

EAGLE COUNTY SCHOOL DISTRICT RE 50J

2016-17 ADOPTED BUDGET

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**ADOPTED BUDGET
2016-17**

Board of Education

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President**

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This Meritorious Budget Award is presented to

**EAGLE COUNTY SCHOOL DISTRICT
RE50J**

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

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



Mark C. Pepera, MBA, RSBO, SFO
President



John D. Musso, CAE, RSBA
Executive Director



The Association of School Business Officials International (ASBO) presented a Meritorious Budget Award to Eagle County School District RE50J, Colorado for its annual budget for the fiscal year beginning July 1, 2015.

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Eagle County School District RE50J, Colorado for its annual budget for the fiscal year beginning July 1, 2015.

In order to receive these awards, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

These awards are valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to both organizations to determine its eligibility for another award.



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Introductory Section

Board of Education Members



(Photos from Left to Right)

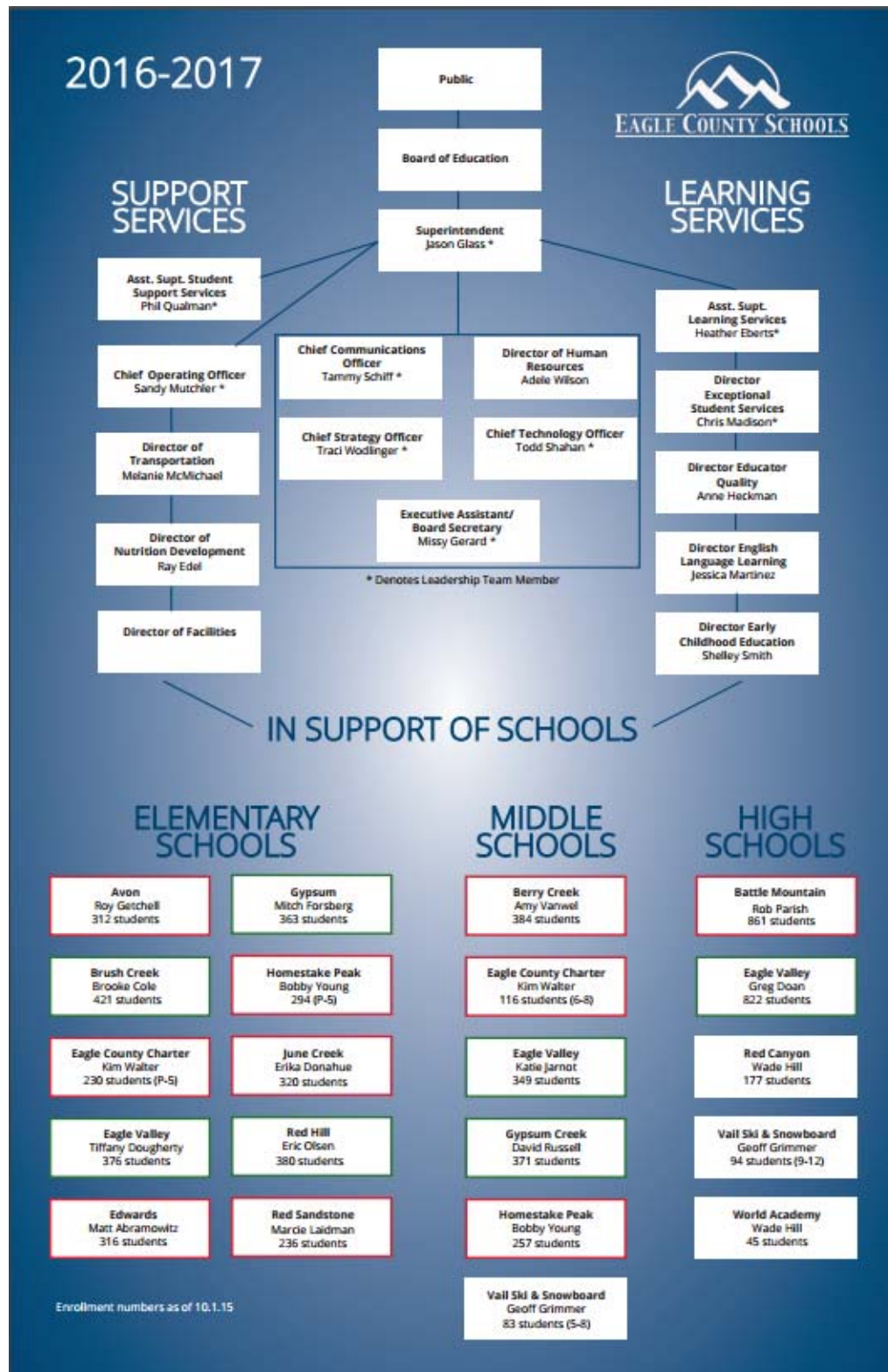
Patrick Hirn, District F; **Shelly Jarnot**, Secretary/Treasurer, District G;
Tessa Kirchner Vice President, District A; **Kate Cocchiarella**, President, District B;
Caroline Knox-Keep, District C; **Felicia Battle**, District D;
Kevin Kottenstette, District E

Superintendent's Leadership Team



Dr. Jason Glass	Superintendent
Philip Qualman	Asst. 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 Information Officer
Chris Madison	Director of Exceptional Student Services

District Organization



Letter of Transmittal

DATE: June 1, 2016
TO: Dr. Jason Glass, Superintendent
FROM: Sandra Mutchler, Chief Operating Officer
SUBJECT: 2016-17 Adopted Budget

We are pleased to present the 2016-17 Adopted 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. We have utilized the Board of Education and Superintendent’s direction in the preparation of the adopted budget.

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
- Employee performance bonuses

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 2016-17 fiscal year.

The total 2016-17 Appropriation for all funds is:

Fund	From Available Revenues	From Available Fund Balance	Total Appropriated	Ending Fund Balance
General Fund	\$ 66,307,072	\$ 512,352	\$ 66,819,424	\$ 10,508,458
Nutrition Services Fund	1,793,934	71,202	1,865,136	179,010
Designated Purpose Grants Fund	4,032,477		4,032,477	-
Transportation Fund	2,630,070	13,560	2,643,630	9,243
Bond Fund	14,135,338		14,135,338	12,372,933
Capital Reserve Fund	1,141,940		1,141,940	1,531,280
District Housing Fund	132,650	44,450	177,100	773,696
Student Activity Fund	830,090		830,090	1,308,468
Charter School Fund	3,781,161	38,277	3,819,438	824,502
TOTAL APPROPRIATION	\$ 94,784,732	\$ 679,841	\$ 95,464,573	\$ 27,507,590

The total 2016-17 Appropriation includes spending fund balance for some funds. The purpose is:

Fund	Amount	Purpose of Spending Fund Balance
General Fund	\$ 512,352	To support the increased staffing and benefit costs. 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.
Nutrition Services Fund	\$ 71,202	To support the increased food and benefit costs. 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.
Transportation Fund	\$ 13,560	To support the increased supply and benefit costs. 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.
District Housing Fund	\$ 44,450	To support the completion of remodels on three housing units.

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 with a regular, continued focus. 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: 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: Global-Ready 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 2016-17 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.

Strategic Plan

The ideas represented in our Three Peaks of World-Class Learning are benchmarked against practices consistently used in the highest performing school systems on earth. While they are intentionally bold, audacious, and inspiring, they are also straightforward and basic. We know that the highest performing systems focus on the relationship that is the “instructional core” – teachers and students in the presence of content. In our graphic, we take a macro approach to that concept that exists within a classroom, and we talk about educators, learners, and content; we focus on the interaction of those components because we know that they do not stand alone. While our primary focus is on the relationship of the components of the instructional core, that is not enough. We know

that we must have areas that support, or “wrap around,” the instructional core – areas that potentially remove barriers to learning; those areas are both internal and external to our organization. We do this through making sure that our buildings and grounds are safe and places of pride for our students, teachers, and community; we transport students safely and reliably to and from school; we provide healthy and nutritious meals. Additionally, we are fiscally responsible and protective of the assets provided to us by taxpayer dollars, and we make communicating with all of our stakeholder groups (internal and external) a high priority. Externally, we are working to establish a comprehensive and robust community-wide early childhood system, and we are on a well-established path to creating a system that is collaborative and leverages the resources from other government agencies, the court system, local philanthropies and foundations, non-profit organizations, faith-based organizations, and interested individual community members (this system, initiated by Eagle County Schools, is now called InteGreat!). Those areas are both internal and external to the organization.

THREE PEAKS OF **WORLD-CLASS LEARNING**



Global-Ready Skills



We have included these skills into our curricula based on the work of Tony Wagner. “Today knowledge is ubiquitous, constantly changing, growing exponentially... Today knowledge is free. It’s like air, it’s like water. It’s become a commodity... There’s no competitive advantage today in knowing more than the person next to you. The world doesn’t care what you know. What the world cares about is what you can do with what you know.” (Tony Wagner) We believe a focus on these skills will prepare our students to do something with what they know. They will be able to reason, analyze, weigh evidence, creatively solve problems, and innovate. They will be global-ready.



Strategies and Tactics



LEARNERS

PROVIDE A SYSTEM OF CUSTOMIZED LEARNING

TACTIC 1: Implement robust Response to Instruction systems which create multi-step, fail-safe processes.

TACTIC 2: Create clear and customized pathways to college or careers at the secondary level.

TACTIC 3: Tailor instruction at all age levels for exceptional students, both gifted and special education.

TACTIC 4: Leverage and expand online and blended learning opportunities.

TACTIC 5: Shift toward student progression based on mastery of learning instead of time-based notions of learning.

TACTIC 6: Implement supports which provide extended and expanded learning opportunities outside the regular curriculum.

TACTIC 7: Expand multi-lingual opportunities across the district with the goal of every student graduating from Eagle County Schools being able to speak multiple languages.

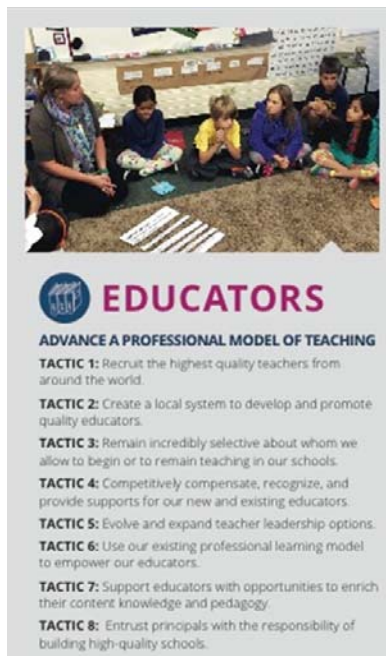
TACTIC 8: Ensure that all English language learners have a masterful command of the English language and academic content.

TACTIC 9: Ensure that students become self-directed learners.

