment was passed which fixed the percentage ratio for property taxes at 45 percent for residential property and 55 percent for commercial property.

Mid-year revenue rescissions occurred in 1983, 1984, 1986, 1987, 1988, 1991, and 1993 primarily because state tax revenues could not keep pace with rapid enrollment growth in Colorado. The rescissions occurred so frequently that the Eagle County School District budgeted for the rescissions in advance.



In 1988, the Colorado Public School Finance Act was revised significantly. This revision re-set the standard for state equalization to distribute state funding for districts throughout Colorado taking under-funded districts into consideration, comparing rural districts vs. urban districts or large districts vs. small districts. At the time, the state provided 40 percent of per pupil funding to districts across Colorado, and districts provided 60 percent of the funding. Today state funding plays a much larger role by providing 64 percent of per pupil funding and districts providing 36 percent, on a state-wide average.

In 1992, the TABOR Amendment of the Colorado Constitution was passed, which requires districts to set aside 3 percent of defined, planned spending that cannot be used to address revenue shortfalls, salary or fringe benefit increases, or other economic conditions. TABOR also requires voter approval of tax increases and limits revenue collections.

Also in 1992, the district converted from a Calendar Year budget cycle to a Fiscal Year and the 1992 budget was based on a Transitional Fiscal Year. Because the Eagle County School District receives a majority of its tax collections in the spring, the district has had to borrow cash for the first half of the fiscal year in order to operate. Generally, this function has been performed through the state's interest-free loan program, since 1993.

District administrative responsibilities have also increased dramatically since 1988 due to a host of new federal and state regulations:

Federal regulations

- Omnibus Transportation Employee Testing Act, Gun-Free Schools Act, Children's Online Privacy Act,
- Digital Millennium Copyright Act, and the Equal Access Act, among others

State regulations

- New regulations associated with Section 504/Americans with Disabilities Act
- New regulations associated with the Colorado Basic Literacy Act
- CSAP Testing and CELA Assessments
- Standards-based education
- Bilingual education
- Changes to state accreditation requirements
- School Accountability Reports
- Adopted state standard Chart of Accounts
- New budget processes associated with TABOR
- Expanded choice legislation, Open Enrollment, charter schools and focus schools
- 1991 Referendum (\$7,062,468)

In 2000, Amendment 23 to the Colorado Constitution was passed which guarantees increases in funding to public elementary and secondary schools at a rate of inflation plus 1 percent for a total of 10 years. The increase is guaranteed at the rate of inflation thereafter. The goal of this amendment was to restore public funding, adjusted for inflation, back to 1988 funding levels.

In 2002, the federal No Child Left Behind Act (NCLB) was implemented along with new regulations.

In 2004, the Colorado Commission on Higher Education (CCHE) added requirements for high school graduates.

In 2005, Colorado voters passed Referendum C which suspends the tax limits in the TABOR Amendment for five years, allowing the state to return to pre-recession levels. While this

amendment will not likely affect school funding significantly, it assures Colorado school districts that the state will be prepared to sustain Amendment 23 funding.

In 2010, Colorado voters passed a ballot measure that provides 25 percent of total program funding for restoring budget cuts, mitigating future budget cuts, supplementing teacher and staff compensation, and funding early childhood programs.



Enrollment by Student FTE by Level

The district's School Finance Act total program funding is based on the funded pupil count, which is determined by full-time equivalent (FTE) students. The pupil count is held on October 1, it accounts for preschool and part-time first through twelfth grade student as half-time and kindergarten students as .58 FTE within the fiscal year for which funding is received.

Student Enrollment

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected
K-12	6,217	6,278	6,464	6,573
Pre-K	191	242	249	259
Total Enrollment	6,408	6,520	6,713	6,832

Student FTE	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Projected
Elementary	3,275.0	2,940.5	2,983.0	2,993.0
Middle	1,396.0	1,453.0	1,518.0	1,529.0
Senior	1,737.0	1,749.0	1,870.0	1,991.0
Total FTE	6,408.0	6,142.5	6,371.0	6,513.0
Change from Prior year	458.0	(265.50)	228.50	142.00
%Change from Prior Year	76.9%	-43.2%	37.2%	22.3%

Authorized FTE History Summary

Job Classification	2011-12	2012-13	2013-14	2014-15	2015-16
100-104 District Admin	8.70	7.70	8.00	8.00	8.00
105-125 School Admin	30.50	27.50	29.10	29.40	29.10
201-209 Teachers	420.92	412.99	414.13	417.16	430.43
210-220 Other Teachers	35.69	31.63	30.57	31.63	31.63
230-239 ESS Certified Staff	-	-	18.31	20.91	20.91
320-358 Professional Staff	12.60	10.20	10.20	10.20	13.20
360-399 Technical Staff	16.00	12.80	12.80	12.80	13.00
400-499 Instructional Staff	156.20	118.48	142.62	142.62	142.62
500-599 Office/Admin Support	60.23	58.09	58.09	58.59	58.59
600-699 Trades & Services	110.40	100.64	102.64	102.64	102.64
Total FTE's	851.24	780.03	826.46	833.95	850.12

Assessed Value and Actual Value of Taxable Property

Fiscal Year Ended June 30,	Real Property		Personal Property		Exemptions of Real Property		Total Value		Ratio of Total Assessed Value to Total Estimated Actual Value
	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Actual Value	Assessed Value	Estimated Value	
2005	1,881,663,978	19,885,473,085	71,067,360	243,805,580	156,236,930	569,431,470	2,108,968,268	20,698,710,135	10.46%
2006	2,065,766,954	19,586,189,670	78,303,670	269,153,670	157,640,110	540,946,660	2,301,710,734	20,396,290,000	11.60%
2007	2,125,308,501	20,289,843,370	80,195,980	272,650,180	141,234,740	549,068,860	2,346,739,221	21,111,562,410	11.50%
2008	2,922,368,820	28,665,521,650	84,770,040	471,309,270	222,567,340	937,768,360	3,229,706,200	30,074,599,280	11.23%
2009	2,933,681,930	29,762,511,660	89,144,250	308,228,950	223,818,220	936,862,780	3,246,644,400	31,007,603,390	11.00%
2010	3,268,342,952	34,245,196,420	101,651,460	350,522,450	300,211,100	1,193,813,520	3,670,205,512	35,789,532,390	10.94%
2011	3,261,264,657	34,694,499,120	92,521,320	319,038,940	306,005,580	1,216,552,680	3,659,791,557	36,230,090,740	10.85%
2012	2,525,433,131	26,668,651,830	87,942,860	303,249,230	239,377,650	958,662,950	2,852,753,641	27,930,564,010	10.81%
2013	2,519,484,390	26,713,889,900	83,138,600	286,684,710	242,758,620	978,147,950	2,845,381,610	27,978,722,560	10.79%
2014	2,498,757,550	25,204,000,320	89,975,170	310,258,390	218,295,890	878,280,780	2,807,028,610	26,392,539,490	10.89%

Property Tax Levies and Collections

Fiscal Year Ended June 30,	Taxes Levied for the Fiscal Year	Collected within the Fiscal Year of the Levy		Collections in Subsequen Years	Total Collection to Date	
		Amount	% of Levy		Amount	Percentage of Levy
2005	39,640,206	38,610,984	97.4%	864,900	39,475,884	99.6%
2006	40,478,703	39,442,989	97.4%	795,707	40,238,696	99.4%
2007	48,988,525	47,806,306	97.6%	960,197	48,766,503	99.5%
2008	58,596,416	55,372,153	94.5%	1,979,979	57,352,132	97.9%
2009	59,888,244	59,413,901	99.2%	1,908,877	61,322,778	102.4%
2010	63,412,390	62,493,060	98.6%	1,503,665	63,996,725	100.9%
2011	63,509,868	60,953,478	96.0%	2,238,913	63,192,391	99.5%
2012	54,551,881	52,555,579	96.3%	1,101,283	53,656,862	98.4%
2013	53,821,226	51,926,679	96.5%	1,185,359	53,112,038	98.7%
2014	50,290,510	49,040,534	97.5%	1,190,365	50,230,899	99.9%

Source: Eagle County Schools Finance Department

Annual Sales Tax Revenue by Industry Type

Fiscal Year	General Retail	Grocery	Restaurants	Automotive	Professional Service Entertainment	Building Materials Hardware	Manufacturing Production	Lodging	Utilities	All Others	Total Sales and Use Tax	Total Direct Tax Rate
2004	\$ 3,304,000	\$ 548,482	\$ 1,772,284	\$ 101,748	\$ 1,174,098	\$ 842,361	\$ 230,322	\$ 1,952,412	\$ 185,398	\$ 568,245	\$ 10,679,350	1.00%
2005	3,789,755	601,316	1,894,607	106,604	1,137,648	1,075,559	390,348	2,153,264	263,210	595,114	12,007,425	1.00%
2006	4,070,012	636,021	2,121,818	98,886	1,223,115	1,167,214	474,758	2,185,274	277,200	695,734	12,950,032	1.00%
2007	5,355,843	743,660	2,392,237	116,332	1,369,213	1,248,490	496,367	2,347,720	329,429	57,517	14,456,808	1.00%
2008	4,378,460	770,730	2,479,255	118,858	1,327,863	1,203,522	437,582	2,457,375	420,844	162,769	13,757,258	1.00%
2009	3,021,207	787,950	2,128,844	208,756	1,694,278	490,671	285,398	2,214,082	540,010	297,720	11,668,916	1.00%
2010	2,353,186	613,436	1,727,396	135,100	1,283,701	267,877	171,213	2,037,621	348,799	304,744	9,243,073	1.00%
2011	3,114,541	818,864	2,161,950	195,353	1,438,145	352,256	235,198	2,415,385	487,473	476,664	11,695,829	1.00%
2012	3,537,367	886,962	2,218,478	213,916	1,367,995	161,878	195,820	3,124,579	550,591	137,871	12,395,458	1.00%
2013	3,711,757	970,786	2,403,245	233,214	1,455,844	198,775	250,971	3,387,698	558,590	78,002	13,248,882	1.00%

Source: Eagle County Government Sales Tax Reports

Note: Data compiled by process date January thru December, and therefore will not match audited financial statements sales tax numbers for the same time period

Appendices

Appendix A

BBA: Board Powers and Responsibilities

Because all powers of the Board lie in its actions as a group, individual Board members exercise authority over the District affairs only as votes are taken at a legal meeting of the Board.

In other instances, an individual Board member has power only when the Board has lawfully delegated authority to him/her.

The Board of Education shall be responsible for carrying out the mandatory laws of the state and shall consider, and accept or reject, the provisions of the permissive laws. In all instances where state laws do not provide or prohibit, the Board shall consider itself responsible for establishing and appraising the educational activities.

The Board of Education shall have the authority to make its own rules and regulations, subject to the provisions set forth in policy; to organize and maintain a system of preschool, elementary, middle, and high schools; and to exercise sole control over the schools and the property of the district.

Retention and Delegation of Authority

While the Board of Education of School District Re50J is charged by the state with the responsibility for providing educational opportunities for the children of its schools and of directing those public school activities which the state entrusts to its care and supervision, a carefully planned pattern of authority is observed by the Board. In fulfilling its obligations, the Board acts similarly in its relationships to the schools as do boards of directors to successful business organizations. That is, it acts through the power of legislation, by the determination of policies, and in the evaluation of results.

The direct administration of the school system is delegated to the Superintendent of schools whom the Board appoints to act as executive officer of the Board. The Superintendent is held individually and directly responsible to the Board for the execution of all its policies and its legislation and for such other duties assigned to him/her by the Board of Education.

The Board retains full legislative and judicial authority over the schools in accordance with the school laws and the expressed will of the electorate but delegates all executive, supervisory, and instructional authority to its employees as specified in policy. Legislative service under the law implies the power and the obligation to contract for services and materials, the authority to pass judgment upon employees and their work, and the authority to veto acts of any or all employees when the acts are deemed contrary to the rights or obligations of the school district or inconsistent with established Board policies.

LEGAL REFS.: C.R.S. 22-32-109
C.R.S. 22-32-110
C.R.S. 22-9-101 et. seq.
CROSS REF.: BB, School Board Legal Status

DA: Fiscal Management Goals/ Priority Objectives

The Board recognizes that money and money management comprise the foundational support of the whole school program. To make that support as effective as possible, the Board intends:

1. To require advance planning through the best possible budget procedures.
2. To explore all practical and legal sources of revenue.
3. To study and guide the expenditure of funds so as to achieve the greatest educational returns.
4. To require maximum efficiency in accounting and reporting procedures.
5. To provide adequate resources to enable all students to meet or exceed state and district standards.

As trustee of community, state and federal funds allocated for use in local education, the Board has the responsibility to protect the funds and use them wisely.

DAB: Financial Administration

With respect to the actual, ongoing financial condition and activities of the district, the Superintendent shall not cause or allow fiscal jeopardy or a material deviation from the annual budget or any budget policies adopted by the Board, or any fiscal condition that is inconsistent with achieving the district's objectives.

Expending district funds

The Superintendent shall take reasonable steps to ensure that only funds that have been received in the fiscal year to date are expended, unless authorized by the Board through the use of reserves or unless other revenues become available. Funds shall not be expended in excess of the amount appropriated or in excess of the reasonably projected available resources, whichever is less for a particular fund.

Reporting to Board and community

- **Audits**

All district funds and accounts shall be audited annually in accordance with state law and Board policy DIE. Timely and appropriate corrective actions shall be taken in accordance with any audit findings.

The Board shall receive all audit reports and be informed of all corrective actions taken.

- **Financial reports**

The Superintendent or designee shall prepare and submit to the Board a quarterly financial status report of all district funds. The quarterly report shall give details on the district's major tax and revenue sources, with variance analysis that shows the factors that are affecting revenue inflow. The report shall also show spending for the current

quarter, for the year to date and in comparison with the budget. The format and basis for reporting shall be consistent with the adopted budget and the past year's generally accepted accounting procedures results.

The Board shall receive all financial reports in a timely manner and be informed of all corrective actions taken.

The Superintendent or designee shall conduct quarterly financial reviews with the Board.

The Board may request other financial reports as needed.

- **Oral notification**

The Superintendent shall assure that immediate verbal notification be given to the Board regarding any potential financial problem or any matter that may affect the district's financial condition or ability to achieve its mission.

- **Available to public**

All financial and audit reports shall be made available to the public.

- **Legally-required reports**

Reports and filings required by state and federal law and agencies shall be accurately and timely filed.

Record keeping

Complete and accurate financial records shall be kept for all district funds and accounts.

Operating losses or deficits

The Superintendent, as well as all fund directors, program directors, department heads and school principals, shall take all reasonable steps to identify funds, programs, departments or schools that may end the fiscal year with an operating loss or deficit. A corrective action plan shall be developed and implemented within 30 days of such identification.

The Superintendent, as well as all fund directors, program directors, department heads and school principals, shall develop and implement processes whereby variations or deviations in cash flow, revenues or other important financial indicators can be identified and dealt with in a timely manner.

Employee reporting

The Superintendent shall develop and implement procedures to encourage all district employees to report suspected financial problems or wrongdoing. No adverse employment decisions shall be taken in response to a good faith report by an employee.

Contingency planning

The Superintendent or designee shall continually be aware of the financial and political landscape both internally and externally and shall develop contingency plans against possible events.

CROSS REFS.: KD, Public Information and Communications

DB: Annual Budget

The annual budget is the financial plan for the operation of the school system. It provides the framework for both expenditures and revenues for the year and future years and translates into financial terms the educational programs and objectives of the district.

Five-year budget plan

The Superintendent or designee is directed to develop, subject to annual approval by the Board, a five-year budget plan that assures the future financial viability of the district and achievement of the district's objectives and takes into account future revenue, including tax and non-tax revenue, and future increases in operating expenses.

Budget process

Public school budgeting is regulated and controlled by statutes and by requirements of the State Board of Education that prescribe the form of district budgets in order to ensure uniformity throughout the state.

The budget shall be presented in a summary format that is understandable by any layperson. The budget format shall itemize expenditures of the district by fund and by student. It shall describe the expenditure and show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year.

The budget also shall disclose planned compliance with spending limitations outlined in Article X, Section 20, of the Colorado constitution.

The Board assigns to the Superintendent overall responsibility for annual budget preparation, budget presentation and budget administration. As part of the Superintendent's budget responsibility, the Superintendent shall cause to be prepared a budget preparation calendar that shall ensure that all deadlines established by law for budget presentation, hearings and adoption and for certification of amounts to be raised by school tax levies are met by the school district. The budget calendar shall take into consideration the possible need to submit a request to raise additional local revenue to a vote by the district's electorate. The Superintendent shall have authority to delegate portions of his or her budget responsibility to the Director of Finance of the district.

The budget prepared and presented by the Superintendent shall be consistent with the budget priorities of the Board as established in policy DBD.

Year-end fund balance

Maintaining a financial year-end fund balance is a beneficial and sound financial management practice. The Board of Education assigns to the Superintendent or designee the responsibility of accumulating and maintaining a general fund balance amounting to 10% of the district's current fiscal year adopted budget. This amount will include the emergency reserve required by Article X, Section 20 of the Colorado Constitution (Taxpayer's Bill of Rights).

The 10% year-end fund balance will be used only for an unexpected loss of revenue or an extraordinary expenditure. Expenditures from the year end fund balance shall be reported to the board.

If any part of the year-end fund balance is used in any fiscal year to cover an unexpected loss of revenue or an extraordinary expenditure, those funds will be reallocated to fulfill the 10% required year-end fund balance before any other budget allocations in the subsequent fiscal year, unless the Board of Education approves otherwise.

LEGAL REFS.: C.R.S. 22-7-205 and 207 (*school level accountability committee recommendations*)
C.R.S. 22-32-109(1)(b)
C.R.S. 22-44-101 through 117 (*school district budget law, Board shall cause a proposed budget to be prepared and shall adopt a budget for each fiscal year*)
C.R.S. 29-1-103 (3) (*budget to reflect lease-purchase payment obligations*)

CROSS REFS.: DB subcodes, (all relate to the budget)

DBD: Determination of Budget Priorities

All resources of the district shall be directed toward ensuring that all students reach their learning potential, including that they meet or exceed state and district content standards.

In order to fulfill its trustee obligation with regard to district resources, the Board must know how resources are currently allocated, whether such allocation is effective and what changes should be made to achieve the greatest educational returns. The Superintendent shall develop a comprehensive and ongoing system to collect and analyze resource allocation information. The analysis of this information shall form the basis for the budget prepared by the Superintendent for presentation to the Board. The system shall:

1. Determine how resources are currently allocated by school, grade and program
2. Link specific inputs with results for students and determine whether the current allocation of resources is effective in raising student achievement
3. Identify ways to better use resources to achieve the district's educational objectives and improve teaching and learning

As part of the budget preparation process, each school-level accountability committee shall make recommendations to the principal relative to priorities for expenditures of district funds by the school. The principal shall consider these recommendations when formulating budget requests to be presented to the Superintendent. The Superintendent shall also consider the accountability committee recommendations when preparing the budget to be presented to the Board of Education. A copy of the school-level accountability recommendations shall be sent to the district accountability committee and to the Board.

The district accountability committee shall make recommendations to the Board relative to priorities for expenditures of district funds and provide a copy of the recommendations to the Superintendent. The Board shall consider these priorities when it adopts the annual budget. The Superintendent shall consider the district accountability committee recommendations when preparing the budget to be presented to the Board.

Accordingly, the budget prepared and presented by the Superintendent shall:

1. Be derived from a five-year plan
2. Include contingency plans in the event budget assumptions prove erroneous
3. Be in a summary format understandable by a lay person
4. Itemize district expenditures by fund
5. Include information regarding school-level expenditures
6. Adequately describe proposed expenditures
7. Show the amount budgeted for the current fiscal year and the amount budgeted for the ensuing fiscal year
8. Comply with spending limitations in the state constitution
9. Consider recommendations made by each school-level accountability committee relative to priorities for expenditures of district funds
10. Contain enough information to enable credible projection of revenue and expenses
11. Disclose budget planning assumptions
12. Not excessively rely on nonrecurring revenues
13. Plan for the expenditure in any fiscal year only of funds that are conservatively projected to be received in that period unless otherwise approved by the Board
14. Not reduce without approval of the Board, the current cash reserves at any time to less than the minimum amount required by the spending limitations set forth in the state constitution
15. Provide adequate and reasonable budget support for Board development and other governance priorities, including the costs of fiscal audits, Board and committee meetings, Board memberships and district legal fees
16. Take into consideration fiscal soundness in future years and plans for the building of organizational capabilities sufficient to achieve the Board's goals in future years

17. Reflect anticipated changes in employee compensation including inflationary adjustments, step increases, performance increases and benefits
18. Appropriate any remaining fund balances in all funds
19. Comply with state and federal law

LEGAL REFS.: C.R.S. 22-7-207 (*building level accountability committee recommendations*)

DBF: Budget Hearings and Reviews

The Board will conduct one or more public hearings on the proposed budget, at which time any member of the public may comment. If, as a result of the proposed budget review, it should be determined that certain changes in the budget are necessary, these changes will be made before the budget is adopted.

Additionally, within ten (10) days of submission of the proposed budget to the Board, a notice shall be published in a newspaper having general circulation within the District that:

1. The proposed budget is available for inspection by the public at the district office during business hours;
2. The Board will consider the adoption of the proposed budget at a board meeting to be held at the date, time and place specified in the notice; and
3. Any interested taxpayer may inspect the proposed budget and file or register any objections thereto at any time prior to final adoption of the budget by the Board.

LEGAL REFS.: C.R.S. 22-44-109
C.R.S. 22-44-110

DBG: Budget Adoption

Following consideration of the budget proposal presented by the administration, the Board shall approve a proposed budget and so notify the public.

Within 10 days of submission of proposed budget to the Board, a notice shall be published in a newspaper having general circulation within the school district that:

1. The proposed budget is available for inspection by the public at the central administrative office during business hours.
2. The Board will consider the adoption of the proposed budget at a hearing to be held at the date, time and place specified in the notice.
3. Any interested taxpayer may inspect the proposed budget and file or register any objections thereto at any time prior to final adoption of the budget by the Board.

At the budget hearing specified in the notice, the Board will present and explain the proposed budget, inviting questions and discussion from the audience. If the budget is to be adopted at a future meeting, the date, time and place of such meeting shall be entered in the minutes of the hearing.

The Board shall officially adopt the budget and an accompanying appropriations resolution prior to the end of the fiscal year.

After adoption of the budget, the Board may review and change the budget with respect to other revenue and expenditures at any time prior to October 15 of the fiscal year for which adopted. After October 15, the Board shall not review or change the budget except as otherwise authorized by state law including declaration of fiscal emergency.

If money for a specific purpose other than *ad valorem* taxes becomes available to meet a contingency after October 15, the Board may adopt a supplemental budget for expenditures not to exceed that amount.

If the district is authorized to raise and expend additional local property tax revenues at an election, the Board may adopt a supplemental budget and appropriation resolution to cover the remainder of the fiscal year following the election based on the additional dollar amount authorized.

The adopted budget and appropriation resolution shall be placed on file in the District Office.

LEGAL REFS.: C.R.S. 22-7-105
 C.R.S. 22-44-103
 C.R.S. 22-44-107 through 111
 C.R.S. 22-44-115
 C.R.S. 22-44-115.5

CROSS REF.: DBF -- Determination of Budget Priorities
 DBGA -- Budget Referenda
 DBK* -- Fiscal Emergencies

DBG-E: Deadlines in Budgeting Process Set by Statute

Note: The Colorado Department of Education annually notifies each district of critical dates in accordance with statutory requirements below.

By December 15	Board of Education must certify to Board of County Commissioners the separate amounts necessary to be raised by taxes for the school district's general, bond redemption, transportation and special building funds [C.R.S. 22-40-102 (1); C.R.S. 39-5-128]
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By June 1	Proposed budget must be submitted to Board of Education for tentative approval [C.R.S. 22-44-108(1)]
Within 10 days of above	Notice of proposed budget must be published; budget must be made available for public inspection [C.R.S. 22-44-109 (1)]
Before final adoption	Public hearings must be held [C.R.S. 22-44-110 (1)]
Before end of fiscal year (June 30)	Board must adopt official budget and appropriations resolution [C.R.S. 22-44-103 (1), 22-44-107 (1), 22-44-110 (4)]
Before October 15	Board may review and change the budget with respect to both revenues and expenditures [C.R.S. 22-44-110 (5)]

Additional deadlines if district seeks authorization to raise additional local revenues at an election:

At least 55 days prior to election	Ballot question must be delivered to county clerk and recorder [C.R.S. 1-1-110 (3)]
First Tuesday in November in odd-numbered years; general election date in even-numbered years	District may request authorization to raise additional local revenues subject to limitations set forth in law [Colorado Constitution, Article X, Section 20; C.R.S. 22-54-108]
Following election	If the district is authorized to raise and spend additional local revenues, Board may adopt a supplemental budget [C.R.S. 22-44-110 (6)]

Additional deadline for districts with a total enrollment of more than 6,000 pupils:

By September 30, 2001*	District must, as part of the budget process, state how it plans to use the one-percent increase in funding from Amendment 23. [C.R.S. 22-32-109.6(3)(a)]
*By June 30 th for years 2002 through 2010	

DBI: Budget Implementation

The total amount which may be expended during the fiscal year for the operation of the school system will be set forth in the budget approved annually by the Board of Education. The budget

will serve as the control on expenditures. The superintendent will be directly responsible to the Board for the overall administration of the annual budget for all funds.

Expenditure summary reports can be printed at any time by any budget manager. This report summarizes all accounts which the budget manager is responsible.

Each budget manager shall be responsible for ensuring that the total of all accounts by fund for which the budget manager is responsible are not overspent.

At the conclusion of each fiscal year, the Business Services Department will determine the net unspent funds for each school. This net amount will be transferred into the school's carryover account in the next fiscal year. This carryover is limited to 10% of the total allocation to the school. If any school's carryover exceeds 10%, a written request must be received by the Business Services Department outlining a plan for the expenditure of the funds. Department balances are not carried over.

All expenditures shall be handled in a legal and ethical manner. Expenditures may be made by petty cash, school checking account, purchase orders, purchasing cards or reimbursements in accordance with the respective policy.

Each budget manager is responsible to staff their building or department within budgeted staffing units. A budget manager can purchase additional staff from their expenditure budget. This purchase is executed with a budget transfer.

All staff positions not specifically budgeted for must be approved by the Superintendent and presented to the Board of Education in advance of selection and hiring.

The Director of Finance shall be responsible for communicating the status of the budget to the Board of Education on a quarterly basis and individual budget manager performance to the Superintendent on an annual basis. Budget managers are responsible to monitor the status of their budget on a monthly basis.

CROSS REF.: DB - Annual Budget

DBJ: Budget Transfers

Unencumbered moneys shall not be transferred from one fund to another unless authorized in advance by the Board. When a contingency occurs, the Board of Education by resolution may transfer any unencumbered moneys from the contingency reserve account, which is within the general fund, to any other fund or function.

The Board shall not transfer moneys from the capital reserve fund, the insurance reserve fund, the bond redemption fund, the special building fund or transportation fund. By Board resolution, unencumbered moneys may be transferred among between the capital reserve fund and insurance reserve fund or to any other risk management fund as defined in state law.

School budget accounts

Principals and their designees are responsible for funds budgeted to that school and may transfer moneys between their discretionary accounts. The superintendent and/or Director of Finance shall be notified of such transfers. However, moneys in school staffing salary and benefit accounts cannot be transferred without Director of Finance approval.

Program budget accounts

Program managers and their designees are responsible for funds budgeted to that program and may transfer discretionary moneys according to procedures established by the program manager. Transfers between programs must have the approval of each program manager's immediate supervisor. The superintendent and/or Director of Finance shall be notified of such transfers.

LEGAL REFS.: C.R.S. 22-32-107
C.R.S. 22-44-102 (3)
C.R.S. 22-44-112
C.R.S. 22-44-113
C.R.S. 22-45-103 (1)(a)(II)
C.R.S. 22-54-105
C.R.S. 24-10-115

DBK: Fiscal Emergencies

If the Board of Education determines during any budget year that the anticipated revenues and amounts appropriated for expenditure in the budget exceed actual revenues available to the district due, in whole or in part, to action of the legislature or governor, the Board may declare a fiscal emergency. Such action shall require the affirmative vote of two-thirds of the members of the Board.

If a fiscal emergency is declared by the Board of Education, the Board may implement a reduction in salaries for all employees of the school district on a proportional basis or may alter the work year of employees. Such reduction in salaries may be made notwithstanding any adopted salary schedule or policy.

Prior to taking such action, the Board shall hold at least one public hearing.

LEGAL REFS.: C.R.S. 22-44-115.5 (*reduction in salaries or alteration of work year due to fiscal emergency*)
C.R.S. 22-45-112 (2) (a) (*sale of real property if fiscal emergency*)
C.R.S. 22-54-110 (2) (d) (*loans in form of lease-purchase agreements with state treasurer if fiscal emergency*)

CROSS REFS.: DEB, Loan Programs
GCBA, Instructional Staff Contracts/Compensation/Salary Schedules
GCL, Professional Staff Schedules and Calendars
GDBA, Support Staff Salary Schedules
GCQA, Instructional Staff Reduction in Force

DCA: Management of Capital Reserves

The Board of Education wants to assure that all transactions from the Capital Reserve Fund are in compliance with Colorado State Law while, at the same time, retaining all of the flexibility possible from that account.

REGULATIONS:

1. Each Capital Reserve purchase will be identified in the adopted budget that has been approved by the Board of Education.
2. Each piece of equipment must exceed \$750 per item and any capital project must exceed \$2,500
3. All Capital Reserve expenditures of \$5,000 or more will go through the bidding process. An exception to this regulation would be services or equipment that could be obtained only from one vendor or the project work being completed by the District maintenance department. Competitive quotes are encouraged on purchases of less than \$5,000.
4. A Capital Reserve budget for the following year will be submitted to the Board of Education and approved prior to June 30 of each year.
5. The fiscal management of Capital Reserve funds, in all cases, will conform to state laws and regulations.

DD: Funding Proposals, Grants and Special Projects

The Board is to be kept informed of all possible sources of state, federal, and other special funds outside regular District sources for the support of the schools and/or for the enhancement of educational opportunities in the District.

To ensure coordination and to avoid confusion in developing proposals and making applications for specially funded projects, the Superintendent (*or his/her designee*) shall establish standard procedures for the preparation of proposals and their review. The Superintendent (*or his/her designee*) shall submit all proposals for federal, state, and special grants for approval by the Board if District resources/funding is required as part of the proposal or if required by the granting organization.