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



LEARNERS					
Tactic	Planning	Capacity	Evidence of Progress	Likelihood of Success	SMART Goal
L T1-Response to Instruction (HE)					By spring of SY 19-20, all schools will operationalize the four key components of RtI (screening, progress monitoring, multi-level system of support, data-based decision-making) in all classrooms to a level of practice of 3 or more as measured by the RtI Essential Components Integrity Rubric.
L T2-Customized pathways (PQ)					By 2020, all students will forge a clear and customized pathway to college and career as measured by participation and performance in AP/DE courses, and district experiential programs (work-study, internship, independent study).
L T3-Tailor inst. for exceptional students (CM, JM)					With a full continuum of tailored instruction, 20% of the students with Individualized Education Programs will meet or exceed expectations by 2020 as measured by PARCC assessment. With a full continuum of tailored instruction, 90% of the students in the gifted education program will meet or exceed expectations by 2020, as measured by PARCC and CMAS.
L T4-Online and blended (PQ)	Did not report out on this tactic				Questions: Who should be the owner of this tactic, and who should be on the tactical team (this tactic aligns to other tactics and crosses departments (Tech, Ed Q, Learning Services)?
L T5-Competency-based learning (PQ)					No goal for this one, and I had to step out of the BOE work session when you were discussing this and suggesting that we "wait and see" what the state is doing (if I remember that correctly). However, does the pilot at EVHS of this very tactic change the outcome of that discussion and the work within this tactic? Perhaps this is a LT conversation when we review this document (once it's completed with SMART goals).
L T6-Extended and expanded learning opportunities (PQ)					By SY2020-21, ECS will have established effective, collaborative relationships with 100% of the organizations or individuals identified in the Partnership Asset Map.
L T7-Multilingual (JM)					90% of graduating students will be linguistically and culturally proficient in 2 or more languages as measured by the Seal of Biliteracy by 2028.
L T8-ELLs (JM)					80% of ELLs will achieve "Adequate" language growth, identified by ACCESS growth percentile by 2020 2. 80% of graduating ELLs & Former ELLs will be college ready by 2020, per ACT ENG18 and MATH 22
L T9-Student-directed learners (HE)					90% of students display the characteristics of self-directed learners as measured by XXXX by FY 2020. 90% of students report XXXX GALLUP SURVEY by FY 2020. Engagement - the involvement in and enthusiasm for school Hope - the ideas and energy students have for the future Entrepreneurial Aspiration - the talent and energy necessary to build businesses that survive, thrive and employ others Financial/Career Literacy - the information, attitudes and behaviors that students need for healthy participation in the economy
L T10-Demographic balance (JG)					Smart Goal: By 2020, the ethnic enrollment of all schools will be made up of at least 25% Hispanic and 25% Caucasian (i.e. no less than 25% in either of the two main demographic groups).



EDUCATORS					
Tactic	Planning	Capacity	Evidence of Progress	Likelihood of Success	SMART Goal
E T1-Recruitment					By 2019-2020, 95% of teachers hired in ECS will score a 72* or higher on Gallup's Teacher Insight. *A 72 was found to be the lowest score that predicted a teacher's success. the test is re-normed, then we will adjust the number accordingly. This is/was the ET1: Recruiting SMART Goal
E T2-Develop quality educators (LQ)					By SY 2020-2021, annually at least 15 new educators, or 20% of teachers hired, will be high quality educators from our own local systems and pathways.
E T3-Select and remain (AH)					SELECT: By 2019-2020, 95% of teachers hired in ECS will score a 72* or higher on Gallup's Teacher Insight. REMAIN: Annually, ECS will achieve a 2%, or lower, educator dismissal rate.
E T4-Compensate, recognize, and support (AW)					Compensation: By SY 2018-2019 increase educator salaries: Base salary to \$41,400 (a total of 7.5% increase.) Average entering salary Average educator salary Recognition: we should "give reverence" to the profession of teaching and find as many ways as possible to recognize educator accomplishments (Colorado Teacher of the Year) - In development Support: this is how we personally support educators as members of their communities and Eagle County (early distribution of rental opportunities) - In development
E T5-Teacher leadership (AH)					Teacher Leadership Model Developed and Presented to BOE
E T6-Empowerment (AH)					By the close of SY 18-19, 95% of ECS educators will state that they are empowered to work together to solve the challenges they face in the day-to-day practice and that they have the authority to take action on the decisions made collaboratively.
E T7- Content knowledge and pedagogy (AH)					By SY 2019-2020 our Professional Learning Index* will have a 90% response rate and 90% of the responses will be 3 or 4 on a 1-4 scale. *Our Professional Learning Index will be compiled of all the survey data for any professional learning opportunity that gets entered into True North Logic (will be live on July 1, 2016)
E T8-Entrust principals (HE)					Potential Goals: 100% of principals have built a high quality school as measured by a high quality schools index by FY 2020. 100% of principals report that they believe/feel they have been empowered to employ methods they see needed at their school-sites to build high-quality schools by FY 2020. I believe I have the authority and flexibility to make decisions at my school. Here is how I know...



STANDARDS

ALIGN CURRICULUM AND PRACTICES TO HIGH STANDARDS

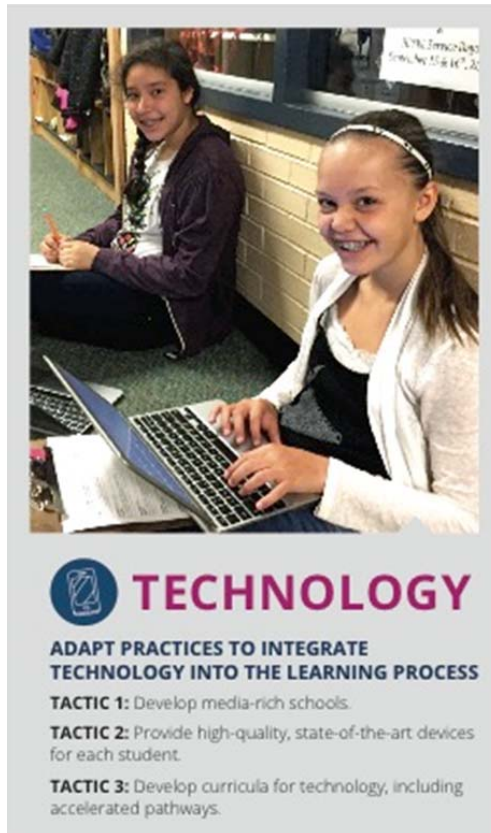
TACTIC 1: Follow established cycles to align our curriculum and resources in all content areas with the Colorado Academic Standards, internationally benchmarked standards, internationally competitive systems, and global-ready skills.

TACTIC 2: Utilize formative assessments and the formative assessment process to drive instructional next steps.

TACTIC 3: Ensure that students and teachers are engaging in tasks aligned to global-ready skills.



STANDARDS					
Tactic	Planning	Capacity	Evidence of Progress	Likelihood of Success	SMART Goal
S T1-Alignment (JB)					<p>By school year 16-17, 100 % of courses in English Language Arts, Math, Science, Social Studeis, Art, Music, and PE will align with high standards by achieving a 3 or higher on EQulP rubric.</p> <p>By school year 2016-2017, 100% of courses in ELA, Math, Science, Social Studies, ARt Music, and PE will have aligned lessons, resources, and tasks to support instruction to high standards.</p> <p>By school year 2016-2017, 100% of ECS developed curricula will call attention to global-ready skills and have aligned global-ready tasks as evidenced by achieving a rating of "21st Century" on the MILE Guide.</p>
S T2-Formative assessment (JB)					By school year 16-17, 100 % of core-content courses will have aligned formative assessment resources.
S T3-Global-ready tasks (JB)					By SY 2019-2020, all students will engage with tasks aligned to global-ready skills at least 6 times per quarter (32 times per year).



TECHNOLOGY					
Tactic	Planning	Capacity	Evidence of Progress	Likelihood of Success	SMART Goal
T T1-Media-rich (BR)					All schools will score a 10 on The Media-Rich "Meter" by year 2020-2021.
T T2-1-to-1 devices (TS)					All students will have access to a state-of-the-art device by School Year 2021-22.
T T3-Develop curriculum (BB) – teaching with tech					By SY 2019-20 all Units of Study will have resources that incorporate technology tools that expand and enhance the content of the unit.
T T3-Develop curriculum (BB) – accelerated pathways					By SY2019-20 100% of students, who wish to participate in accelerated pathways, will be placed in one the available accelerated pathways.



WRAP-AROUND - INTERNAL					
Tactic	Planning	Capacity	Evidence of Progress	Likelihood of Success	SMART Goal
T1-Buildings and grounds (AS)					Annually, remain compliant with Federal and State of Colorado facility statute inspections and act on findings. Annually, implement best practices to protect and extend the life of our schools.
T2-Transportation (MM)					Annually, driver-error accident rates, based on number of trips, will be less than .01% student and parent incident reports will be less than .01% of total trips on-time rates (on days without inclement weather) will be 95% or higher
T3-Healthy meals (RE)					We will use the highest quality ingredients to prepare balanced meals which provide for the nutritional needs of our customers and accommodate a diverse variety of flavor palates while maintaining financial stability. Annually, 15% of menu items will be improved.
T4-Counseling (PQ)					Each ECS school will achieve ASCA certification by completing the RAMP process (Recommended ASCS Model Program) by 2021.

WRAP-AROUND - EXTERNAL					
Tactic	Planning	Capacity	Evidence of Progress	Likelihood of Success	SMART Goal
T1-Parents and families (TS)					By 2020, have consistently growing levels of engaged and participating families, in both high impact/academically and low impact/socially focused school activities, where the participants are representative of all segments of our community.
T2-Community organizations (PQ)					By 2020 ECS will have 100 business partners enrolled in the CareerX program. ECS leaders will continue to represent the interests of students by participating on boards and steering committees of local organizations.
T3-Early childhood (SS) – programs in Eagle County					By end of school year 2021, at least 90% of Kindergarten children will be at or above grade level expectations. A growth of at least 10% will occur each year starting in 2016-2017 until 2021 goal is attained.



COMMUNICATIONS

FOSTER AND ADVANCE STAKEHOLDER AWARENESS, ENGAGEMENT, AND SUPPORT

TACTIC 1: Develop and implement a comprehensive communications plan to meet the information needs of core audiences: students, teachers, parents, and community.

TACTIC 2: Trigger and support grassroots advocacy efforts around local, state, and national public education issues.

TACTIC 3: Orchestrate a systematic and efficient emergency-level communications and safety protocol focused on preparedness and in-the-moment response.

COMMUNICATIONS					
Tactic	Planning	Capacity	Evidence of Progress	Likelihood of Success	SMART Goal
C T1-Communications plan					Implement a comprehensive communications plan including public relations, social media, marcom, community outreach and engagement programs. By 2020, 80% of our core audiences will indicate a positive perception of the District and indicate that their information needs for district activities, progress, and success will have been met.
C T2-Grassroots advocacy					By 2020, have a consistent and growing flow of individuals committed to advocacy in support of public education. Achieve at least 10% annual growth of engaged individuals across our schools (PTAs, SAC, DAC), local organizations (FLT, Efec, Parent Mentors, ERYC), and general community constituents.
C T3-Emergency and safety communications and protocols					By 2020, achieve 90% participation by all district families in the Eagle County Emergency Alert system for bus, school-level, and district initiated alerts in emergency situations and 100% complete contact information in ECS SchoolMessenger system.



FINANCES

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.