REGULATIONS:

1. The Superintendent (*or his/her designee*) will review the proposal to determine if the program is consistent with the Eagle County School District philosophy/goals and objectives and to ensure that this program would be an effective and efficient approach to meeting a District need or to solving a District problem.
2. Permission to apply for special funding must be obtained from the Superintendent (*or his/her designee*) prior to making application to the funding agency.
3. The application will be submitted to the Board of Education for final approval if District resources/funding is required as part of the grant proposal or if required by the granting organization. If the Board of Education approves the proposal, the application will be

signed by the Superintendent (*or his/her designee*) and submitted to the appropriate agency.

4. If the proposal is approved by the funding agency, the director of the program/proposal will meet with the Director of Finance to determine how the program is to be included in the Eagle County School District budget and to determine who shall be responsible for completing all necessary reports.

DEA: Funds from Local Tax Sources

Mill Levies

If the Board of Education is of the opinion that revenues in excess of those provided through equalization program funding are necessary to provide for the needs of the district, the Board may seek authorization at an election to raise additional local property tax revenues. The requested amount shall not exceed 20 percent of the district's total program funding for the budget year in which the limitation was reached or \$200,000, whichever is greater.

The Board shall call an election to raise additional local revenues if an initiative petition containing signatures of at least five percent of the registered electors in the district is properly submitted to the Board. An initiative petition shall be submitted at least 90 days prior to the election date in order to be valid.

Such elections shall be held on the first Tuesday in November in odd-numbered years in conjunction with the regular biennial school election or on general election day in even-numbered years.

If other jurisdictions that have overlapping boundaries or the same electors as the school district are conducting an election on the same day, the county clerk and recorder shall conduct the election as a coordinated election to allow voters to vote on all ballot issues at one polling place. The decision whether the election will be conducted as a polling place election or by mail ballot is one which shall be made by the county clerk.

The election shall be conducted pursuant to an intergovernmental agreement between the district and the county clerk and recorder for each county in which the district has territory. The agreement shall allocate responsibilities between the county clerk and the district for the preparation and conduct of the election and shall be signed no less than 60 days prior to the election. The Board shall designate a school election official to whom some election responsibilities may be delegated pursuant to the agreement.

Transportation mill levies

The Board of Education may submit the question of whether to impose a mill levy for the payment of excess transportation costs at an election held in conjunction with the regular biennial election in odd-numbered years or with the general election in even-numbered years.

Excess transportation costs are defined as the current operating expenditures for student transportation minus any state reimbursement entitlement based on amounts expended and received in a 12-month period as specified in state law.

If the measure passes, the district shall deposit the resulting revenue in the transportation fund.

Bonded indebtedness

Upon the approval of the electorate, the Board may incur a bonded indebtedness which does not exceed amounts specified by law.

The Board may authorize the issuance of debt to achieve the following goals and objectives:

1. To provide capital improvements which satisfy the district's physical plant needs
2. To provide the capability of financing district equipment needs
3. To refinance existing debt when it is in the best interests of the district

To accomplish these goals the Board has developed the following guidelines for managing the district's debt.

1. The superintendent and a designee shall be responsible for implementing this policy and its procedures.
2. The superintendent and a designee shall serve as the district's liaison with the investment banking community and will keep the Board informed about investment banking activities, changes in laws which affect the issuance or debt, and any topics which bear on the district's financial activities and needs.
3. When developing the district's financial plan, the superintendent shall analyze the need for financial advisory or investment banking assistance in defining the district's financial goals and objectives, establishing its financial plan and preparing for the issuance of debt or the refinancing of existing debt. Based on that analysis, the superintendent may recommend that the district secure the services of financial advisory and/or investment bankers.
4. The type of financial advisory or investment banking services and the method of selecting the firm or firms to provide such services shall be determined by the Board.
5. All investment banking firms or financial advisors employed by the district shall comply with the provisions and rules of the Municipal Securities Regulatory Board when performing services for the district.
6. The superintendent and Director of Finance officer shall recommend to the Board whether to use a competitive bid or negotiated sale method for each transaction. All financing completed by the district shall be conducted in compliance with state and federal statutes and regulations.

LEGAL REF.: Constitution of Colorado, Article X, Section 20
C.R.S. 1-1-101 through 1-13-108 *et seq.* (*Uniform Election Code of 1992*)

C.R.S. 1-45-117 (*Fair Campaign Practices Act*)
C.R.S. 22-42-101 *et seq.* (*bonded indebtedness*)
C.R.S. 22-54-108

CROSS REFS.: DBG, Budget Adoption
EEA, Student Transportation
FA, Facilities Development Goals/Priority Objectives
FB, Facilities Planning
FBC*, Prioritization of Facility Improvement
FD, Facilities Funding
FDA, Bond Campaigns

DEB: Loan Programs

Short-term borrowing

The superintendent shall notify the Board when it becomes evident, early in the fiscal year before substantial tax moneys have been received, that cash balances will not meet anticipated obligations. Under such circumstances the Board may negotiate, under the provisions of Colorado statutes, for a loan in such amounts as may be required to meet such obligations. Such a loan may not be obtained without prior approval of the Board.

The Board may authorize the president and the secretary to execute promissory notes on behalf of the school district from time to time as such borrowing of funds becomes necessary and may further authorize them to execute any and all other documents necessary or incidental to the borrowing of funds. By law, these short-term loans are liquidated within six months of the close of the fiscal year from moneys received by the district for the general fund.

State interest-free loan program

The superintendent shall notify the Board when it becomes evident that a general fund cash deficit will occur in any month. Under such circumstances the Board may elect to participate in an interest-free loan program through the state treasurer's office by adopting a resolution approving the amount of the loan prior to the loan being made. The loan may not exceed an amount for the month as certified by the district's Director of Finance and the superintendent. However, the superintendent may not apply for such loan without a resolution of the Board. The state treasurer shall determine the method for calculating cash deficits and appropriate reporting mechanisms.

All loans shall be repaid by June 25 of the fiscal year in which they were made or an alternate date determined by the state treasurer.

Tax anticipation notes

The Board may issue tax anticipation notes without an election if it determines that taxes due the district will not be received in time to pay projected budgeted expenses. Tax anticipation notes shall mature on or before August 31 of the fiscal year immediately following the fiscal year in which the tax anticipation notes were issued.

The state treasurer is authorized to issue tax anticipation notes for school districts pursuant to terms and conditions negotiated by the state treasurer and the district.

Tax anticipation notes issued by the district shall not exceed 75 percent of the taxes the district expects to receive in the current fiscal year as shown by the current budget.

LEGAL REFS.: C.R.S. 22-40-107 (*short term loans*)
C.R.S. 22-54-110 (*loans to alleviate cash flow problems*)
C.R.S. 29-15-101 et seq. (*Tax Anticipation Note Act*)

DFA-DFAA: Revenues from Investments/Use of Surplus Funds

The Board of Education recognizes the importance of prudent and profitable investment of district monies and its responsibility in overseeing this part of the district's financial program.

This policy shall apply to the investment of all financial assets and all funds of the district over which the Board exercises financial control. In order to effectively make use of the district's cash resources, all moneys shall be pooled into one investment account and accounted for separately. The investment income derived from this account with the exception of the building fund, shall be recorded in the General Fund.

All district funds allocated to a specific use but temporarily not needed shall be invested by the Director of Finance or designee in accordance with state law and in a manner designed to accomplish the following objectives:

1. ensure the safety of funds
2. ensure that adequate funds are available at all times to meet the financial obligations of the district when due
3. ensure a market rate of return on the funds available for investment throughout the budget cycle
4. ensure that all funds are deposited and invested in accordance with state law

The intent of the district is to support financial institutions located within district boundaries. Investments in institutions located outside of the district will be made when competitive rates or lack of collateral available from local financial institutions make this decision in the best interest of the district or when investment timing requires investment alternatives and short-term yields not conveniently available in the district. If the district is contemplating any investment or deposit outside of the state, the Board shall be notified. The Board shall seek legal advice prior to any such investment or deposit.

The Board shall be kept informed of investments and yields through regular quarterly reports. These reports shall be formatted in a manner that allows the Board to evaluate the success of its investment practices in light of its stated objectives.

LEGAL REFS.: C.R.S. 11-10.5-101 *et seq.*
C.R.S. 11-47-101 *et seq.*
C.R.S. 22-45-103 (*bond redemption fund trustee or escrow requirement*)

C.R.S. 24-75-601 *et seq.*
C.R.S. 24-75-701 *et seq.*

CROSS REF.: DA, Fiscal Management Goals/Priority Objectives
DG, Banking Services

NOTE: This policy has been adapted from the sample appearing in the CDE Financial Policies and Procedures Handbook.

DFG: Donation of Staffing Funds

The Board of Education believes that Donated Funds, when implemented with appropriate precautions, can be used to support district designated staffing.

Donated Funds can give a school and the District a greater ability to attract and retain top talent. Donated Funds are for a position or program as opposed to an individual. This is an important distinction for those making the donation and needs to be clear up front. Staffing may be used in any number of ways and directed giving should be for a position, and may or may not be utilized in that manner depending on a school's needs.

Administrators need the freedom to make decisions based on accurately accumulated funds. Principals have complete discretion to determine the use of funds at the end of the fund raising period. The district acknowledges that donors often desire knowledge of how funds will be used, but will continue to support principals in the reality of staffing depending on total accumulated funds available.

REGULATIONS:

1. A Principal of the Eagle County Schools should initiate the desire to purchase staffing by submitting a formal letter of application to the Eagle County Schools Human Resources (HR) Office. The letter of application should include:
 - a. a rationale for the request;
 - b. how the Funding will benefit the student population;
 - c. the specific FTE needs and objectives to be accomplished by purchasing staffing.

NOTE: The deadline for making application to the Human Resources Office will be August 1. The staffing requests will be reviewed by August 15.
2. The Donated Funds program is restricted to the Education Foundation of Eagle County ("EFEC") who has approved bylaws and organization to support ECS. Principals will work with EFEC on funding.
3. The receiving Principal shall have the authority to direct the Donated Funds. The school Principal is best suited to know the needs of the building. In instances where funds are being directed by a donor and the direction does not agree with the vision/plan for the school building, Principals will be supported by the District to refuse those funds. The Principals will also have the authority to direct the funds to the necessary position. Funds may fill out a position or create a new position. In the event of creating a new

position, Principals shall follow the District hiring protocol, posting for at least 5 days and interviewing candidates.

4. The District's Board of Education will make the final decision on personnel filling a position created with Donated Funds. The Board's decision will be included in the consent agenda for personnel actions.
5. Staffing costs will be paid by EFEC to the district. Costs will be calculated in the following manner:

Support staffing costs will be calculated as follows:

Actual Cost of the individual filling the position + 10% to go to an EFEC equity fund.

Certified staffing costs will be calculated as follows:

Actual Cost of the individual filling the position + 10% to go to an EFEC equity fund.

Staffing costs will be calculated by the District HR Office and communicated to EFEC.

6. Support staff will be hired at the discretion of the Principal receiving donated funds.
 - a. Probationary teacher placements need to be cleared through the Office of Human Resources.
 - b. Non-probationary teacher placements need to be reviewed and cleared in writing through the Office of the Superintendent. Any teaching position that cannot be supported long-term will be denied at this stage.
7. In the case where a position less than .5 is increased to greater than .5, the district will consider this a year of service toward non-probationary status.
8. Use of directed giving as a source of intimidation or leverage to achieve a donor's individual agenda will not be tolerated.
9. This donation policy is intended for instructional staffing. In such, directed giving for a single cause such as a bus route, individual class or technology need, will be at the District's discretion and may not be able to be accommodated.

The administration and the Board of Education are cautioned not to allow a large number of Donated Funding positions in any one school year if these positions might have a negative impact and/or cause disruption to the Eagle County Schools. Donated Funds for Staffing must be considered as temporary funding and thus must not be considered a commitment toward future staffing by any employee in any way.

DG: Banking Services Deposit of Funds, Authorized Signatures and Check Writing

All revenue received by the School District shall be deposited in an official bank or banks or savings and loan institutions as designated by the Board. Such financial institution must qualify as an eligible public depository in accordance with state law.

When moneys are withdrawn from the custody of the County Treasurer, such moneys and all other moneys belonging to the District including moneys derived from state and federal sources, food services, rents, damage deposits, and miscellaneous income shall be deposited by the Director of Finance to the credit of the District in the depository(ies) designated by the Board.

All checks drawn on District funds, except checks drawn on interest accounts and the Employee Benefit Trust, shall require the signatures of the President, Vice-President, and Secretary-Treasurer of the Board. The Board may authorize an employee to affix the signature of the President, Vice-President, and Secretary/Treasurer to any warrant, order or check by any device capable of affixing a facsimile signature, but each such officer shall give written consent to the Board for the use of such facsimile signature and written approval of the employee or employees designated to affix his/her facsimile signature.

Building level checking accounts also require two live signatures, one of which must be the building principal.

Revenues from a tax levy for the purposes of satisfying bonded indebtedness obligations shall be administered by a commercial bank or depository trust company located in Colorado or placed in an escrow account in accordance with the requirements set forth in state law.

The treasurer or official custodian shall comply with all requirements of state law regarding the deposit of district funds. All funds received and/or disbursed by any agency or employee of the School District shall be accounted for carefully and accurately, shall conform with good accounting practices, and shall be done in a manner that is easily reviewed and lends itself to auditing.

LEGAL REFS.: C.R.S. 11-10.5-101 et seq. (*relates to deposits of public funds in banks*)
C.R.S. 11-47-101 et seq. (*relates to deposits of public funds in savings and loan institutions*)
C.R.S. 22-32-104 (4)(c)
C.R.S. 22-32-107 (3),(4),(6)
C.R.S. 22-32-109 (1)(g)
C.R.S. 22-32-110 (1)(x)
C.R.S. 22-40-104 (*relates to County Treasurer*)
C.R.S. 22-40-105
C.R.S. 22-45-103 (*bond redemption fund trustee or escrow requirement*)
C.R.S. 22-45-104 (*relates to collection and deposit of fees and fines*)

CROSS REF.: BDB, Board Officers
JJF, Student Activities Funds

DH: Bonded Employees and Officers

All school employees who are responsible for moneys controlled by the Board or who may have more than \$50 from such funds in their custody shall be insured at \$150,000 per loss with a \$100 deductible.

The secretary and treasurer of the Board and any custodian of moneys authorized and appointed by the Board shall, as required by Colorado statute, be individually bonded in the amount of \$10,000 with a \$100 deductible.

The cost of bonding shall be borne by the school district.

LEGAL REFS.: C.R.S. 22-32-104 (4)(b),(c)
C.R.S. 22-32-109 (1)(h)
C.R.S. 22-32-121 (3)

DID: Inventories

The Eagle County School District shall maintain a property inventory system as required by law. The inventory of all real and personal property shall serve both the functions of control and conservation. The Board shall set the threshold cost required for items to be inventoried. The current threshold is \$5,000. Equipment permanently fixed in a building such as heaters and lockers shall not be inventoried.

This inventory shall be required only with respect to items of property having an original cost at a level as established in State of Colorado Fiscal Rules by the Office of the State Controlled and directives of the state auditor.

The assets of enterprise funds, i.e. Food Service and District Housing Fund shall be capitalized at \$1,000 and above of original cost, in accordance with standards of the Nutrition Services Department of the Colorado Department of Education.

Responsibility for the system shall lie with the Director of Finance. Principal and other administrators shall be accountable for the maintenance of proper inventories in their schools.

LEGAL REF.: C.R.S. 29-1-506 (2)

CROSS REF.: EDA/EDB, Materials & Equipment Receiving & Warehousing/ Maintenance and Control of Materials/Equipment

DIE: Audits/Financial Monitoring

In accordance with state law, all funds and accounts of the District shall be audited annually, following the close of the fiscal year.

The Board shall issue a request for proposal (RFP) or use some other similar process for selection of an independent auditor who is licensed to practice in Colorado and knowledgeable in government accounting to conduct the audit. The independent auditor also shall audit the activities accounts of the District for report to the Board of Education.

The audit report shall contain among other information:

1. Financial statements prepared insofar as possible in conformity with generally accepted governmental accounting principles. (The financial statements are the representation of the District whether prepared by the District or by the auditor.)
2. Disclosures in accordance with the Financial Policies and Procedures Handbook. The supplemental schedules of receipts and expenditures for each fund shall be in the format prescribed by the State Board of Education and shall be in agreement with the audited financial statements of the District.
3. All funds and activities of the School District.
4. A budget to actual comparison for each fund and activity.
5. The auditor's opinion in the financial statements. If the opinion is anything other than unqualified, the reason must be explained. The opinion shall include general fixed assets.
6. Disclosure of all instances of noncompliance with state law, including the Public School Finance Act of 1994, irrespective of materiality.
7. A supplemental listing of all investments held by the District at the date of the financial statement.
8. A calculation of the School District's fiscal year spending in accordance with the state constitution.

The auditor shall meet with the Board to discuss the audit report, make recommendations to the Board concerning its accounting records, procedures and related activities as may appear necessary or desirable and shall perform other related services as may be requested by the Board.

The audit report must be completed and submitted by the auditor to the School District within five (5) months after the close of the fiscal year unless a request for an extension of time is granted by the state auditor. Within thirty (30) days after receiving the audit, the District shall submit one (1) copy of each to the state auditor and the state commission of education.

The Board reserves the right to request an audit at more frequent intervals if desired.

LEGAL REFS.: C.R.S. 22-32-109(1)(k)
 C.R.S. 24-75-601.3

DJBA: Establishment of Purchasing Card Purchases

The District is authorized to establish a purchasing card to supplement the ordering of supplies of a nominal value. The purpose of the purchasing card is to provide flexibility, convenience and security with small purchases while conducting District business.

The District has used various methods to accomplish the purchase of goods and services. These methods, such as purchase orders, have proven to be costly when purchasing small dollar items, and occasionally merchants may require payments in advance. To promote vendor acceptance and operational efficiency, the District may initiate a purchasing card program.

Purchase transactions using the purchasing card shall not supersede or conflict with the purchasing policies that have been established by the District.

Use of the card is not intended to replace effective procurement planning which enables volume discounts.

The District shall establish procedures for the usage of purchasing cards.

A number of unique controls shall be developed for the purchasing card program that does not exist in a traditional credit card environment. Usage shall be limited by transaction amount and total monthly expenditure amount. Type of merchandise allowed for purchase, restrictions of persons authorized to receive the cards, and other procedures may be set at the determination of the Superintendent or his/her designee.

DJ-DJA: Purchasing/Purchasing Authority

The Board's authority for the purchase of materials, equipment, supplies and services is extended to the superintendent through the detailed listing of such items compiled as part of the budget-making process and approved by the Board through its adoption of the annual operating budget.

Except in emergencies or for reasons of economy, the annual purchase of major pieces of equipment such as school buses shall be scheduled so that annual budgetary appropriations for capital purposes will be of similar size or will show a continuous trend without severe fluctuations.

The superintendent shall direct the purchase of such books, supplies, equipment and other materials as is required and permitted within the limits of the budget. The purchase of these items shall require no further Board approval except in those instances where Board policy requires certain purchases to be put to bid. However, any single, non-budgeted purchase or expenditure greater than \$10,000, shall require advance approval by the Board.

In order to receive the greatest value for each dollar expended, it shall be the policy of the school district to obtain comparative prices based on similar quality, to consider a balance between long-term quality and cost, and to purchase in quantity whenever possible and practical.

All expenditures made with federal grant dollars shall be made in accordance with the provisions of the U.S. Office of Management and Budget (OMB) Circular A-87 Cost Principles for State, Local and Indian Tribal Governments. In addition all expenditures of federal Head Start grant dollars shall be made in accordance with the provisions of the U.S. Department of Health and Human Services Administrative Regulations Section 45 CFR Part 92.

LEGAL REF.: C.R.S. 22-32-109 (1)(b)

CROSS REF.: DJE, Bidding Procedures
DK, Payment Procedures

DK: Payment Procedures

All suppliers must render invoices in duplicate for materials, supplies, services, and equipment after delivery to the school. Invoices accompanied by a signed copy of the delivery receipt should be mailed to the Eagle County School District Accounts Payable office.

In instances of a partial shipment, an invoice for the merchandise that has been delivered and the signed copy of the delivery receipt must be submitted for payment.

An invoice to be submitted to the District for approval for payment will qualify when the following conditions are met:

1. It bears the purchase order number, description and price of the items specified on the purchase order, less any allowed discounts.
2. It is accompanied by the receiving copy of the purchase order bearing the signature of the requisitioner that the item has been received in a satisfactory condition and in the quantity indicated.
3. All extensions and totals have been checked for accuracy.
4. Invoices showing no terms of payment shall be considered net 30 days from the date of invoice.
5. Payment of invoices that have proper documentation and approval shall be made weekly as determined by the Business Services Department.

DKA: Payroll Procedures/Schedules

Employees of the District are to receive their salary payments in a timely and consistent manner and in a manner that suits the needs (within legal limits) of the majority of the employees. Employees should receive their salary payments as soon after the pay period as is legally and economically feasible.

REGULATIONS

1. Salary payments for licensed staff members and administrators shall be distributed on the 20th day of the month. If the 20th falls on a weekend or holiday being observed by the District, payroll shall be distributed on the closest workday to the 20th of the month. Summer deposit advices shall be mailed the 20th day of each month unless other arrangements have been made with the Business Services Office.

2. Hourly and substitute employees including substitute teachers will be paid bi-monthly according to the annual district calendar. All other classified employees will be paid on the 20th. If the 20th falls on a weekend or a holiday being observed by the District, payroll shall be distributed on the closest workday to the 20th of the month.
3. All payments to employees will be made by direct deposit. A deposit advice will be provided to each employee with the details of their pay. There is a charge of \$3.00 for replacement or duplicate deposit advices.
4. Persons employed in a 9-12 month position will be paid over twelve (12) months in equal installments. This option is not available to hourly employees.
5. Payments will not be issued to licensed staff members before a valid license of authorization has been registered with the Human Resource Services Office. Any variation from this regulation must be in writing from the Director of Human Resources.
6. If an error is made in the calculation of an employee's paycheck, the employee should notify their supervisor of the error immediately. The supervisor is responsible to work with Payroll and/or Human Resource Services to research and correct if necessary, the error.

If it has been determined that an error occurred it exceeds \$100.00 it will be handled as follows:

- If the District Office is the source of the error, the error will correct it within 24 hours of it being reported.
- If the supervisor is the source of the error, the error will be corrected within 3 working days.
- If the employee is the source of the error, the error will be corrected on the employee's next paycheck.

Any error of less than that \$100.00 will be included in the employee's next paycheck.

The employee, supervisor, Human Resources Services and Payroll share responsibility for the accuracy and timely processing of payroll information.

7. In order to facilitate the calculations of the payroll, all time cards and other necessary records must be received by the Payroll Office as noted on the annual district calendar.
8. In order to facilitate input an wage calculations, all Personnel Action Notices must be received by the Office of Human Resource Services as noted on the annual district calendar.
9. All supervisors are responsible for notifying the Human Resource Services Office when an employee terminates his/her employment, takes an unauthorized leave, transfers or when any other movement occurs that may affect that employee's pay, leave or benefits.

10. Hourly employees will record hours worked to the nearest quarter hour (1/4 - .25, etc.) on a daily basis. Any time over 7 minutes should be rounded up to the next quarter hour.
11. All employees must attend the first scheduled employee orientation upon being hired. This will ensure the timelines of their pay and the completeness of their required paperwork.
12. W-2's will be provided to each employee annually by January 31 each year. If an employee needs a replacement or duplicate of any W-2 previously issued, a \$15.00 fee will be charged for each W-2 requested.

DKB: Salary Deductions

The function of the Business Services and Human Resource Services Departments is to accommodate the needs of the employees within the framework of a sound management system. Staff members should be given the opportunity to understand the system for calculating salaries, for making deductions, and for paying employees. Salary deductions and calculations should be explained on each check for each pay period.

It is the employee's responsibility to notify the Payroll Department in writing should (s)he wish to change deductions. Deductions shall be made or changed only when the proper-signed written authorization is received by the Payroll Department.

REGULATIONS:

1. Deductions shall be made from the paychecks of all employees for retirement (Public Employees' Retirement Association), Medicare, and federal and state income tax in keeping with federal and state requirements.
2. If an employee is leasing District housing (i.e. house, apartment, trailer, or trailer space), the monthly rent will be deducted from the monthly paycheck. If the paycheck to be received is not sufficient to cover the cost of the rent, the employee will be responsible for making payment to the Business Services Department.
3. When a court order for garnishing an employee's wages is received by the Payroll Office requiring a deduction from that employee's paycheck, the Payroll Office is authorized to deduct that amount. When the Payroll Office receives documentation to deduct this amount, that office will contact the employee in a timely manner to let him/her know the amount that will be deducted and when the first deduction will be made. In no case will the Eagle County School District be liable for deductions that must legally be taken from an employee's paycheck.
4. If money owed to the District for incidental items (e.g. travel reimbursements) is deducted from an employee's paycheck and that amount is less than \$5.00, a total of \$5.00 will be deducted from the employee's check for this service. In other words, if the employee owed the District \$2.43, \$5.00 would be taken from that employee's paycheck.

5. Salary deductions shall be made for absences not covered by leave policies adopted by the Board of Education. Such deductions shall be calculated on the basis of the employee's work year.
6. If a certified employee has a deduction from his/her salary for leave without pay that is in excess of three days, (s)he may request that the Business Services Department withhold that amount in two or three consecutive paychecks rather than in one paycheck. This option will only be allowed if the certified employee has accrued more salary than (s)he has been paid.

(Optional Deductions) The following deductions are optional:

7. Section 125 Cafeteria Plan benefit deductions.
8. Employees will have the opportunity to enroll in employee-purchased insurance or tax-sheltered annuity programs. A minimum of ten (10) employees must be enrolled with any one company in order to qualify for payroll deductions.
9. Professional dues may be deducted from employee's salaries. Professional dues may be deducted in accordance with the policies of that professional organization.
10. Employees may choose to enroll in the Public Employees' Retirement Association Survivors' Insurance, Life Insurance, or 401(k) programs.
11. Those staff members choosing to take part in the health, dental, and/or vision care plan must have the appropriate monthly premiums deducted from their salaries.
12. Classified employees working fewer than twelve months per year may choose to have their summer months' insurance deducted over the course of their annual employment so as to make the deduction comparable from month to month.
13. All other deductions shall require permission of the employee.
14. Upon employment, new employees will be required to attend a new employee orientation meeting and complete the salary deduction forms. Continuing employees will need to make the Payroll Office aware of any modifications in their deductions on or before the first of the month if they wish to have that change initiated with the following paycheck.
16. The Payroll Office shall inform employees as to changes made in any area of mandatory or optional deductions not initiated by the employee. This communication shall take place in a clear and timely manner.

CROSS REF.: GDBD, Classified Staff Fringe Benefits

DKC: Expense Authorization/Reimbursement

Eagle County Schools encourages attendance of personnel at local, state, regional, and national meetings as a means of upgrading the instructional program and to assist personnel in remaining current with contemporary educational thought and practice.

When authorized and within budget constraints, reasonable remuneration for expenses of employees and consultants shall be made in accordance with the following regulations.

REGULATIONS:

1. **General:** Travel charged to Eagle County Schools, regardless of funding source, shall be for the benefit of Eagle County Schools and shall be completed using the most economical means available.

The employee is responsible for making lodging and travel reservations associated with the trip and to submit a reimbursement request upon return. The reimbursement request must be supported by actual, original, itemized receipts. Summary charge slips are not a valid form of receipt. All expenses are paid on a reimbursement basis only. Travel advances are not provided by the District.

Reimbursement will be made for the following: lodging, meals, transportation, registration fees and business related incidentals. The following regulations will apply:

2. **Lodging:** The District will pay the actual cost, less Colorado sales tax, per night of lodging if it is considered reasonable for the area. Employees are encouraged to stay at the hotel/motel where the conference is being held. Telephone, fax and internet service for official District purposes will be paid by the District. In-room movies, personal calls, spa costs, recreation services and other personal expenses are not paid by the district.
3. **Meals:** Meals will be reimbursed based upon the actual cost of the meal, including tip and excluding Colorado sales tax up to the maximum dollar amount per meal as established annually by the U.S. General Services Administration (GSA). Please refer to Exhibit DKC-E2 for the current maximum reimbursement. Breakfast will be reimbursed when the employee leaves the District before 7:00 a.m.; lunch when traveling out of the District between 11:00 a.m. and 1:00 p.m.; and dinner when returning from out of the District after 7:00 p.m.

In the case where meals are a part of the registration fee, an employee will be reimbursed only for the meals that are not part of that fee. Itemized receipts must be submitted to be reimbursed. Summary charge slips and anything submitted not listing specific items eaten will not be considered. Any receipts that include the purchase of alcohol will be unconditionally refused.

Generally, employees will not be paid for meals when the employee is in the District. However, at the discretion of the building principal or department manager, meals for employees may be provided from the General Fund for staff training, evening meetings and work-related national recognition days (i.e. Secretaries Day). Meals for employees for celebrations may be paid for from dollars generated from non-student fundraising dollars in the Activity Fund (ie Holiday Parties). These types of expenses should be limited in nature.

Meals for students may be paid by the Eagle County Schools with the prior approval of the building principal.

4. Ground Transportation: A District-owned vehicle will be used when available and practical. The Transportation Department will be responsible for approval of the scheduling of District vehicles. Personal car mileage will be reimbursed at the rate established by the Internal Revenue Service. The current rate for mileage reimbursement is shown in Exhibit DKC-E2. Mileage will be calculated either to and from the employee's normal place of employment or based upon actual miles traveled, whichever is less. The authorized mileage schedule (See Exhibit DKC-E1) will be used when applicable. In all instances, both inside and outside of the District, car-pooling is encouraged when possible.

Out-of-district mileage will be reimbursed when submitted on a reimbursement form with proof of attendance at the conference or meeting attached. Proof of attendance is limited to a nametag, and a, booklet or certificate of completion. Proof of payment or registration for the conference is not considered adequate.

In-district mileage incurred by employees required to travel from facility to facility during the workday shall be reimbursable. It is the employee's responsibility to travel from home to work and from work to home each day. This shall apply to employees who report to a different facility each day.

5. Air Transportation: Coach air fare shall be the basis for air travel.
6. Miscellaneous Expenses: Miscellaneous items such as parking, taxi fare and baggage handling shall also be reimbursed when submitted on a reimbursement form with the proper receipt attached. Personal phone calls, parking tickets and traffic tickets shall not be reimbursed by the District.

LEGAL REF.: C.R.S. 24-18-104 (3)(d),(e)

CROSS REF.: EEBB, Use of Private Vehicles on School Business

DN: School Properties Disposition

The Board may, by resolution duly adopted, sell, convey, dispose, or lease District property which has been determined to have no future value to the District upon such terms and conditions as it may approve, subject to the limitations contained in this policy (regardless of future value).