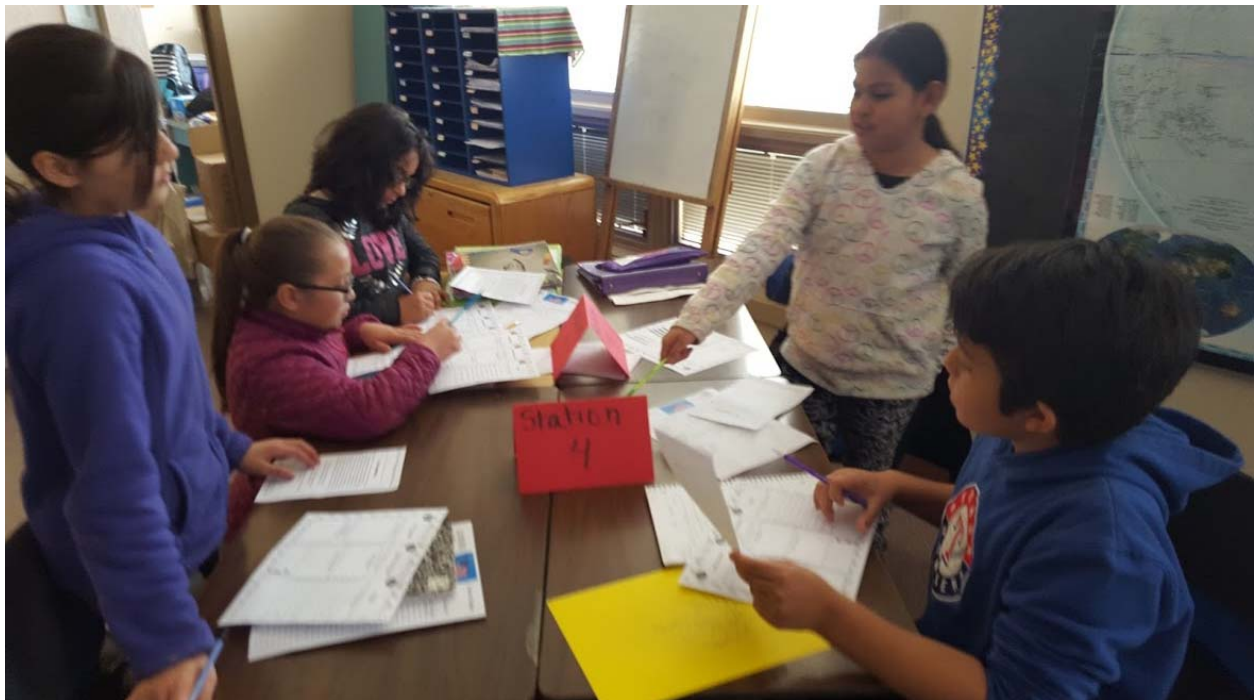
TACTIC 5: Evaluate district programs based on a return-on-investment analysis.

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



FINANCE					
Tactic	Planning	Capacity	Evidence of Progress	Likelihood of Success	SMART Goal
F T1-Finance committee					To have a knowledgeable, active and engaged committee of 5 community members, up to 2 board members and 2 district finance staff with varying financial experience that meets on a regular quarterly basis, providing reports and recommendations to the Board of Education with respect to the annual budget and financial statements as they align to the Strategic Plan.
F T2-Communications					By 2020, 80% of the community will indicate a positive perception that Eagle County Schools manages its resources effectively and that they are well informed about the financial condition of the district.
F T3-Outcomes-based budget					By June 2016, create a Strategic Financial Plan that identifies resource needs to fully implement the Strategic Plan, at the tactic level, over a five year period of time.
F T4-Financial base					If we strengthen the District's financial base then the district is in a position to provide the resources needed to support the Three Peaks of World Class Learning.
F T5-Return on investment					If we have a process in place to track multiple programs across multiple target populations with metrics used to evaluate costs then ECS will improve decision-making regarding tradeoffs of cost, equity, and outcomes providing an opportunity to efficiently and effectively use district resources to generate positive student outcomes.
F T6-Facilities master plan					To identify long-range facility needs that address facility condition, space and academic programming needs throughout the District by December 31, 2015.

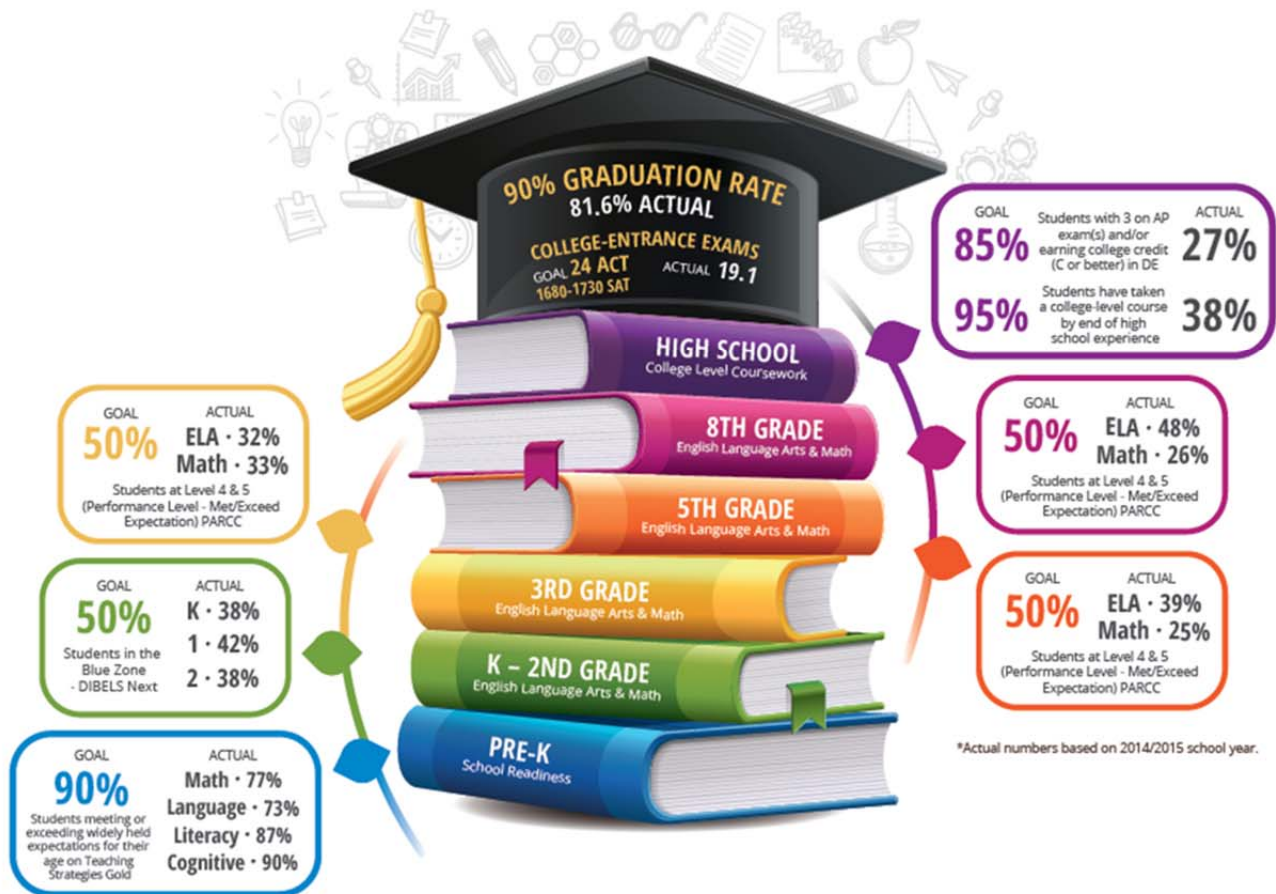
The annual spending plan is a blueprint for the district to provide quality instruction and educational programs for all students, in order to address the values identified. As part of the district's budget development process, the board strives to align human and financial resources with student needs 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.



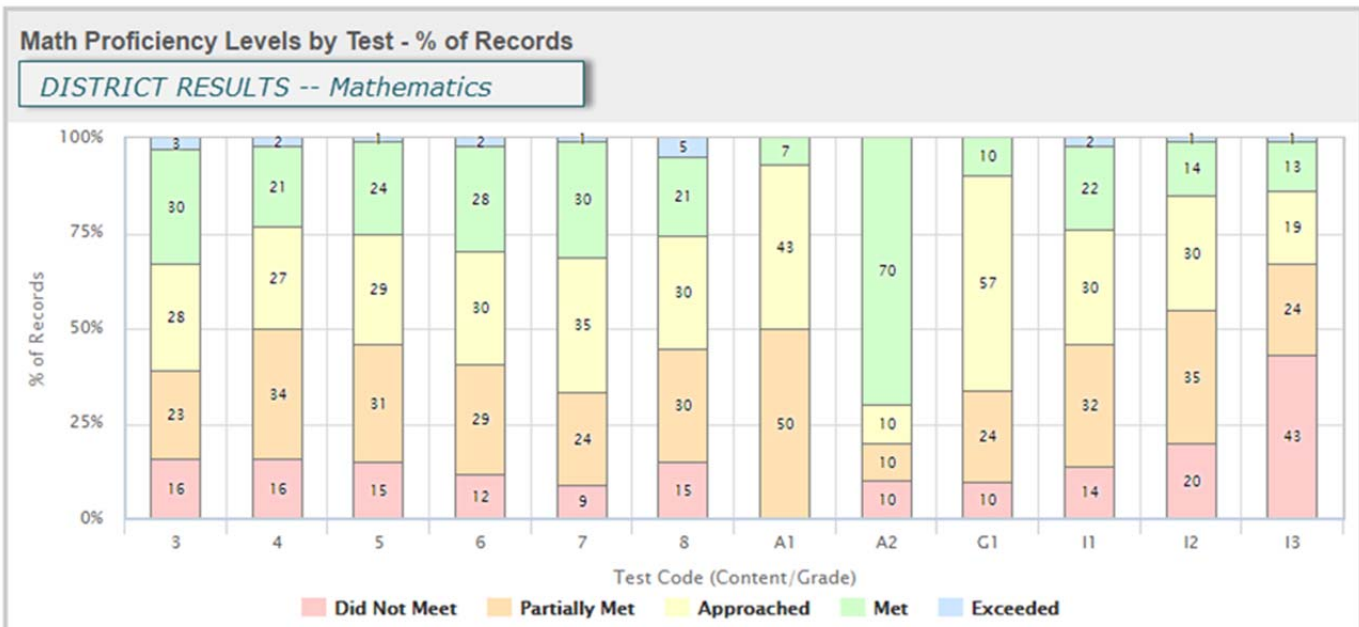
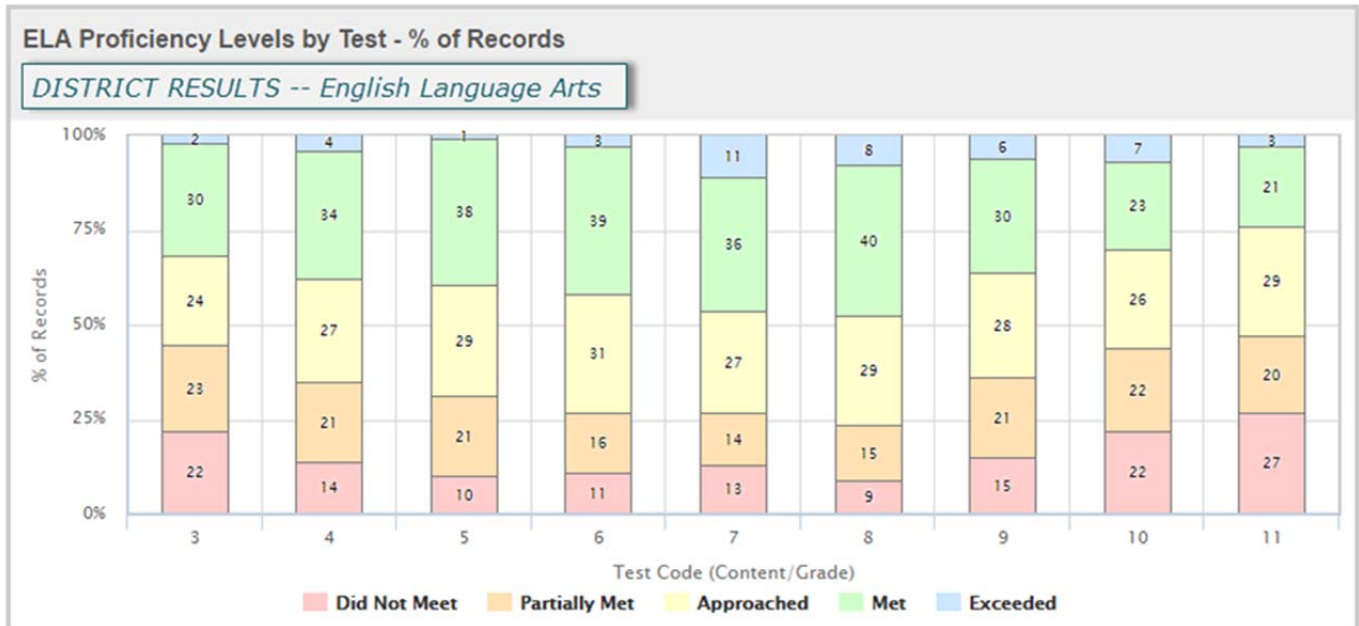
Performance Results