If the property is sold to a state agency or political subdivision of the state, it shall not be necessary to find that the property may not be needed.

The Director of Finance shall provide to the Board of Education (up to three times per year) a listing of property that has been determined to have no future value.

Real Estate Property

The Board may sell real property owned by the District at private sale or at public auction or by sealed bid. Notice of sales at auction or by sealed bid shall be published as hereinafter provided.

Other Property

The Board may sell property, over the value of \$500, owned by the District at auction or by sealed bid. Notice of such sale shall be published as hereinafter provided.

Other property having a value of less than \$500, as determined by the Superintendent or his/her designee, may be disposed of as deemed applicable after authorization has been procured from the Board.

Leases

The Board may negotiate the leasing of property owned by the District, not immediately needed for its purposes, for terms and conditions as allowable in provisions as defined in state statutes governing school districts.

Such leases may contain an option to purchase, in which event the provisions of section "Real Estate Property" shall apply.

Notice

Wherever in this policy a notice is required to be published prior to sale or lease of District property, real or other, such notice shall identify the property to be sold or leased, shall specify the date and time at which the sale is to be held or by which bids are to be received, shall reserve the right to refuse all offers, and shall contain such other terms and conditions attached to the transaction as the Board deems appropriate.

Such notice shall be published at least one time in a newspaper of general circulation within the District at least 7 days prior to the proposed sale or bid opening.

LEGAL REFS.: C.R.S. 22-32-110 (1) (e)

C.R.S. 24-18-202

CROSS REF.: FCB, Closing Schools

Appendix B

Critical Dates Public School Finance Unit For Fiscal Year 2015-16

May 31	School district/BOCES administration submits proposed FY2014-15 budget to district/BOCES board (22-44-108 (1)(c), C.R.S.) [<i>30 days prior to the start of the new fiscal year</i>].
June 10	School district/BOCES publishes public notice stating that the proposed FY2014-15 budget is on file and stating the time and place for the budget hearing. This action must occur within ten days after submission of the proposed budget to the board (22-44-109, C.R.S.).
June 15	School district authorizes CDE to withhold monthly shares of up-front matching requirement for School-to-Work Alliance Grant (SWAP) and transfer of money directly to Vocational Rehabilitation on behalf of the school district (22-54-115(1.5) & (2), C.R.S.).
June 20	School district provides to CDE revised projection, if any, of its October 2015 pupil enrollment figures on which FY2015-16 school finance funding for the period July 2015 through November 2015 will be based. This revised projection is used until actual October 2015 counts are available and processed.
June 25	School district repays outstanding cash flow loans, if any, to State Treasurer (22-54-110(2)(a), C.R.S.). (or a later alternative date as determined by the State Treasurer)
June 25	School district repays outstanding contingency reserve loans, if any, to CDE.
June 30	Local board of education adopts FY2015-16 budget by appropriate resolution duly recorded. (22-44-110(4), C.R.S.).
June 30	FY2015-16 NCLB Consolidated Federal Application and Budget due to CDE.
June 30	FY2015-16 IDEA Federal Application Budget due to CDE
July 1	FY2015-16 required use of financial transparency website template on every local education provider (LEP) website: effective July 1, 2015
July 24	Last day for School Districts who have taken formal action to participate in an election to notify the county clerk.

- July 31 Charter school expenditure reports due to CDE reporting how the charter school capital construction funding for the previous fiscal year was spent, for purposes of reporting to the Office of the State Auditor. (2-3-115, C.R.S.)
- August 15 Estimated date for CDE to open Data Pipeline system to receive school district/BOCES FY2014-15 financial data.
- August 15 School district/BOCES/CSI submits pupil transportation reimbursement claim (Form CDE-40) to CDE for the July 1, 2014 – June 30, 2015, reimbursement period (22-51-105(1), C.R.S.).
- Aug 15-Oct 1 No earlier than August 15th and no later than October 1st, by a date determined by the local board of education, a charter school application must be filed for a charter school to be eligible for consideration for the following school year. (22-30.5-107(1), C.R.S.)
- August 25 County assessor certifies to school district the total assessed valuation and the actual value of the taxable property in the district (39-5-128(1), C.R.S.)
- August/
September A board of education shall establish and maintain a kindergarten program in connection with the schools of its district for instruction of children one year prior to the year in which such children would be eligible for admission to first grade. (22-32-119 (1),C.R.S.)
- September 30 School districts shall provide to each charter school in the district an itemized accounting of all its central administrative overhead costs. Actual costs shall be the amount charged to the charter school (22-30.5-112(2)(a.4)(I). (within 90 days of fiscal year end)
- September 30 The Institute shall provide to each institute charter school an itemized accounting of all its central administrative overhead costs. Actual costs shall be the amount charged to the charter school (22-30.5-513(2)(d)(I).
- September 30 School districts shall provide to each charter school in the district an itemized accounting of all actual costs of district services the charter school chose, at its discretion, to purchase from the district (22-30.5-112(2)(a.4)(II).
- September 30 The Institute shall provide to each institute charter school an itemized accounting of all actual costs of district services the charter school chose, at its discretion, to purchase from the district (22-30.5-513(2)(d)(II).
- September 30 School districts' "homeless child liaison" shall report the number of homeless children enrolled in district (22-33-103.5(7),C.R.S.).
- September 30 District school board must file a request with the State Board, if desired, for a school to be designated as an "Alternative Education Campus". (22-7-604.5(2)(a), C.R.S.)

- September 30 File the FY2014-15 NCLB Consolidated Federal Annual Financial Report (AFR) with CDE.
- September 30 File the FY2014-15 IDEA EOY Expenditure Submission Deadline
- October 1 School district and Institute conducts pupil membership count (22-54-103(10)(a), C.R.S.) and later reports the count via the Data Pipeline.
- October 5 Facility School or a State Program shall submit October 1 pupil counts to CDE (22-54-129(3)).
- October 15 Last date for a school district seeking voter approval of bonded debt or other financial obligation to post or make available the required financial information per 1-7-908, C.R.S. (20 days before the election)
- November 2 Optional date for all districts to use for identifying and counting Colorado Preschool Program preschool pupils and special education preschool pupils for funding. A district may use October 1 or November 1 counts for funding for preschool pupils only. Eliminates the need for waivers from pilot districts for preschool pupil alternative count dates.
- November 10 Last date for school districts to submit October 1 pupil membership count to CDE via the Data Pipeline system (22-54-112(2), C.R.S.). **All pupil membership counts must be completed by this date, even if the alternative count date of November 1 is used for preschool pupils.** (on or before November 10th)
- November 10 The State Charter School Institute shall certify to the State Board of Education each institute charter school's pupil enrollment and on-line enrollment. (22-30.5-513(3)(a) C.R.S. and 22-54-112(2)(c) C.R.S.).
- November 10 The State Charter School Institute shall notify CDE as to whether each institute charter school is a qualified charter school. (22-30.5-513(3)(a) C.R.S.)
- November 15 State Board shall approve the designation of alternative education campus for any public school for which a request is filed that meets the requirements of State Board Rule. (22-7-604.5(2)(a) C.R.S.)
- November 17 School district provides to CDE a copy of its official November 3, 2015, ballot questions or a copy of its official November 3, 2015, ballot marked with the word "sample" and the number of votes cast for the questions and the number of votes cast against the question. (CCR301-39, 2254-R-13.01)
- November 20 School district provides to CDE, through the "directory process", the names, addresses, positions, and term expirations of all school board members (22-32-109(1)(d), C.R.S.).

- November 30 Independent Auditor must provide the FY2014-15 Audit to the School District within five months following the close of the fiscal year. (29-1-606(1)(b)C.R.S.)
- November 30 School district entitled to “Additional Funding”, if any, submits to CDE a certification signed by its auditor of its projected FY2015-16 spending limit pursuant to the Taxpayer’s Bill of Rights (TABOR) (22-54-104.3 (2.7), C.R.S.). Note: certification is not required if district previously has held a successful “de-Brucing” election.
- December 5 Charter schools must submit the annual Charter School Capital Construction Funding Eligibility questionnaire (22-54-124,C.R.S.).
- December 15 School district certifies to county commissioners, copied to CDE, the mill levies for the various property tax-supported funds of the district (39-5-128(1), C.R.S.).
- December 31 School district/BOCES must approve their FY 2014-15 Data Pipeline financial data; must complete their Bolded Balance Sheet Report, Auditor’s Integrity Check Report, and must download their final Data Pipeline reports.
- December 31 School district/BOCES must have their FY 2014-15 Audits postmarked to CDE and the Office of the State Auditor. Audits must have final copies of the “Auditor’s Integrity Check Report” bound in the audit and must include a copy of the “Bolded Balance Sheet Report” with the audit. (29-1-606(3), C.R.S.)
- December 31 All negotiations between the charter school and the local board of education on the charter contract shall be concluded by, and all terms of the contract agreed upon, no later than ninety days after the local board of education rules by resolution on the application for a charter school unless the parties mutually agree to waive this deadline. (22-30.5-107(2),C.R.S.)
- December/
January School district reports the estimated number of students expected to be enrolled in all “qualified” charter schools and institute charter schools during the next budget year. School district shall notify CDE as to whether each charter school is a qualified charter school.
- January 15 Based upon evaluations of district preschool programs, CDE shall submit a report to the joint budget committee and to the house and senate committees on education on the effectiveness of the preschool program. (22-28-112,C.R.S.)
- January 30 Prior to January 30th, the Colorado Educational and Cultural Facilities Authority shall submit a report to the State Auditor that includes information concerning the issuance of Qualified Charter School Bonds (22-30.5-409, C.R.S.)

January 31	After the adoption of the budget, the board may review and change the budget, with respect to both revenues and expenditures, at any time prior to January 31 of the fiscal year for which the budget was adopted.
February 1	CDE shall certify the total number of pupils expected to be enrolled in all qualified charter schools during the next budget year to the General Assembly. (22-54-124(3)(b), C.R.S.)
March 1	Local school boards who seek to retain exclusive chartering authority must submit a written resolution to the Department of Education on or before March 1 of the fiscal year prior to that for which exclusive authority is to apply. (22-30.5-504(4)(a), C.R.S.)
April 30	School districts receiving Colorado Preschool Program (CPP) funding complete the electronic CPP Reapplication and Annual Report.
15 th of Month	Approved Facility Schools or State Programs report to CDE its number of eligible out-of-district placed pupils, if any, served during the prior calendar month (22-54-129(4)(b), C.R.S.).
25 th of Month	School district receives state share via electronic wire funds transfer (22-54-115(3), C.R.S.).
Monthly	School district notifies CDE of any potential Contingency Reserve assistance needs (22-54-117, C.R.S.).
Monthly	CDE will distribute the "Per Pupil Capital Construction" moneys to charter schools and institute charter schools. (22-54-124(4), C.R.S.)
Quarterly	District board of education must review financial condition of the school district. (22-45-102(1)(b), C.R.S.)
Continuing	Any school district receiving capital construction funds will be subject to state audit.
Continuing	School district must have third party trustee for bonds issued under the Colorado State Treasurer's intercept program. (22-45-103(1)(b)(V) C.R.S)
Continuing	Each school district which issues bonds or refunding bonds under the provisions of these articles shall file a report within ten days after the issuance of said bonds (sixty days for refunding bonds) with the state board of education (22-42-125, C.R.S.) & (22-43-108, C.R.S.).
Continuing	Submit request for funds forms with the Grants Fiscal Management Services Unit for NCLB Consolidated Federal Grant program funding.

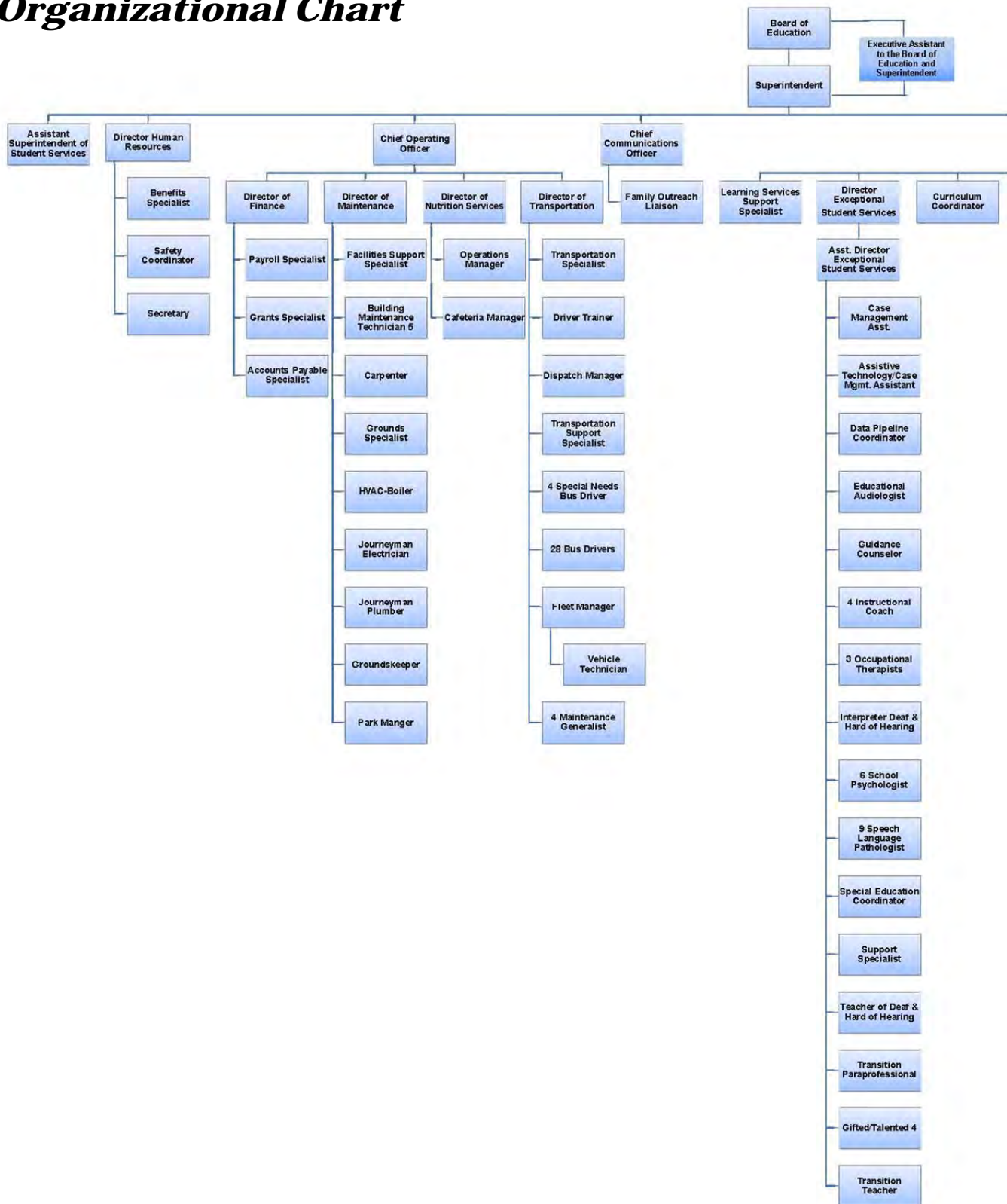
Continuing: On or before the 15th day of each month where a juvenile (charged as an adult) is held in jail or facility, the official in charge of the jail or facility shall report to CDE the actual number of juveniles who received education service at the jail or facility during the prior calendar month to whom the school district provided educational services at the jail or facility. On or before the 15th day of each month following a month where a jail or facility reported the number of juveniles who received educational services at the jail of facility, CDE shall pay the school district that provided the educational services the appropriate amount based on the daily rate established for approved facility schools (based on *Section 22-54-129, C.R.S.*).

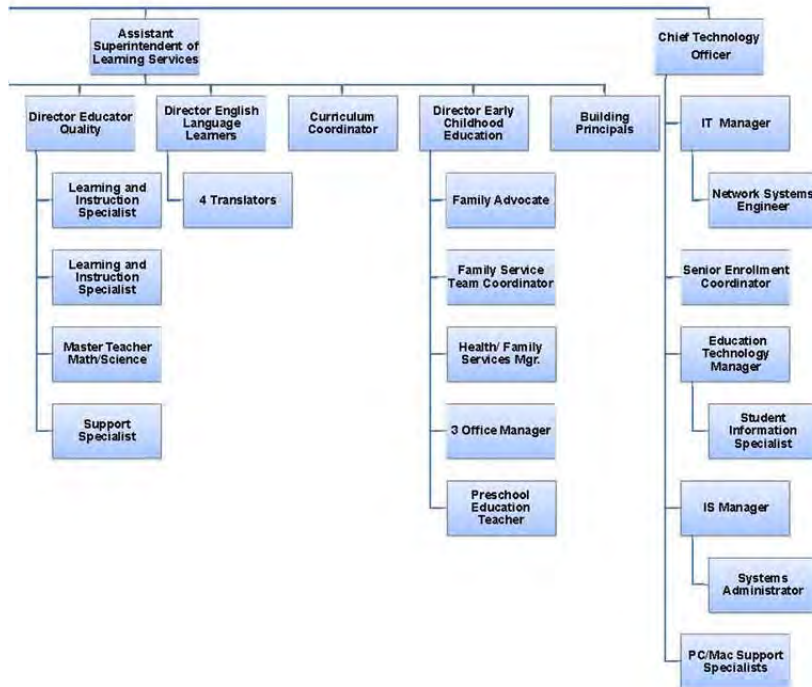
Elections For a complete calendar of election deadlines please visit:
[Colorado Department of State Elections Center](#)



Appendix C

Organizational Chart





Appendix D

Strategy & Tactic Performance Measures

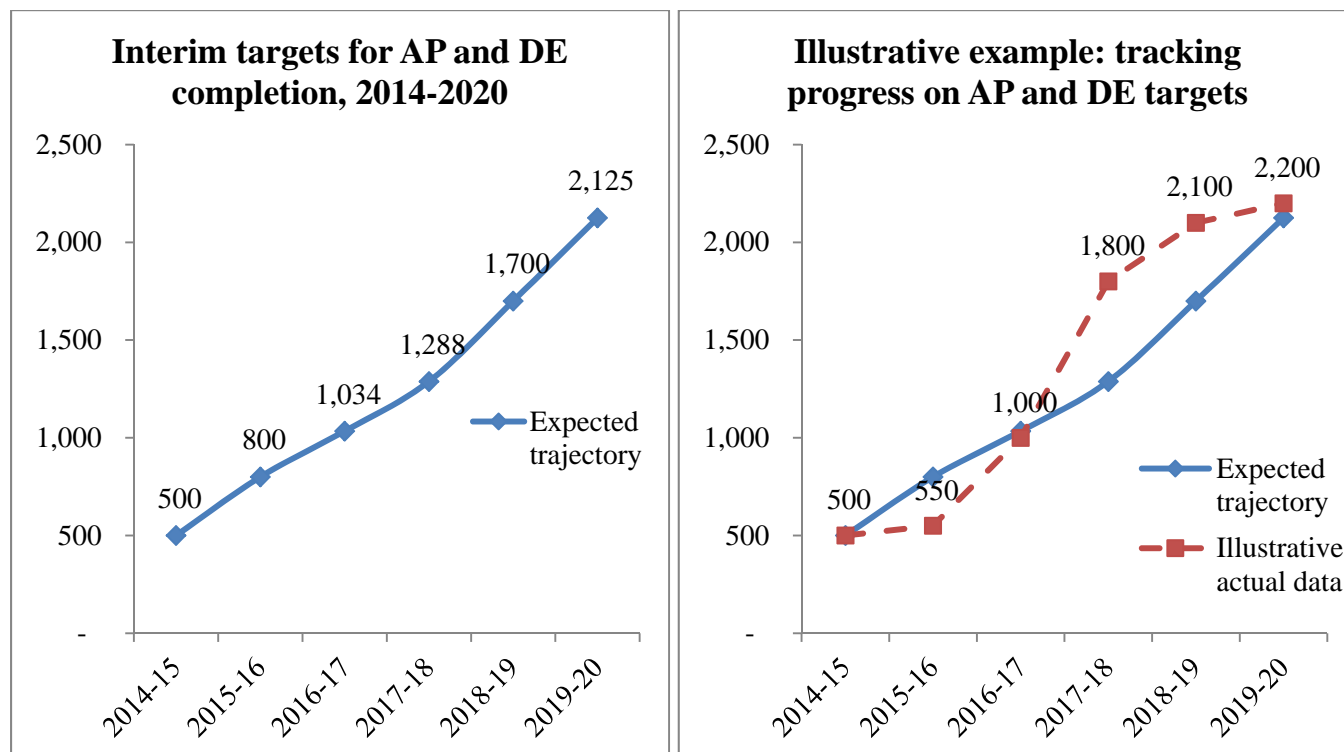
Eagle County Schools is in the process of establishing strategy and tactic performance measures. This is an example of goals, interim targets, and leading indicators:

In order to ensure that feedback and continuous improvement are incorporated in the operation of the Eagle County Schools' strategic plan, key stakeholders (strategy and tactic "owners") have developed SMART goals, and the next stage, already started, is to develop trajectories, interim targets, and leading indicators that will be reported on to the superintendent and Board of Education in order to hold the entire system accountable for the goals that have been established. Below is an example of an initial trajectory (left) and a trajectory that includes actual data to compare to the projected trajectory (right). This will allow strategy and tactic owners to determine progress and make mid-course corrections where needed if progress is off-track. Eagle County Schools has experience in developing and using these goals and indicators to monitor progress. This document provides illustrative examples from another ECS project.

Project: Creating customized pathways for college and career

Goal: 2,125 ECS students will complete an Advanced Placement or Dual Enrollment course by 2020.

Interim targets and example comparison with illustrative actual data:



Select leading indicators:

- # of students participating in refined academic counseling support to register for AP/DE
- # of AP/DE courses offered
- # of AP/DE Enrollment
- # of 6-12 teachers trained in AP instruction
- Results of Administrator/Counselor Interviews addressing AP/DE for all curriculum philosophy
- Student surveys and focus group feedback on academic self-concept, interest areas, and rigor
- Site visits and classroom observations for AP/DE courses

Appendix E

District Performance Framework 2014

District Performance Framework 2014

Level: EMH

District: EAGLE COUNTY RE 50 - 0910

(All - 1 Year¹)

Accredited		Performance Indicators	Rating	% of Points Earned out of Points Eligible ²													
<p>This is the district's official accreditation rating, which is based on the 1 Year District Performance Framework. Districts are designated an accreditation category based on the overall percent of points earned for the official year. The official percent of points earned is matched to the scoring guide below to determine the accreditation category. Additionally, failing to meet finance, safety, test administration and/or test participation assurances will result in a lower accreditation category.</p> <table><tr><th>Accreditation Category</th><th>Framework Points Earned</th></tr><tr><td>Accred. w/Distinction</td><td>at or above 80%</td></tr><tr><td>Accredited</td><td>at or above 64% - below 80%</td></tr><tr><td>Accred. w/Improvement Plan</td><td>at or above 52% - below 64%</td></tr><tr><td>Accred. w/Priority Impr. Plan</td><td>at or above 42% - below 52%</td></tr><tr><td>Accred. w/Turnaround Plan</td><td>below 42%</td></tr></table> <p>Framework points are calculated using the percentage of points earned out of points eligible. For districts with data on all indicators, the total points possible are: 15 points for Academic Achievement, 35 for Academic Growth, 15 for Academic Growth Gaps, and 35 for Postsecondary and Workforce Readiness.</p>		Accreditation Category	Framework Points Earned	Accred. w/Distinction	at or above 80%	Accredited	at or above 64% - below 80%	Accred. w/Improvement Plan	at or above 52% - below 64%	Accred. w/Priority Impr. Plan	at or above 42% - below 52%	Accred. w/Turnaround Plan	below 42%	Academic Achievement	Meets	63.9%	(9.6 out of 15 points)
		Accreditation Category	Framework Points Earned														
		Accred. w/Distinction	at or above 80%														
		Accredited	at or above 64% - below 80%														
		Accred. w/Improvement Plan	at or above 52% - below 64%														
Accred. w/Priority Impr. Plan	at or above 42% - below 52%																
Accred. w/Turnaround Plan	below 42%																
Academic Growth	Meets	69.0%	(24.2 out of 35 points)														
Academic Growth Gaps	Approaching	55.6%	(8.3 out of 15 points)														
Postsecondary and Workforce Readiness	Meets	71.9%	(25.2 out of 35 points)														
Test Participation ³	Meets 95% Participation Rate																
		TOTAL	67.3%	(67.3 out of 100 points)													
² Districts may not be eligible for all possible points on an indicator due to insufficient numbers of students. In these cases, the points are removed from the points eligible, so scores are not negatively impacted.																	
³ Districts do not receive points for test participation. However, districts are assigned one accreditation category lower than their points indicate if they do not (1) meet at least a 95% participation rate in all or all but one content area (reading, writing, math, science, social studies and COACT), or (2) for districts serving multiple levels (elementary, middle and high school grades, e.g., a 6-12 school), meet at least a 95% participation rate in all or all but one content area when individual content area rates are rolled up across school levels (elementary, middle and high school grades).																	
		Finance ⁴	Meets Requirements														
		Safety ⁴	Meets Requirements														
⁴ Districts do not receive points for finance and safety assurances. However, districts that do not meet requirements in at least one area default to Accredited with Priority Improvement (or remain Accredited with Turnaround Plan) until they meet requirements.																	

Test Participation Rates																
Content Area	% of Students Tested				Participation Rating				Students Tested				Total Students			
	Elem	Middle	High	Overall	Elem	Middle	High	Overall	Elem	Middle	High	Overall	Elem	Middle	High	Overall
Reading	99.3%	99.2%	98.9%	99.1%	Meets	Meets	Meets	Meets	1488	1435	875	3798	1499	1447	885	3831
Mathematics	99.5%	99.1%	98.6%	99.2%	Meets	Meets	Meets	Meets	1493	1434	873	3800	1500	1447	885	3832
Writing	99.3%	99.2%	98.6%	99.1%	Meets	Meets	Meets	Meets	1489	1436	873	3798	1500	1447	885	3832
Science	98.5%	98.7%	-	98.6%	Meets	Meets	-	Meets	518	473	-	991	526	479	-	1005
Social Studies	99.6%	98.3%	-	99.0%	Meets	Meets	-	Meets	500	474	-	974	502	482	-	984
Colorado ACT	-	-	98.7%	98.7%	-	-	Meets	Meets	-	-	385	385	-	-	390	390

Performance Indicators							Level: Elementary	
District: EAGLE COUNTY RE 50 - 0910							(1 Year)	
Academic Achievement	Points Earned	Points Eligible	% Points	Rating	N	% Proficient/Advanced	District's Percentile	
Reading	2	4		Approaching	1445	68.44	41	
Mathematics	2	4		Approaching	1448	64.3	29	
Writing	2	4		Approaching	1444	49.72	38	
Science	0	0						
Total	6	12	50%	Approaching				
Academic Growth	Points Earned	Points Eligible	% Points	Rating	N	Median Growth Percentile	Median Adequate Growth Percentile	Made Adequate Growth?
Reading	3	4		Meets	941	54	32	Yes
Mathematics	2	4		Approaching	964	43	50	No
Writing	3	4		Meets	938	52	44	Yes
English Language Proficiency (ACCESS)	1.5	2		Meets	879	50	25	Yes
Total	9.5	14	67.9%	Meets				
Academic Growth Gaps	Points Earned	Points Eligible	% Points	Rating	Subgroup N	Subgroup Median Growth Percentile	Subgroup Median Adequate Growth Percentile	Made Adequate Growth?
Reading	13	20	65%	Meets				
Free/Reduced Lunch Eligible	3	4		Meets	390	51	48	Yes
Minority Students	3	4		Meets	483	51	44	Yes
Students with Disabilities	2	4		Approaching	97	42	73	No
English Learners	3	4		Meets	384	50	49	Yes
Students needing to catch up	2	4		Approaching	286	54	66	No
Mathematics	9	20	45%	Approaching				
Free/Reduced Lunch Eligible	2	4		Approaching	410	40	63	No
Minority Students	2	4		Approaching	505	40	62	No
Students with Disabilities	1	4		Does Not Meet	103	35	93	No
English Learners	2	4		Approaching	406	41	66	No
Students needing to catch up	2	4		Approaching	294	42	81	No
Writing	10	20	50%	Approaching				
Free/Reduced Lunch Eligible	2	4		Approaching	391	51	57	No
Minority Students	2	4		Approaching	482	51	55	No
Students with Disabilities	2	4		Approaching	98	50	80	No
English Learners	2	4		Approaching	383	51	58	No
Students needing to catch up	2	4		Approaching	459	53	64	No
Total	32	60	53.3%	Approaching				

Counts and ratings are not reported for metrics when the district does not meet the minimum student counts required for reportable data.
 2
 DPF 2014 - 0910, 1-Year

Performance Indicators							Level: Middle	
District: EAGLE COUNTY RE 50 - 0910							(1 Year)	
Academic Achievement	Points Earned	Points Eligible	% Points	Rating	N	% Proficient/Advanced	District's Percentile	
Reading	3	4		Meets	1392	73.28	63	
Mathematics	3	4		Meets	1392	57.33	73	
Writing	3	4		Meets	1393	63.17	70	
Science	0	0		-	-	-	-	
Total	9	12	75%	Meets				
Academic Growth	Points Earned	Points Eligible	% Points	Rating	N	Median Growth Percentile	Median Adequate Growth Percentile	Made Adequate Growth?
Reading	3	4		Meets	1330	53	26	Yes
Mathematics	2	4		Approaching	1327	51	65	No
Writing	3	4		Meets	1325	53	45	Yes
English Language Proficiency (ACCESS)	1.5	2		Meets	302	58	56	Yes
Total	9.5	14	67.9%	Meets				
Academic Growth Gaps	Points Earned	Points Eligible	% Points	Rating	Subgroup N	Subgroup Median Growth Percentile	Subgroup Median Adequate Growth Percentile	Made Adequate Growth?
Reading	14	20	70%	Meets				
Free/Reduced Lunch Eligible	3	4		Meets	488	52	46	Yes
Minority Students	3	4		Meets	707	52	42	Yes
Students with Disabilities	2	4		Approaching	128	51	75	No
English Learners	3	4		Meets	556	52	48	Yes
Students needing to catch up	3	4		Meets	319	55	68	No
Mathematics	10	20	50%	Approaching				
Free/Reduced Lunch Eligible	2	4		Approaching	489	49	80	No
Minority Students	2	4		Approaching	706	49	79	No
Students with Disabilities	2	4		Approaching	129	52	98	No
English Learners	2	4		Approaching	556	49	82	No
Students needing to catch up	2	4		Approaching	493	54	92	No
Writing	11	20	55%	Approaching				
Free/Reduced Lunch Eligible	2	4		Approaching	485	49	66	No
Minority Students	2	4		Approaching	704	51	63	No
Students with Disabilities	2	4		Approaching	128	48	83	No
English Learners	2	4		Approaching	555	52	68	No
Students needing to catch up	3	4		Meets	480	59	76	No
Total	35	60	58.3%	Approaching				