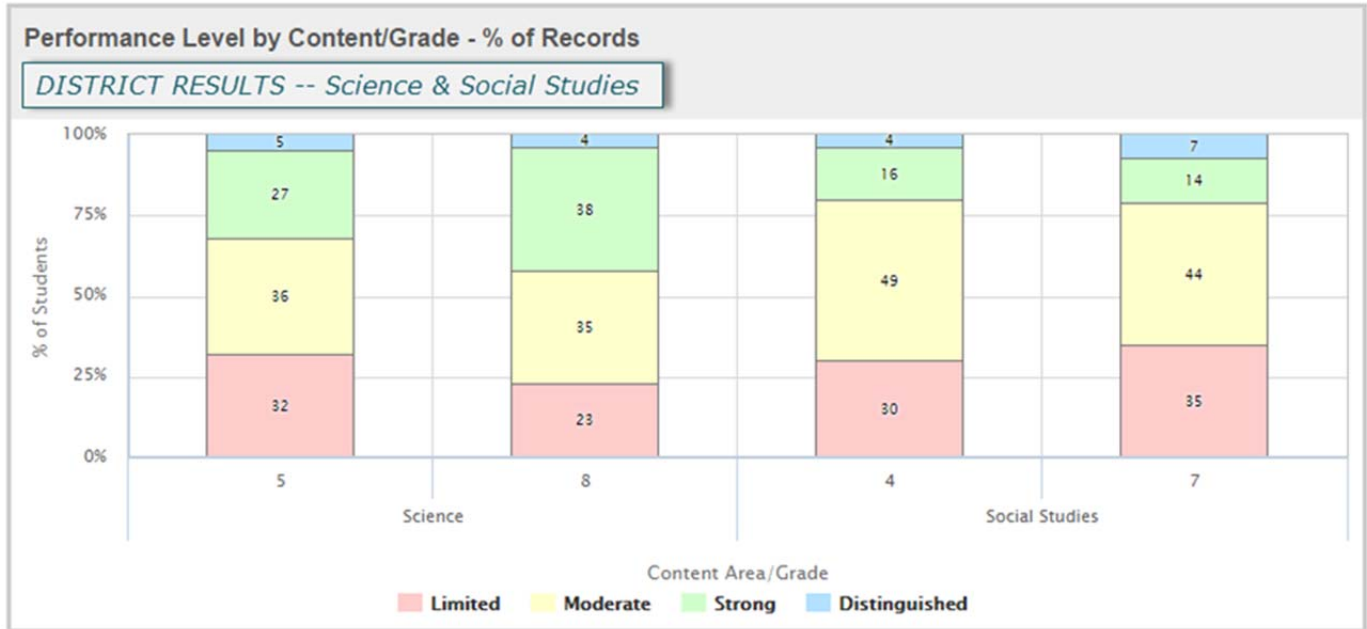
In the spring of 2014, Colorado began a transition to new assessments, the Colorado Measures of Academic Success (CMAS), which better measure our new academic standards, the Colorado Academic Standards (CAS). As a result of the transition to new standards and assessments, school and district accountability measures and timelines are impacted. Per the state guidelines, 2015 district accreditation ratings and school plan types will not be assigned. Districts and schools will implement their 2014 ratings during the 2015-16 school year. Below identifies ECS goals and the actual district performance on our pre-determined system indicators.

SYSTEM ACADEMIC INDICATORS

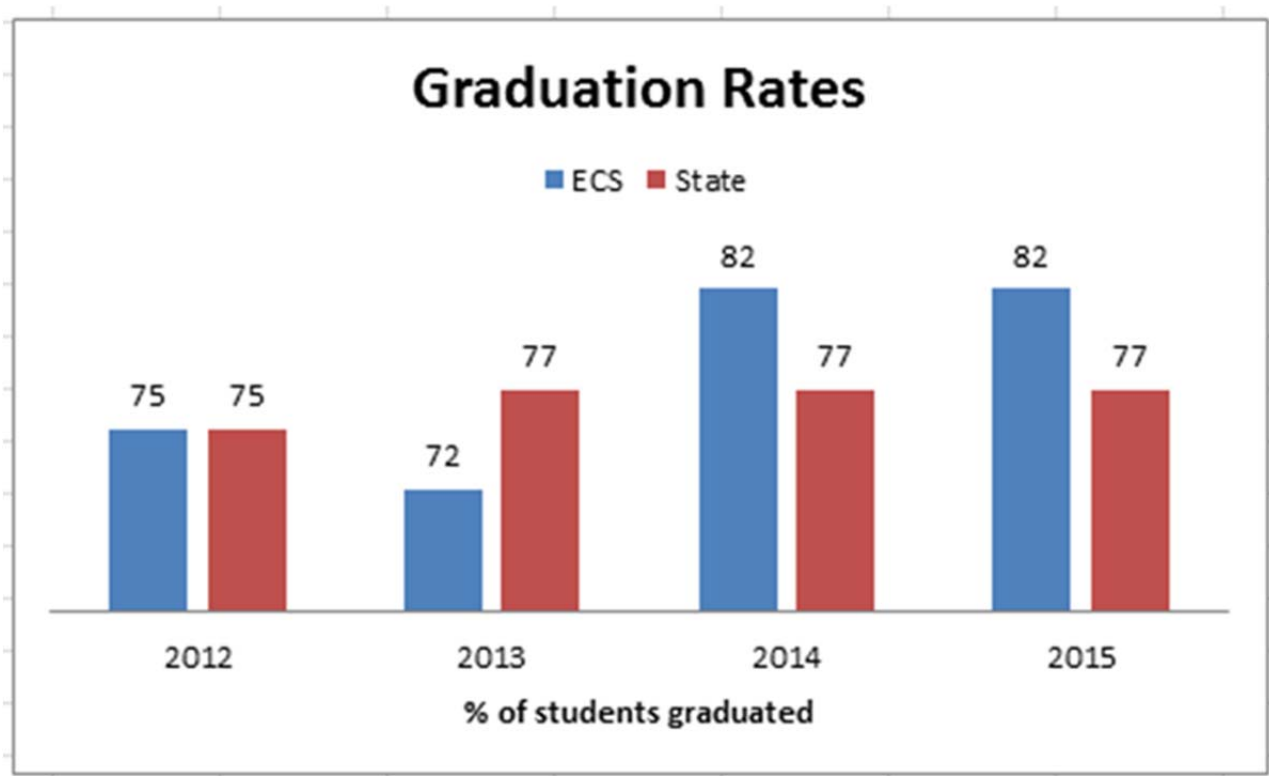


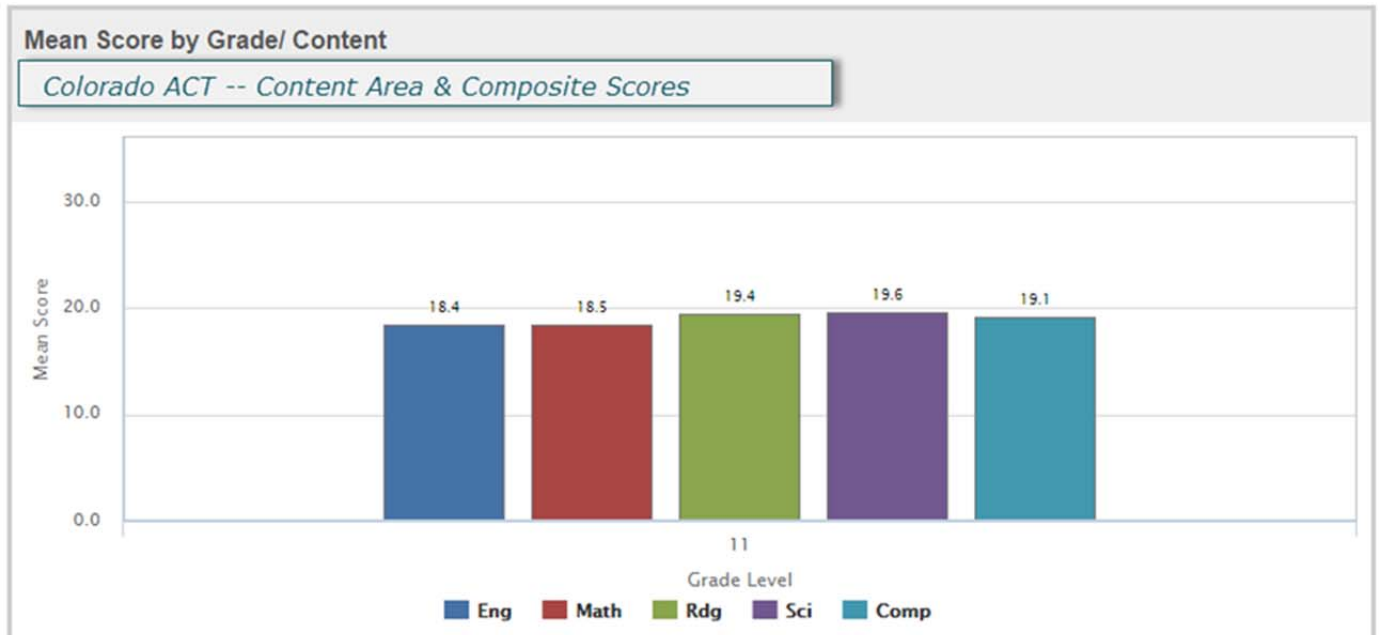
Further detail is provided as measured by the Current Colorado Measures of Academic Success (CMAS) Results by content and grade level.