Counts and ratings are not reported for metrics when the district does not meet the minimum student counts required for reportable data.
 3
 DPF 2014 - 0910, 1-Year

Performance Indicators							Level: High	
District: EAGLE COUNTY RE 50 - 0910							(1 Year)	
Academic Achievement	Points Earned	Points Eligible	% Points	Rating	N	% Proficient/Advanced	District's Percentile	
Reading	2	4		Meets	848	69.58	45	
Mathematics	3	4		Meets	847	32.59	51	
Writing	3	4		Meets	846	49.65	53	
Science	0	0		-	-	-	-	
Total	8	12	66.7%	Meets				
Academic Growth	Points Earned	Points Eligible	% Points	Rating	N	Median Growth Percentile	Median Adequate Growth Percentile	Made Adequate Growth?
Reading	3	4		Meets	798	50	13	Yes
Mathematics	2	4		Approaching	799	44	90	No
Writing	3	4		Meets	797	45	44	Yes
English Language Proficiency (ACCESS)	2	2		Exceeds	214	60	36	Yes
Total	10	14	71.4%	Meets				
Academic Growth Gaps	Points Earned	Points Eligible	% Points	Rating	Subgroup N	Subgroup Median Growth Percentile	Subgroup Median Adequate Growth Percentile	Made Adequate Growth?
Reading	13	20	65%	Meets				
Free/Reduced Lunch Eligible	3	4		Meets	289	51	33	Yes
Minority Students	3	4		Meets	438	51	32	Yes
Students with Disabilities	2	4		Approaching	76	45	95	No
English Learners	3	4		Meets	347	56	37	Yes
Students needing to catch up	2	4		Approaching	228	51	81	No
Mathematics	10	20	50%	Approaching				
Free/Reduced Lunch Eligible	2	4		Approaching	291	46	99	No
Minority Students	2	4		Approaching	440	44	99	No
Students with Disabilities	2	4		Approaching	77	46	99	No
English Learners	2	4		Approaching	348	47	99	No
Students needing to catch up	2	4		Approaching	446	49	99	No
Writing	10	20	50%	Approaching				
Free/Reduced Lunch Eligible	2	4		Approaching	289	44	69	No
Minority Students	2	4		Approaching	437	45	68	No
Students with Disabilities	2	4		Approaching	76	49	99	No
English Learners	2	4		Approaching	347	46	73	No
Students needing to catch up	2	4		Approaching	314	49	90	No
Total	33	60	55%	Approaching				
Postsecondary and Workforce Readiness	Points Earned	Points Eligible	% Points	Rating	N	Rate/Score	Expectation	
Graduation Rate: 4yr/5yr/6yr/7yr	3	4		Meets	446/459/436/439	72/78.9/80/85.9%	80%	
Disaggregated Graduation Rate	2.5	4	62.5%	Meets				
Free/Reduced Lunch Eligible	0.75	1		Meets	177/150/180/149	67.8/82.7/72.8/78.5%	80%	
Minority Students	0.5	1		Approaching	252/241/235/204	62.3/64.7/72.3/70%	80%	
Students with Disabilities	0.75	1		Meets	53/31/35/47	56.6/71/68.6/89.4%	80%	
English Learners	0.5	1		Approaching	168/142/159/118	52.4/52.8/68.6/67.8%	80%	
Dropout Rate	3	4		Meets	2952	2.5%	3.6%	
Colorado ACT Composite Score	3	4		Meets	385	20.4	20.0	
Total	11.5	16	71.9%	Meets				

Counts and ratings are not reported for metrics when the district does not meet the minimum student counts required for reportable data.

Graduation Rates
Level: High
Graduation and Disaggregated Graduation Rates

The District Performance Framework reports use the 4-, 5-, 6- and 7-year graduation rates for the district and disaggregated student groups (students eligible for free/reduced lunch, minority students, students with disabilities and English learners).

**This District's Graduation Rate and Disaggregated Graduation Rate
Overall Graduation Rate (1-year)**

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	81	84.2	85.2	85.3
	2011	77.1	79.8	80	
	2012	75.3	78.9		
	2013	72			
	Aggregated	76.3	80.9	82.6	85.9

Overall Graduation Rate (3-year aggregate)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	81	84.2	85.2	85.9
	2011	77.1	79.8	80	
	2012	75.3	78.9		
	2013	72			
	Aggregated	76.3	80.9	82.6	85.9

Free/Reduced Lunch Graduation Rate (1-year)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	69	76.4	77	78.5
	2011	70.2	72.6	72.8	
	2012	75.8	82.7		
	2013	67.8			
	Aggregated	70.6	77	74.7	82.5

Free/Reduced Lunch Graduation Rate (3-year aggregate)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	69	76.4	77	78.5
	2011	70.2	72.6	72.8	
	2012	75.8	82.7		
	2013	67.8			
	Aggregated	70.6	77	74.7	82.5

Minority Student Graduation Rate (1-year)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	66.8	73.3	74.4	76
	2011	68.1	71.8	72.3	
	2012	58.8	64.7		
	2013	62.3			
	Aggregated	63.8	69.7	73.3	76

Minority Student Graduation Rate (3-year aggregate)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	66.8	73.3	74.4	76
	2011	68.1	71.8	72.3	
	2012	58.8	64.7		
	2013	62.3			
	Aggregated	63.8	69.7	73.3	76

Students with Disabilities Graduation Rate (1-year)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	86.7	88.9	89.4	89.4
	2011	66.7	68.6	68.6	
	2012	58.1	71		
	2013	56.6			
	Aggregated	67.3	77.5	80.5	89.4

Students with Disabilities Graduation Rate (3-year aggregate)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	86.7	88.9	89.4	89.4
	2011	66.7	68.6	68.6	
	2012	58.1	71		
	2013	56.6			
	Aggregated	67.3	77.5	80.5	89.4

English Learners Graduation Rate (1-year)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	60.5	65.5	66.7	67.8
	2011	64.7	68.4	68.6	
	2012	47.9	52.8		
	2013	52.4			
	Aggregated	56.2	62.3	67.8	67.8

English Learners Graduation Rate (3-year aggregate)

		4-year	5-year	6-year	7-year
Anticipated Year of Graduation	2010	60.5	65.5	66.7	67.8
	2011	64.7	68.4	68.6	
	2012	47.9	52.8		
	2013	52.4			
	Aggregated	56.2	62.3	67.8	67.8

Colorado calculates "on-time" graduation as the percent of students who graduate from high school four years after entering ninth grade. A student is assigned a graduating class when they enter ninth grade by adding four years to the year the student enters ninth grade. The formula anticipates, for example, that a student who entered ninth grade in fall 2006 would graduate with the Class of 2010.

For the 1-year DPF, districts earn points based on the highest value among the following: 2013 4-year graduation rate, 2012 5-year graduation rate, 2011 6-year graduation rate and 2010 7-year graduation rate (the shaded cells in the tables on the left). For the 3-year DPF, districts earn points based on the highest value among the following: aggregated 2010, 2011, 2012 and 2013 4-year graduation rate, aggregated 2010, 2011 and 2012 5-year graduation rate, aggregated 2010 and 2011 6-year graduation rate, or 2010 7-year graduation rate. For each of these rates, the aggregation is the result of adding the graduation totals for all available years and dividing by the sum of the graduation bases across all available years. For both 1-year and 3-year DPF, the "best of" graduation rate is bolded and italicized here and on the Performance Indicators detail page.

Scoring Guide Level: EMH

Scoring Guide for Performance Indicators on the District Performance Framework Report

Performance Indicator	Scoring Guide	Rating	Point Value	Total Possible Points per EMH Level	Framework Points
Academic Achievement	The district's percentage of students scoring proficient or advanced was:		TCAP	16 (4 for each content area)	15
	• at or above the 90th percentile of all districts (using 2009-10 baseline).	Exceeds	4		
	• below the 90th percentile but at or above the 50th percentile of all districts (using 2009-10 baseline).	Meets	3		
	• below the 50th percentile but at or above the 15th percentile of all districts (using 2009-10 baseline).	Approaching	2		
	• below the 15th percentile of all districts (using 2009-10 baseline).	Does Not Meet	1		
Academic Growth	Made AGP		TCAP	14 (4 for each subject area and 2 for English language proficiency)	35
	• at or above 60.	Exceeds	4		
	• below 60 but at or above 45.	Meets	3		
	• below 45 but at or above 30.	Approaching	2		
	• below 30.	Does Not Meet	1		
Academic Growth Gaps	Did Not Make AGP		ACCESS	60 (4 for each of 5 subgroups in 3 subject areas)	15
	• at or above 70.	Exceeds	4		
	• below 70 but at or above 55.	Meets	3		
	• below 55 but at or above 40.	Approaching	2		
	• below 40.	Does Not Meet	1		
Postsecondary and Workforce Readiness	Made AGP		TCAP	16 (4 for each sub-indicator)	35
	• at or above 60.	Exceeds	4		
	• below 60 but at or above 45.	Meets	3		
	• below 45 but at or above 30.	Approaching	2		
	• below 30.	Does Not Meet	1		
	Did Not Make AGP		ACCESS		
	• at or above 70.	Exceeds	4		
	• below 70 but at or above 55.	Meets	3		
	• below 55 but at or above 40.	Approaching	2		
	• below 40.	Does Not Meet	1		
	Graduation Rate and Disaggregated Graduation Rate: The district's graduation rate/disaggregated graduation rate was:		Overall		
	• at or above 90%.	Exceeds	4		
	• at or above 80% but below 90%.	Meets	3		
	• at or above 65% but below 80%.	Approaching	2		
	• below 65%.	Does Not Meet	1		
	Dropout Rate: The district's dropout rate was:		Disaggr.		
	• at or below 1%.	Exceeds	4		
	• at or below the state average but above 1% (using 2009-10 baseline).	Meets	3		
	• at or below 10% but above the state average (using 2009-10 baseline).	Approaching	2		
	• above 10%.	Does Not Meet	1		
	Colorado ACT Composite Score: The district's average Colorado ACT composite score was:				
	• at or above 22.	Exceeds	4		
	• at or above the state average but below 22 (using 2009-10 baseline).	Meets	3		
	• at or above 17 but below the state average (using 2009-10 baseline).	Approaching	2		
	• below 17.	Does Not Meet	1		

Cut-Points for Each Performance Indicator

Performance Indicator	Cut Point: The district earned ... of the points eligible on this indicator.	Rating
Achievement; Growth; Growth Gaps; Postsecondary Readiness	• at or above 87.5%.	Exceeds
	• at or above 62.5% - below 87.5%.	Meets
	• at or above 37.5% - below 62.5%.	Approaching
	• below 37.5%.	Does Not Meet

Cut-Points for Accreditation Category Assignment

Cut Point: The district earned ... of the total framework points eligible.		
Total Framework Points	• at or above 80%	Distinction
	• at or above 64% - below 80%	Accredited
	• at or above 52% - below 64%	Improvement
	• at or above 42% - below 52%	Priority improvement
	• below 42%	Turnaround

District Plan Type Assignments

Plan Type	Plan description	Assignment
Accred. w/Distinction	The district is required to adopt and implement a Performance Plan.	A district may not be accredited with a Priority Improvement and/or Turnaround Plan for longer than a combined total of five consecutive years before the State Board of Education is required to remove the district's or Institute's accreditation and direct the district's local school board or the Institute as to which actions it must take to have accreditation reinstated. The five consecutive school years commence on July 1 of the summer immediately following the fall in which the district is notified that it is Accredited with a Priority Improvement or Turnaround Plan.
Accredited	The district is required to adopt and implement a Performance Plan.	
Accred. w/Improvement Plan	The district is required to adopt and implement an Improvement Plan.	
Accred. w/Priority Impr. Plan	The district is required to adopt and implement a Priority Improvement Plan.	
Accred. w/Turnaround Plan	The district is required to adopt and implement a Turnaround Plan.	

Reference

1-year vs. 3-year Report

Districts receive a 1-year and a 3-year aggregated District Performance Framework report. CDE produces a report on the basis of three years of data to enable more districts to be considered within the same performance framework. Some small districts may not have public data on the basis of a single year because of small N counts for some performance indicator metrics, but a report on the basis of three years of data increases the N count. Only one of the two sets of results (1-year or 3-year) will be the official accreditation category for the district: the one under which the district has ratings on a greater number of the performance indicators, or, if it has ratings for an equal number of indicators, the one under which it earned a higher total percent of points. Note that some 3-year reports may be based on only two years of data if that is the only data available.

Reference Data for Key Performance Indicators

Academic Achievement

The Academic Achievement Indicator reflects a district's proficiency rate: the percentage of students proficient or advanced on Colorado's standardized assessments. This includes results from TCAP and CoAlt in reading, mathematics, writing, and science, and results from Lectura and Escritura.

Data for all indicators are compared to baselines from the first year the performance framework reports were released.

Percent of Students Proficient or Advanced by Percentile Cut-Points - 1-year (2009-10 baseline)

	Reading			Math			Writing			Science		
	Elem	Middle	High	Elem	Middle	High	Elem	Middle	High	Elem	Middle	High
N of Districts	175	165	167	176	165	167	175	165	167	133	135	138
15th percentile	59.26	58.87	57.14	57.99	34.46	18.30	38.48	42.37	32.85	29.46	28.57	30.27
50th percentile	71.51	70.50	71.53	70.51	50.00	32.16	54.72	56.36	48.61	48.00	45.60	48.93
90th percentile	84.37	83.57	84.78	84.60	68.84	52.06	69.66	72.27	67.56	69.72	69.09	70.39

Percent of Students Proficient or Advanced by Percentile Cut-Points - 3-year aggregate (2008-10 baseline)

	Reading			Math			Writing			Science		
	Elem	Middle	High	Elem	Middle	High	Elem	Middle	High	Elem	Middle	High
N of Districts	181	182	183	181	182	182	181	182	183	172	175	179
15th percentile	60.45	56.61	57.63	56.84	36.37	17.78	41.44	41.85	33.82	32.93	30.02	31.43
50th percentile	72.19	69.22	71.31	70.37	49.11	30.51	55.78	56.79	49.70	47.50	46.81	49.18
90th percentile	85.16	81.53	83.80	83.42	65.33	48.01	71.02	70.87	67.71	66.52	65.86	67.31

Academic Growth and Academic Growth Gaps

The Academic Growth Indicator measures academic progress using the Colorado Growth Model. This indicator reflects 1) normative (median) growth: how the academic progress of the students in this district compared to that of other students statewide with a similar content proficiency (TCAP) score history or a similar English language proficiency (ACCESS) score history, and 2) criterion referenced (adequate) growth: whether this level of growth was sufficient for the typical (median) student in the district to reach or maintain a specified level of proficiency within a given length of time. For TCAP, students are expected to score proficient or advanced within three years or by 10th grade, whichever comes first. Students classified as English learners are expected to reach certain levels of language proficiency on ACCESS in set amounts of time. The median growth percentile required to earn rating depends on whether or not the district met adequate growth (AGP).

	Made AGP	Did Not Make AGP
Exceeds	60-99	70-99
Meets	45-59	55-69
Approaching	30-44	40-54
Does Not Meet	1-29	1-39

The Academic Growth Gaps Indicator disaggregates the results of the Academic Growth Indicator, measuring the academic progress of historically disadvantaged student groups (students eligible for free/reduced lunch, minority students, students with disabilities, English learners) and students needing to catch up.

Postsecondary and Workforce Readiness

The Postsecondary and Workforce Readiness Indicator measures the preparedness of students for college or careers upon completing high school. This indicator reflects student graduation rates, disaggregated graduation rates, dropout rates, and mean Colorado ACT (COACT) composite scores.

State Mean Dropout Rate (2009-10 baseline)

	N of Students	Mean Rate
1-year (2009)	416,953	3.6
3-year (2007-09)	1,238,096	3.9

State Mean COACT Composite Score (2009-10 baseline)

	N of Students	Mean Score
1-year (2010)	51,438	20.0
3-year (2008-10)	151,439	20.1

Glossary

Abatement: The reduction or cancellation of an assessed tax.

Account: The detailed record of a particular asset, liability, owners' equity, revenue or expense.

Accrual Basis: The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Advanced Placement Program (AP): A cooperative educational endeavor between secondary schools and colleges and universities that provides high school students with the opportunity to take college-level courses in a high school setting. Students who participate in AP courses often earn college credit while they are still in high school by passing the AP exams.

Advancement via Individual Determination (AVID): is a college-readiness system designed to increase the number of students who enroll in four-year colleges.

Agency Fund: This fund is used to account for receipts and disbursements from student and district fundraising activities.

Amendment 23: An amendment to the Colorado Constitution passed in November 2000 guaranteeing annual increases in funding to public schools at inflation plus 1 percent for ten years and inflation thereafter.

Appropriation: A legal authorization granted by the board of education for the funds of the Eagle County School District permitting expenditures and obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation: The taxable value of real and personal property as determined by a tax assessor or government agency as a basis for levying taxes. Assessed valuation does not necessarily correspond to the property's market value.

Assets: Resources owned or held by an entity which have monetary value.

Automated Data Exchange (ADE): The submission of information required by the Colorado Department of Education for the purposes of Accreditation, CSAP, Financials, Human Resources, Literacy, Payroll, Position Control, Pupil Count, and Surveys.

Balance Sheet: The basic financial statement which discloses the assets, liabilities, and equity of an entity at a specified date in conformity with GAAP.

Benefits: District provided retirement (Colorado PERA), health and dental coverage, long-term disability, and life insurance. Benefits also include voluntary participation in 401(k), 403b and 457 defined contribution plans, flexible spending accounts in addition to vacation, annual leave, personal, and sick days depending on the job classification. For some job classifications, benefits also include longevity pay, tuition reimbursement and Leave of Absence opportunities.

Board of Education (BOE): An elected policy-making body whose primary functions are to establish policies for the district; provide guidance for the general operation and personnel of the district; and oversee the property, facilities, and financial affairs of the district.

Board Policy: Guidelines adopted by the board of education that govern school operations.

Bond, General Obligation: A written promise to pay specified amounts of money at certain times in the future and carrying interest at fixed rates. The obligation to pay is backed by the taxing authority of the district. The items that these funds can be used for are stated on the ballot when the issue is presented to the people. Money can be spent only for these

authorized purposes. Proceeds from bond issues cannot be used to pay the daily operating expenses of a school district.

Bond Redemption Fund (Fund 31): Used to account for the accumulation of resources and payment of principal and interest on general obligation (school bond) debt.

Budget Transfer: Process of changing how budget dollars are currently allocated to be spent within the adopted budget.

Budget: A plan of future events including anticipated revenues and expenditures, along with the financial position at some future point in time.

Capital Expenditures: Those expenditures which result in the acquisition of or addition to fixed assets.

Capital Reserve Fund (Fund 43): The Capital Reserve Fund is used for the maintenance and improvement of existing facilities.

Carryover: Amount of money remaining at the end of the preceding year and available in the current budget year.

Cash Basis: A basis of accounting under which transactions are recognized only when cash changes hands.

Categorical Revenues: Educational support funds, given as reimbursements, from a higher governmental level. State categorical reimbursements include Increased Enrollment, Transportation, English Language Proficiency Act (ELPA), Exceptional Children's Educational Act (ECEA) [includes Special Education and Gifted and Talented], and Vocational Education.

Certificate of Participation (COP): Financial certificates issued that provide capital for payment of principal and interest.

Chart of Accounts: A set of accounting codes characterizing transactions throughout the organization's financial systems. It facilitates the consistent coding of transactions for entry into the systems as well as computer manipulation of transaction data.

Charter School Fund (Fund 11): This fund is used to account for the financial activities associated with charter schools, which are treated as Component Units of the school district.

Charter School: A public school operated independently of the local school board, often with a curriculum and educational philosophy different from the other schools in the system.

Colorado Department of Education (CDE): The administrative arm of the Colorado State Board of Education.

Compensation: District provided salary and benefits (see definition for benefits). Compensation for most employees is determined through the negotiations or Meet and Confer process.

Comprehensive Annual Financial Report (CAFR): This document is the "official annual report" of the district. State law requires the district to publish within six months of the close of the fiscal year a complete set of financial statements presented in conformity with generally accepted accounting principles and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. The CAFR meets these requirements.

Debt Services: The payment of both principal and interest for the Certificate of Participation (COP) for the district's energy conservation program and telephone system.

Deficit: (1) The excess of the liabilities of a fund over its assets; (2) the excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

Encumbrance: A commitment within an organization to use funds for a specific purpose. An encumbrance is created when purchasing processes a purchase requisition into a purchase order.

Equalization, State: General state aid or support provided to the district under the Public School Finance Act of 1994, as amended.

Equipment: Money budgeted for the purchase of equipment to be used in the operation of the school district. Equipment is further defined as an item that retains shape and appearance with use. It is more feasible to repair than replace. Under normal use and care lasts more than one year.

Exempt Employees: Employees not eligible for overtime pay such as administrators, prof-techs, and teachers.

Expenditures: Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays.

Fiscal Year: The twelve-month period of time to which the annual budget applies. All Colorado school districts, by law, must observe a fiscal year that is July 1 through June 30.

Fixed Asset: Tangible property with an estimated life of more than one year.

Free or Reduced Lunch (FRL): In order to qualify for free or reduced meals, a household has to fill out an application. Guidelines are set by the Federal Government, comparing the household's size to its income.

Full Time Equivalency (FTE): Unit used to measure the hours in an employee's contract based on a 40 hour work week.

Fund: A fund is an independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources. It contains all related assets, liabilities and residual equities or balances, or changes therein. Funds are established to carry on specific activities or attain certain objectives of the school district according to special legislation, regulations, or other restrictions.

Fund Balance: The excess of assets of a fund over its liabilities and reserves.

Funded Pupil Count: Adjustments to the district's October 1 pupil enrollment count (headcount) to produce the full time equivalent (FTE) membership used in the School Finance Act formula to determine the district's funding for the current budget year. For example, a pupil enrolled in kindergarten is counted as a one-half funded pupil (0.5 FTE). Similarly, but under different guidelines, preschool pupils are counted as one-half FTE pursuant to CRS 22-28-106(2) and 22-53-103.

General Fund (Fund 10): Provides for the basic day-to-day operational costs of the district. The mill levy for the fund is determined by the provisions of the State Public School Finance Act of 1994, as amended, and the Taxpayer's Bill of Rights (TABOR).

Generally Accepted Accounting Principles (GAAP): A collection of rules, procedures and conventions developed by the accounting profession which set the minimum requirements for a fair presentation of financial data in external financial reports.

Government Finance Officers Association (GFOA): Professional association of state, provincial and local finance officers in the United States and Canada.

Governmental Accounting Standards Board (GASB): The Governmental Accounting Standards Board (GASB) is the independent organization that establishes and improves standards of accounting and financial reporting for U.S. state and local governments.

Governmental Designated-Purpose Grants Fund (Fund 22): A special revenue fund used to account for governmental grants for designated purposes.

Grant: A financial award from a federal, state or local government agency, or any private foundation, corporation or organization, which is given for specific purposes or to which specific performance requirements exist, and is generally solicited through a process of written application.

Indirect Cost: A charge made to a grant to offset the administrative cost to the district of processing and managing a grant.

Individual Education Program (IEP): A legal document written for students who qualify under the IDEA (Individuals with Disabilities Education Act) that defines the goals and objectives, accommodations and modifications based on the student's needs that allow the student to progress in learning in the general education curriculum.

Levy: (Verb) To impose taxes. (Noun) The total of taxes imposed by a governmental unit.

Liabilities: Debt or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Location: Locations are used to denote the group and type of educational activities for organizational purposes and are often considered cost centers. Each type of unit has discriminating characteristics. The units include individual schools, buildings, and central departments.

Long-term Debt: Debt with a maturity of more than one year after the date of issuance.

Mill Levy: The rate of taxation. A mill is one-tenth of a cent (\$.001). Mill levies are expressed in dollars per thousand, i.e., one dollar for each \$1,000 of assessed value.

No Child Left Behind (NCLB): The No Child Left Behind Act was signed into law in January 2002. This law reauthorized the Elementary and Secondary Education Act. The new law revised the framework that Colorado will use to comply with sweeping reforms in education.

Nutrition Services Fund (Fund 21): This fund is used to account for the financial activities associated with the district's school lunch program.

Object: As specified by the Colorado Department of Education (CDE) Chart of Accounts, the service or commodity obtained as a result of a specific expenditure (what was purchased). There are nine major object categories, each of which is further subdivided. Following are definitions of the object classes and sub-object categories:

0100 Salaries (Regular, Temporary, Overtime, Stipends, Leave)

0200 Employee Benefits (Medicare, PERA, Health, Dental)

0300 Purchased Professional and Technical Services (Auditor, Lawyer, Consultant)

0400 Purchased Property Services (Water and Sewer Services, Repairs, Rentals)

0500 Other Purchased Services (Insurance, Mileage, Postage, Travel, Tuition)

0600 Supplies (Paper, Pencils, Software, Textbooks, Utilities)

0700 Property (Land, Buildings, Equipment, Vehicles)

0800 Other Objects (Dues, Interest, Internal Charge Accounts)

0900 Other Uses of Funds (Redemption of Principal, Transfers)

110/110: An employee who retires from the district under PERA benefits may be re-employed for up to 110 days per calendar year) following the date of retirement. Typically 110 days in the first school semester and 110 days in the second.

Operating Transfers: All inter-fund transfers other than residual equity transfers, e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

Other Support Services: Those activities concerned with providing non-instructional services to students, staff or the community.

Override Revenues: A school district can seek authorization from its voters to raise and expend “override” property revenues via an additional mill levy.

Per Pupil Operating Revenue (PPOR): The equalization program funding of a district for any budget year, determined in accordance with the provisions of the Public School Finance Act of 1994, as amended, divided by the funded pupil count of the district for said budget year, minus the minimum dollar amount required by law to be transferred from the General Operating Fund to the Capital Reserve and Risk Management Funds, as required by C.R.S. 22- 53-108(3).

Per Pupil Revenue (PPR): The equalization funding of a district for any budget year, determined in accordance with the provisions of the Public School Finance Act of 1994, as amended, divided by the funded pupil count of the district for said budget year.

Petty Cash: A small fund of cash kept for reimbursement of incidental expenses of \$200 or less.

Position Control: Process by which the Budget Department distributes and maintains staffing allocations.

Program: A plan of activities and procedures designed to accomplish predetermined objectives. Programs are classified into broad areas: Instruction, Support Services, Operation of Non-Instructional Services, Facilities Acquisition and Construction, Other User, and Reserves.

Property Tax: The general property tax is levied on land and buildings located within the school district. It is essentially a real estate or real property tax. Every owner of private and business property in the district, including public utilities, pays this tax. Property owned by governmental, charitable, and religious institutions is exempt from taxation.

Public Employees’ Retirement Association (PERA): PERA is a cost-sharing multiple-employer defined benefit pension plan for district employees.

Public School Finance Act of 1994, as Amended: State Legislation creating Title 11, Article 50, of the Colorado Revised Statutes which determines the base revenue of the General Operating Fund of the district. This funding is comprised of property taxes, specific ownership taxes and state equalization support. The Act establishes an allowable mill levy and defines the process for exceeding the allowable amount by an election.

Pupil Count: A head count of pupils by school and grade level which are enrolled in an education program in ECS for the State of Colorado as of the school day nearest the Count Day, October 1. The October 1 Pupil Count is used to determine the level of funding that the district will receive from the Colorado School Finance Act and is also used to budget the School Resource Allocation (SRA) and staffing allocations for schools.

Pupil Enrollment: The number of pupils enrolled on October 1 during the budget year or the school day nearest to said date, as evidenced by the actual attendance of each pupil prior to said date. This is sometimes referred to as the head count.

Purchase Order: Document issued by the Procurement Department to a vendor setting forth products or services to be provided to the district by that vendor. Includes quantities, unit costs, delivery instructions, terms and conditions. Purchase orders are initiated by schools/departments.

Purchased Services: Personal services rendered by personnel who are not on the payroll of the district, and other services which may be purchased by the district.

Revenue: Funds received, generally from taxes or from a state or federal funding program, which are not loans and which do not cause an increase in a liability account.

Salary: The total amount paid to an individual, before deductions, for personal services rendered while on the payroll of the district.

Special Education Program (SPED): A special curriculum consisting of courses and other provisions which are different from or provided in addition to those provided in the usual school program and are provided for exceptional pupils by specially qualified personnel.

Special Reporting Element (SRE): Special Reporting Element is used in the Chart of Accounts to designate broad categories of expense.

Specific Ownership Tax: An annual tax imposed upon each taxable item of certain classified personal property such as motor vehicles. The tax is computed by the County Clerk in accordance with state schedules applicable to each sale of personal property.

Student Support Services: Activities designed to assess and improve the well-being of students and to supplement the teaching process. Examples include counseling, health, occupational therapy, and social work.

Supplies: Consumable material used in the operation of the school district including fuel and natural gas, food, textbooks, paper, pencils, office supplies, custodial supplies, maintenance materials and software.

Support Services Programs: Those activities which facilitate and enhance instruction. Support services include school-based and general administrative functions and centralized operations for the benefit of students, instructional staff, other staff, and the community.

TABOR Amendment (Emergency Reserve): The Colorado Constitution requires the set-aside of three percent of defined, planned spending that cannot be used to address revenue shortfalls, salary or fringe benefit increases, or other economic conditions.

Total Program: Annual funding, or Total Program Funding, is provided to school districts via the Public School Finance Act of 1994. Funding is based on an annual October 1 pupil count. For each pupil funded in the October 1 pupil count, the per pupil formula that calculates Total Program provides a base per-pupil amount plus additional money which recognizes district-to-district variances in (a) cost of living, (b) personnel costs, and (c) sizes. The Total Program amount also includes additional funding for at-risk pupils.

Transfers: Money that is taken from one fund under the control of the board of education and added to another fund under the board's control.

Transportation Fund (Fund 25): This fund accounts for all the transportation services of the Eagle County School District.

Treasurer's Fees: State law permits the Eagle, Garfield and Routt County Treasurers to charge the district one-quarter of one percent of the property taxes collected.

W-9: IRS form to request a taxpayer identification number.