Graduation and ACT scores reflect consistent performance over time.





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. The report is available in Appendix E of this report.



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.

Many changes have happened at the Federal and State level around accountability. President Obama signed the Every Student Succeeds Act, a bipartisan bill that will help make sure every student is prepared to succeed in a 21st century economy. This reform delivers a much-needed fix to the outdated policies of No Child Left Behind by rejecting the overuse of standardized tests and one-size-fits all mandates, and instead, empowering states and school districts to develop their own strategies for improvement. December 10, 2015. (<http://www.ed.gov/essa?src=rn>)

Colorado Department of Education (CDE) reacts to the ESSA Act by going on a Listening Tour. CDE staff will travel to six sites in May to discuss the Every Student Succeeds Act (ESSA) and solicit feedback from the community regarding key provisions of the law. This is the beginning of a year-long effort to engage Coloradans in the writing of the state's ESSA plan.

Two teams will present a general overview of ESSA and then facilitate a community discussion. Sessions will include discussion about standards and assessments, accountability, supports for students and parent and community engagement. Feedback also will be collected about how Colorado can become one of the seven states in a pilot program to develop more instructionally connected approaches to state assessments.

Two sessions will be held at each location, one in the early afternoon and another after work for parents, teachers and community members. Feedback from the ESSA listening events will be compiled and used by ESSA working group committees to inform development of the state's ESSA plan. The goal is to develop a Colorado ESSA plan that is clearly understood and can be supported by all.

<http://www.cde.state.co.us/fedprograms/ESSABlogPosts/statewidelistingtour>

ECS will actively participate in the Listening Tour and provide feedback.

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, Education Week reported in 2013, Colorado spends \$2,500 less per student than the national average, based on Education Week, Colorado 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.

Economic Conditions and Outlook

Analysis of 2015-16

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 56.3 students. Additional resources were allocated to address the increased enrollment with adjustments being made in the 2015-16 Revised Budget. Even with this increased enrollment the district continues to have capacity within the majority of our schools to provide a safe and effective learning environment. The schools in Eagle and Gypsum are experiencing pressure of overcrowding due to the significant increase of growth in these schools from the elementary to the high school level.

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 at \$10M.

Economic Outlook for 2016-17

On December 7, 2016 the economic outlook for calendar year 2016 was presented at the 51st Annual Colorado Business Economic Outlook by the Business Research Division of the Colorado Leeds School of Business. Colorado continued to post faster economic growth than the nation, ranking 5th in real GDP growth.

FIFTY-FIRST ANNUAL

COLORADO

BUSINESS ECONOMIC
OUTLOOK

2016



The Denver-Boulder-Greeley Consumer Price Index (CPI) is the measure of inflation that is generally used for the state of Colorado. The 2015 rate increase, used as a function of funding increases for the 2016-17 was 1.176% and is currently being projected for 2016-17 at 1.8%. 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.

The following observations are from page 108 of the 2016 Colorado Business Economic Outlook and can be found at http://www.colorado.edu/business/sites/default/files/attached-files/colo_business_econ_outlook_2016.pdf

National and International

- Weak commodity prices will have repercussions on agriculture and natural resources industries, but will continue to lend a boost to consumers.
- A partially slowing global economy poses risks to U.S. and Colorado exports in 2016.
- U.S. GDP growth will likely exceed 3% in 2016.
- The reversal of Federal policy will put slight upward pressure on interest rates.
- Inflation will continue in check for another year, and interest rates will remain at low levels, even with policy moves.

Colorado



- Employment growth will place Colorado in the top 10 states in 2016.
 - Talent remains a long-term concern for economic vitality in Colorado.
 - El Nino may 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 fifth-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 4% 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 state remains poised for long-term economic growth.

Understanding School Finance in Colorado

The district receives its revenue primarily from local sources in the General Fund. Total estimated revenue for the 2016-17 budget is \$66,307,072. The majority of this revenue \$50,926,205 (77%), is available to the district through the Colorado School Finance Act, which authorizes per pupil funding of students in the amount of \$7,717. This revenue is determined through a formula, which utilizes local property taxes; state equalized specific ownership taxes and state funds.

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. The Colorado School Finance Act is based on the pupil count taken in October 1 of the budget year. Thus, this estimated revenue to the General Fund is based on the projected funded pupil count of 6,924.8 at \$7,717 per pupil.

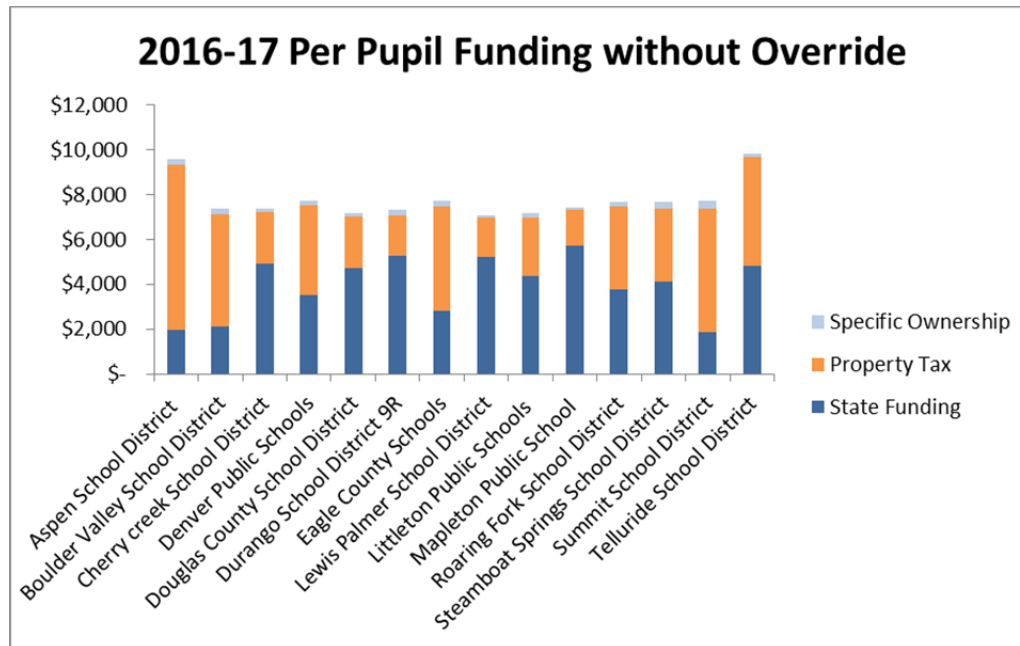
State Equalization

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 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. The graph below reflects general fund major revenue sources for ECS.

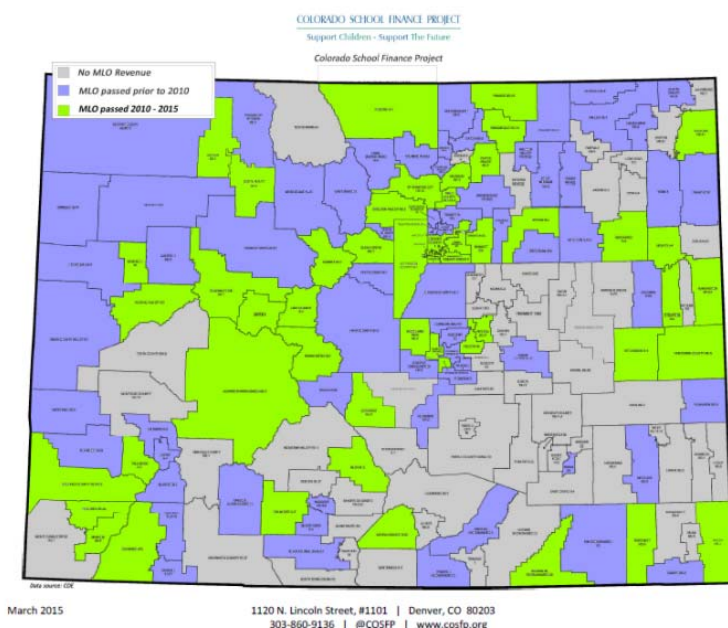
Other Revenue Sources

In addition, the Colorado School Finance Act allows the district to levy mills to collect property taxes for the override election of November 1989 and 1998; the “hold-harmless” provision in the Colorado School Finance Act; the cost of living election in November 2001 and for the recovery of abated taxes. This revenue is estimated at \$8,061,630.

In addition to the Colorado School Finance Act, the district receives categorical funding for pupil transportation, the Exceptional Children’s Education Act (special education), English as a Second Language and vocational education from the state.



Local Referenda

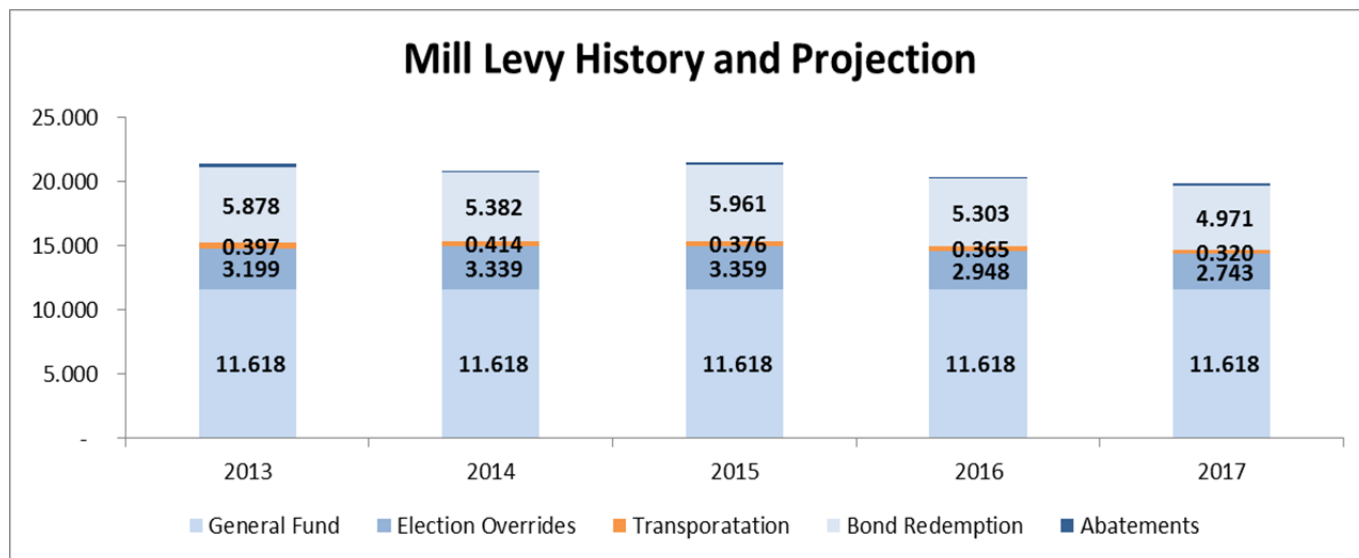


Colorado law allows local school districts to ask voters to approve override funding for their district through additional mill levies. ECS voters generously approved school overrides. This additional funding is capped by state law at 20 percent of total program funding or 25 percent for fast growing districts. 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. You can see by the graph to the left that many districts still have not approved a mill levy at all or haven't since 2010.

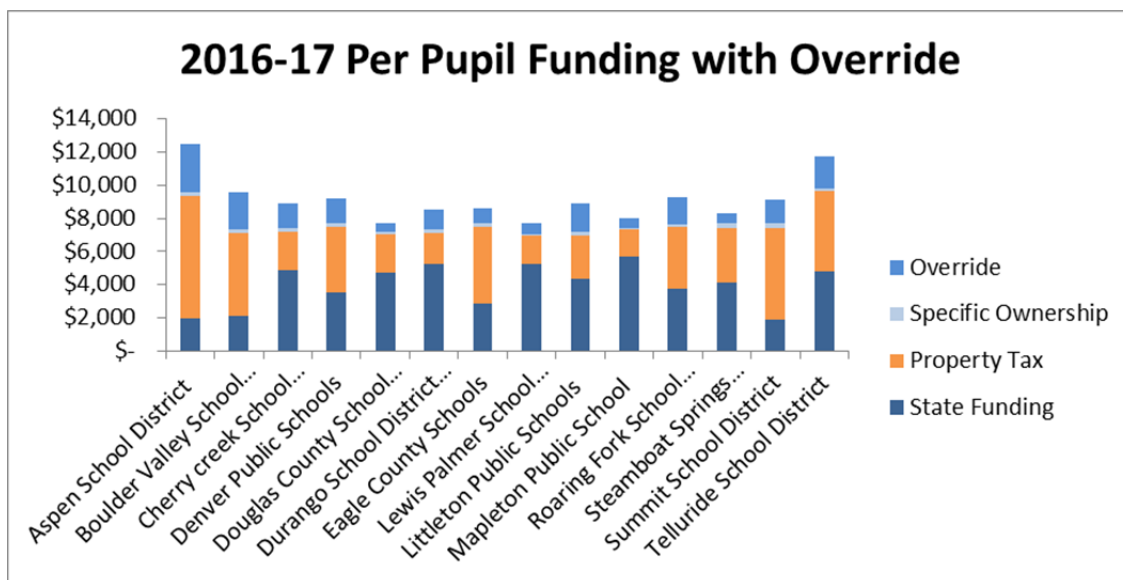
Mill Levies

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 2016-17 ECS mill levy is projected to be 19.837 mills, which is a 2.5 percent decrease from the prior year. The mill levy is applied to assessed valuation which is projected to increase by 7 percent or approximately \$160,000. For ECS, the General Operating Fund mills have remained at 11.618 since 2006. For 2016, the districts mill levy override elections have resulted in 2.948 mills. The mill levy for abatements, refunds, and omitted property is 0.096 mills. The Bond Redemption Fund is at 5.303 mills, and the Transportation mill levy is .365 mills, all totaling 20.330 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.



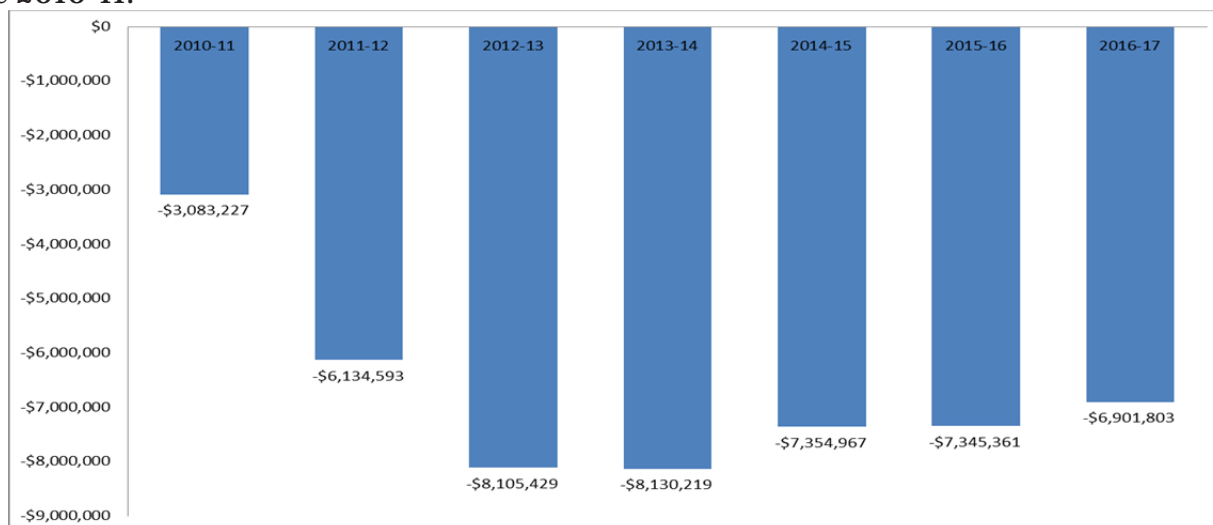
Using the same comparative districts, on a Per Pupil basis, you can see in the chart below that additional community support and approval of election overrides can provide a significant amount of additional funding to support the education of our students. ECS election overrides provide an additional \$890.12 per student compared to the Aspen School District that receives an additional \$2,937.72 per student from election overrides.



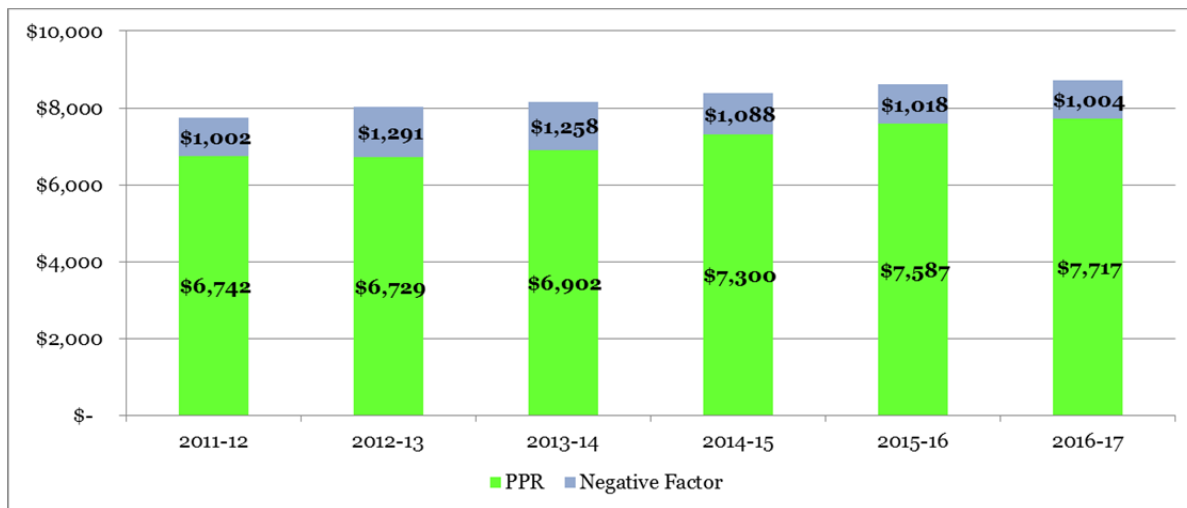
Current School Finance Act

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 state wide. 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 \$47M less in funding since 2010-11.



The following chart demonstrates the difference between fully funded levels and actual funding levels, on a per pupil basis, after the application of the negative factor.



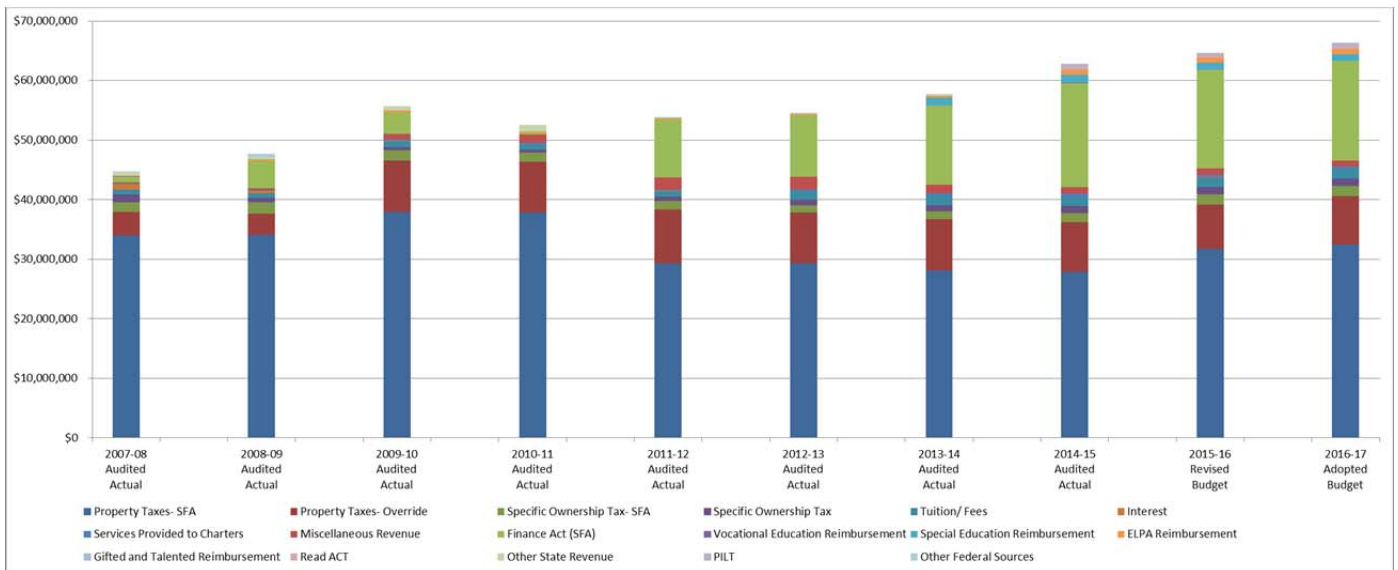
The deficit gap created by the negative factor has grown in each of the years since its inception. However, beginning in 2014-15 K-12 funding began to increase as the state realized increases in revenue. The gap is slightly decreasing but will by no means restore the amount that has been removed as a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

Due to inadequate funding, ECS has completed a comprehensive Facility Master plan and has begun engaging the community to get feedback on how to financially support our significant educational and facility needs. Based on this feedback, the Board of Education is considering placing a mill levy override and bond measure on the November 8, 2016 ballot. In a recent letter from Dr. Jason E. Glass, Ed.D, Superintendent and Chief Learner, the community was provided additional information on the proposed mill levy override and bond measure. A copy of the letter is available in Appendix F. Upon completion of the public mail survey and poll, the proposed mill levy override and bond measure may be adjusted upon final approval by the Board of Education of the ballot language in August 2016.

Amendments that affect school funding

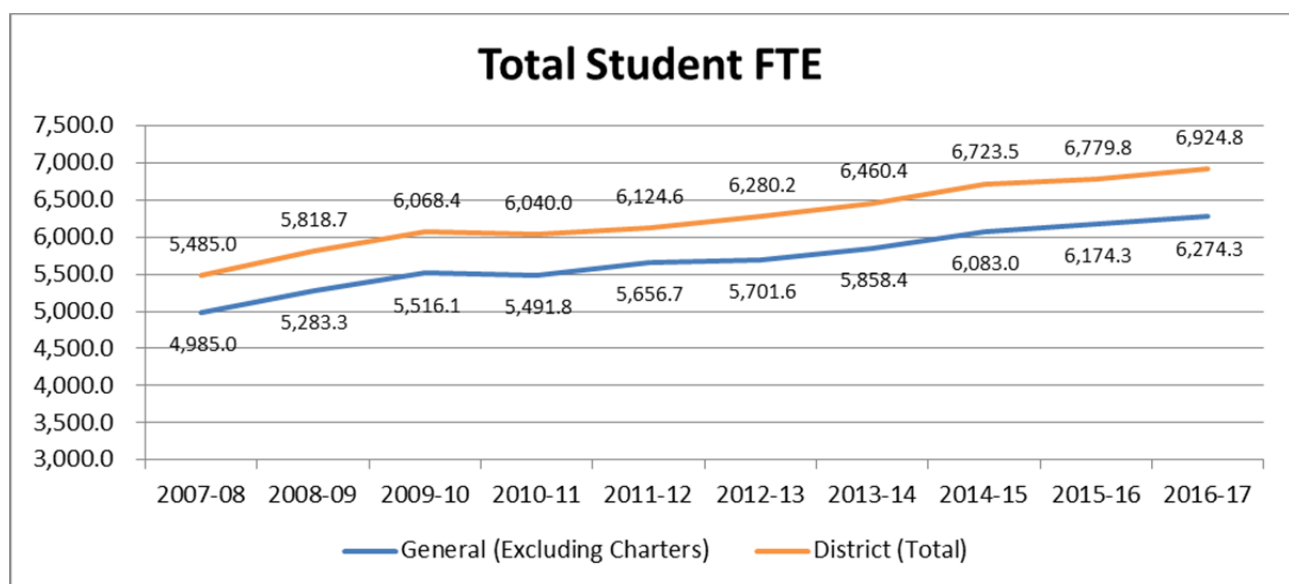
TABOR – Colorado’s “Taxpayer Bill of Rights” sets taxing and spending limits on all levels of government in the state, from special districts such as fire protection and schools to county and state governments. TABOR’s primary objective is to “restrain the growth of government” as stated in the Colorado 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.

General Fund Revenue Trends



Enrollment FTE Projections

The 2016-17 enrollment FTE projections include an increase of 145 FTE for a total of 924.8 including charter school enrollment for in-district and Charter School Institute (CSI) schools. ECS is projecting an increase of 100 FTE. 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 2016-17.



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 77% of the district's General Fund total expenditures and 84% 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 35% of salaries.

Personnel Trends

The number of 2016-17 estimated full-time employees (FTE) in ECS in all funds is 850.12. This is an increase of 7.28 from the 2015-16 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 restore previously cut positions in the instructional arena. The continued lack of state funding puts pressure on the class size and operational areas. For 2016-17 the only staffing increases are tied to increased enrollment. In order for ECS to continue working towards reduction of class sizes and restoration of programs the voters will need to approve a new mill levy to generate additional funds.

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. It specifically states to: *Not allow General Fund balance to fall below 10% of actual General Fund expenditures or \$10,000,000 whichever is greater at fiscal year-end.*

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 2016-17 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 and 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.

Budget Policies

The following bullets are excerpt from *Section D: Fiscal Management* because they specifically affect the budget. A entire policy can be found in the Appendix located in the Informational Section of this document.

- **DB: Annual Budget** – Defines the budget process, including; 5 year budget plan, summary and detail requirements for reporting, maintaining a fund balance of 10% of the district's current fiscal year adopted budget
- **DBD: Determination of Budget Priorities** – Prioritize and reflect how resources are spent by school, grade and program; determine whether the current allocation of resources is effective in raising student achievement; identify ways to better use resources to achieve educational objectives
- **DBF: Budget Hearings and Reviews** – The Board will conduct one or more public hearings; publish notice in local newspaper;
- **DBG: Budget Adoption** – The Board will consider adoption at a board meeting; revise by January 31; supplemental appropriation needed after January 31 based on additional resources



All Funds Summary

	General Fund	Nutrition Services Fund	Designated Purpose Grant Fund	Trans- portation Fund	Bond Fund
Revenue:					
Property taxes	\$ 40,563,185			\$ 1,000,000	\$ 14,501,514
Specific ownership taxes	2,972,250			50,000	
State and federal revenue	19,700,798	1,230,500	2,653,497	440,070	
Interest income	25,000				
Other local revenue	3,045,839	563,434	1,378,980	630,000	
Transfer in	-			510,000	
Total revenue	66,307,072	1,793,934	4,032,477	2,630,070	14,501,514
Expenditures:					
Salaries	37,766,411	752,584	1,906,392	1,449,000	
Benefits	13,364,427	282,352	555,446	564,730	
Purchased services	5,812,710	12,000	730,882	103,600	
Supplies & Equipment	5,335,236	818,200	839,757	526,300	
Debt service					14,135,338
Capital outlay					
Depreciation/amortization					
Transfers	4,540,640				
Total expenditures	66,819,424	1,865,136	4,032,477	2,643,630	14,135,338
Net Change in Fund Balance	(512,352)	(71,202)		(13,560)	366,176
Beginning Fund Balance	11,020,810	250,212		22,803	12,006,757
Nonspendable Inventories		45,000			
Restricted for Debt Service					12,372,933
Restricted for Capital Outlay					
Restricted for Student Activity					
Restricted for Multi-Year Contracts	1,143,602				
Restricted for Emergencies	2,185,100				
Assigned to Capital Outlay					
Assigned to Transportation				9,243	
Assigned to Nutrition Services		134,010			
Unrestricted, Unassigned	7,179,756				
Ending Fund Balance	\$ 10,508,458	\$ 179,010	\$ -	\$ 9,243	\$ 12,372,933
Appropriation	\$ 66,819,424	\$ 1,865,136	\$ 4,032,477	\$ 2,643,630	\$ 14,135,338

Capital Reserve Fund	District Housing Fund	Student Activity Fund	Charter School Fund	2016-17 Total	2015-16 Actual
				\$ 51,509,000	\$ 51,378,323
				2,770,000	2,761,851
			83,447	19,225,000	25,630,019
			2,000	30,000	19,363
173,220	132,650	830,090	769,100	11,350,208	9,112,976
1,000,000			2,926,614	5,600,000	762,788
1,173,220	132,650	830,090	3,781,161	95,182,188	89,665,320
	28,950		1,874,111	40,930,822	39,133,340
	10,150		730,072	14,350,048	13,397,137
	110,000		823,548	8,245,749	6,584,415
		830,090	308,260	6,045,418	8,025,878
607,028				15,170,000	15,174,885
534,912			83,447	2,678,000	2,727,606
	28,000			40,000	29,479
				5,600,000	4,431,520
1,141,940	177,100	830,090	3,819,438	95,464,573	89,504,260
31,280	(44,450)	-	(38,277)	(282,385)	161,060
1,500,000	818,146	1,308,468	862,779	27,789,975	25,803,012
				45,000	47,288
607,828				12,980,761	12,654,217
				-	444,176
		1,308,468		1,308,468	-
				1,143,602	1,143,602
			112,072	2,297,172	2,030,200
923,452				923,452	615,766
				9,243	56,298
				134,010	249,870
	773,696		712,430	8,665,882	8,722,645
\$ 1,531,280	\$ 773,696	\$ 1,308,468	\$ 824,502	\$ 27,507,590	\$ 25,964,072
\$ 1,141,940	\$ 177,100	\$ 830,090	\$ 3,819,438	\$ 95,464,573	\$ 89,504,260

Appropriation 2016-17

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)

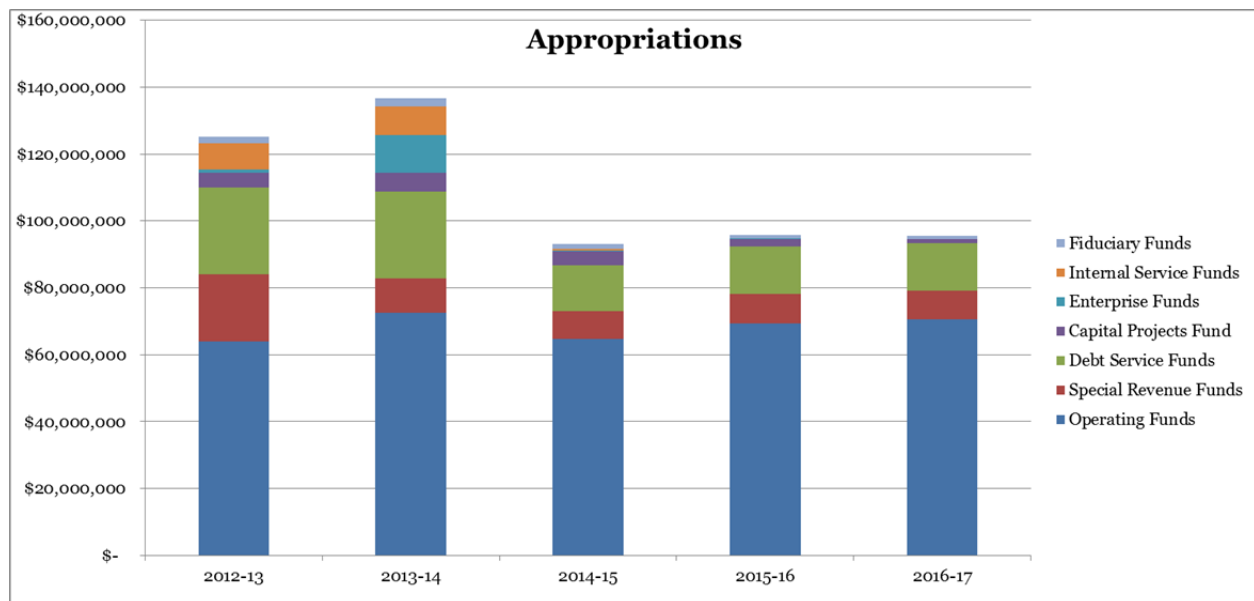
Fund	From Available Revenues	From Available Fund Balance	Total Appropriated	Ending Fund Balance
General Fund	\$ 66,307,072	\$ 512,352	\$ 66,819,424	\$ 10,508,458
Nutrition Services Fund	1,793,934	71,202	1,865,136	179,010
Designated Purpose Grants Fund	4,032,477		4,032,477	-
Transportation Fund	2,630,070	13,560	2,643,630	9,243
Bond Fund	14,135,338		14,135,338	12,372,933
Capital Reserve Fund	1,141,940		1,141,940	1,531,280
District Housing Fund	132,650	44,450	177,100	773,696
Student Activity Fund	830,090		830,090	1,308,468
Charter School Fund	3,781,161	38,277	3,819,438	824,502
TOTAL APPROPRIATION	\$ 94,784,732	\$ 679,841	\$ 95,464,573	\$ 27,507,590



Five Year Appropriations by Fund Type

Fund Types	2012-13	2013-14	2014-15	2015-16	2016-17
Operating Funds	\$ 63,891,347	\$ 72,631,771	\$ 64,558,579	\$ 69,299,361	\$ 70,638,862
Special Revenue Funds	20,238,466	10,100,747	8,543,458	8,938,220	8,541,243
Debt Service Funds	25,900,404	26,058,467	13,509,000	14,079,463	14,135,338
Capital Projects Fund	4,263,633	5,669,490	4,339,000	2,150,400	1,141,940
Enterprise Funds	1,168,568	11,179,316	160,000	368,500	177,100
Internal Service Funds	7,685,900	8,586,372	500,000	-	-
Fiduciary Funds	2,025,680	2,322,964	1,450,000	998,900	830,090
	\$ 125,173,998	\$ 136,549,127	\$ 93,060,037	\$ 95,834,844	\$ 95,464,573

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 100 students will contribute an additional \$1.6M of revenue related to School Finance Act Funding.

The district will add 7.28 FTE district-wide through for enrollment growth. Staffing for schools is based on a weighted per pupil allocation and included in the Financial Section for the General Fund.

The adopted budget includes compensation increases of 1.5% for performance pay as well as employer-paid PERA increases and health benefits.

The focus continues on the Strategic Plan and the key activities of the District. Any significant change in resources available will most likely come through an override brought before the voters in 2016-17.

The General Fund is budgeted with an ending fund balance of \$10.5M.

Nutrition Services Fund

Nutrition Services Fund is projected to begin the year with \$250,212. The adopted budget includes the same compensation and benefit increases as the General Fund.

ECS plans on spending \$71,202 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 2016-17 from two key sources, NCLB and IDEA Part B. Additionally, awards received in prior years that continue to be funded include; Head Start, 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 \$510,000 transfer from the General Fund and additional local revenues to pay for requested trips. The adopted budget includes performance bonus, employer-paid PERA costs and health benefit increases across all job classes. The budget is set to use \$13,560 from reserves leaving a budgeted ending fund balance of \$9,243 for 2016-17.

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 5.308 mills to provide the appropriate funding for the district's debt service obligations. The chart below illustrates the districts annual principal and interest payments.

<u>Year Ended June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2017	\$ 8,800,000	5,332,338	14,132,338
2018	9,205,000	4,886,463	14,091,463
2019	9,665,000	4,426,432	14,091,432
2020	10,130,000	3,958,925	14,088,925
2021	10,605,000	3,462,250	14,067,250
2022-2026	60,930,000	9,333,712	70,263,712
2027	13,920,000	208,800	14,128,800
	<u>\$ 123,255,000</u>	<u>\$ 31,608,920</u>	<u>\$ 154,863,920</u>

Future debt obligations will potentially increase if the voters approve a bond initiative in November 2016.

Capital Reserve Fund

Resources available for 2016-17 capital improvements are limited. Approximately, \$607,000 of the \$1,000,000 transfer from the General Fund will support principal and interest payments toward Certificates of Participation (COP's). The remaining balance, of approximately \$535,000 will be available to address break/fix items. These limited funds are not sufficient to appropriately maintain our facilities. ECS is considering proposing a bond to the voters in November of 2016 in an effort to address our capital needs.

District Housing Fund

The District Housing Fund includes budget to maintain homes and some limited renovation dollars. ECS is planning on spending \$44,450 out of beginning fund balance to support the completion of remodels on two 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 2016-17 Adopted Budget for historical information only.

Student Activity Fund

No significant changes are anticipated in the 2016-17 fiscal year.

General Fund

Highlights

2016-17 Total Resources: \$66.8M

- \$64.6M from federal, state and local revenue sources.
- \$1.6M increase to School Finance Act including revenue from increased enrollment
- \$512,352 of available fund balance for one-time expenditures, transfers, and related reserves

2016-17 Total Expenditures: \$66.8M

- \$232,500 additional funds related to performance bonus
- \$1,180,000 for health insurance premium and employer-paid PERA rate benefit increases
- \$540,000 to add 7.28 FTE to address enrollment growth
- School and operational budgets have been adjusted to offset the increases identified above and specifically include a reduction to curriculum purchases and special projects identified to support strategies and tactics

2016-17 Total Ending Reserves: \$10.5M

- An overall increase in expenses will result in a \$512,352 decrease in fund balance
- A required TABOR contingency of \$2.19M is included

2016-17 Total Transfers: \$4.54M

- Ongoing transfer of \$510,000 to the Transportation Fund
- Ongoing transfer of \$1M to the Capital Reserve Fund
- Transfer of \$3.03M to the Charter School Fund based on PPR



Budget Facts and Assumptions

The 2016-17 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 \$7,716.78 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 1.5% performance based bonus in September 2016, if they are currently employed by the district.

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. ECS funded pupil count is projected to increase 100 students to 6,274.3 in 2016-17 and an increase to charter schools of 45 for a total of 6,924.8 district-wide.
2. Health insurance is projected to increase by 10%. Due to the limited funds available and the inability to provide a cost of living increase the district will cover the increased employee contribution of the health insurance.
3. 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%.

Forecasted Assumptions:

1. School Finance Act dollars increase an average of 2% for the next three years.
2. In an effort to control expenditures we are expecting an increase in salaries of 1% per year.
3. Benefits are anticipated to increase by 2%, 3%, and 6% over the next three years.
4. Purchased services, supplies and equipment are assumed to stay constant in 2017-18 and have a 1% increase in the two years following.
5. Resources will be reallocated on an annual basis in an effort to meet district wide goals which includes seeking additional resources from a bond and mill levy override as illustrated in the tables below:

@COJasonGlass

Jason E. Glass, Ed.D.

Superintendent and Chief Learner
jason.glass@eagleschools.net



May 5, 2016

Dear Friends, Colleagues and Community Members,

I became Superintendent of Eagle County Schools in the summer of 2013. Now, approaching three full years in this role, I'm very proud of the progress we've been able to make.

We have established a forward-looking vision for our schools based on feedback from our community and research the district has done to evaluate the best performing education systems.

Our strategic plan is focused on four simple concepts: (1) support and empower teachers, (2) engage the learner, (3) teach all kids to high standards and (4) aggressively confront student poverty.

Our community has played an important role in helping the district identify and prioritize our operating and facility needs, and develop cost-effective solutions. Over the past year, community feedback has been gathered as part of a comprehensive Facility Master Plan process. Multiple town hall events, community leader meetings, district and school accountability meetings, roundtable discussions with civic and business organizations, and other important outreach efforts have supported the development of our Facility Master Plan, which was approved by the Board of Education in February of 2016.

In the community outreach meetings I have attended, most district residents have been surprised to learn that state funding for Eagle County Schools has been cut by more than \$40 million in the past five years. They know that state funding has continued to shrink, but not by this much. Many district residents are also unaware of the magnitude of the staffing, safety, school building capacity and facility maintenance challenges we face, given our current budget.

Many of our residents are also surprised to learn that Eagle County Schools has yet to receive any marijuana tax monies. These funds are put into a state-level grant fund. The money is distributed to selected schools and districts around the state. With a \$40 million annual cap in place, the use of funds restricted to building construction and major repairs, and more than 170 Colorado school districts in need of additional funding, Eagle County Schools is not counting on these dollars to address its growing operating and facility needs.

Fortunately, what I have also learned is that our community understands the importance of quality schools—both for our kids and our community. Our community understands that our world is changing. Jobs are evolving. Our children face a new level of competition and other complex challenges. Sitting on the sidelines and hoping for the state to solve our local funding challenges is likely not a winning strategy for our community's children. There is simply too much at stake.

In 2006, a voter-approved bond funded facility improvements districtwide. At that time, a special focus was placed on facility needs in Edwards. Bond projects included Battle Mountain High School, June Creek Elementary School and Red Canyon High School (Edwards). Ten years later, there is again a need to address critical building improvement projects districtwide. However, at this time, the greatest facility needs are on the west end of the district where schools are operating well beyond capacity.

To address Eagle County Schools' highest priority educational and facility needs, the Board of Education is considering placing a mill levy override and bond measure on the November 8, 2016 ballot.

Estos materiales están disponibles en español en nuestro website.

pho: 970 328-6321 fax: 970 328-1024

web: eagleschools.net • twitter: @eagleCOschools • facebook: eagle.schools • 948 Chambers Ave • PO Box 740 • Eagle, CO 81631

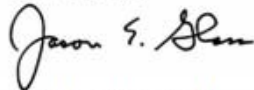
The decision to place these questions on the ballot will be made by the Board of Education this August, providing time for additional community input on this decision. Nothing is set in stone at this time.

In the next few weeks we will be conducting a public opinion mail survey to gather more insight as to our community's perspective. I hope that you will participate. Your thoughts and recommendations will help us shape a proposal that is right for both our students and our taxpayers. In the meantime, if you would like to speak with me about the district's needs and funding proposals, I would welcome that opportunity. I can be reached at 970.328.6321 or jason.glass@eagleschools.net.

Enclosed is additional information on the proposed mill levy override and bond measure. Thank you, in advance, for your thoughtful consideration.

As always, you have the final word.

Kind regards,



Jason E. Glass, Ed.D.
Superintendent & Chief Learner
Eagle County Schools
www.eagleschools.net



Mill Levy Override Proposal

Supporting Instruction

- Attracting and retaining quality teachers and staff.
- Restoring staffing levels to reduce class size and restore programs like art, music, technology, physical education and counseling.
- Replacing outdated textbooks, e-books and other instructional materials.
- Improving access to quality early childhood education.

Updating Classroom Technology

- Providing classroom instructional technology upgrades districtwide.

Protecting Existing Facilities & Equipment

- Replacing outdated buses and other vehicles to improve safety and enhance services.
- Properly funding ongoing maintenance of district facilities to extend their useful life and reduce the need for expensive emergency repairs.

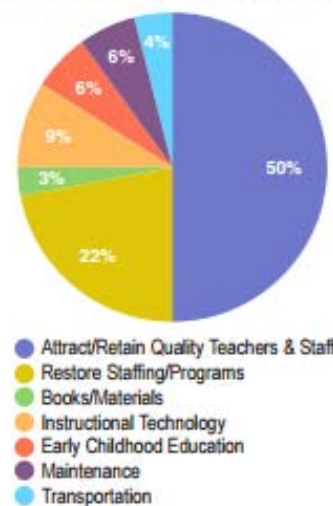
Accountability Provisions

- The mill levy override would sunset in seven years. If the district sought to extend the mill levy override, it would need to obtain voter approval.
- In the event the state funds its obligations to public schools, the mill levy would be reduced by a commensurate amount.
- None of the mill levy override proceeds would go toward senior district administration.
- A citizen oversight committee would review the use of proceeds each year.

Revenue/Tax Impact of Mill Levy Override

- Total request of \$8 million annually, adjusted for inflation.
- The current estimated impact of the mill levy proposal is \$1.90 per \$100,000 of a home's market value, or about \$9.50 per month for a \$500,000 home. This amount would be reduced if the state met its funding obligations.

Proposed Allocation of Mill Levy Override Proceeds





Bond Proposal

Districtwide Safety and Security Improvements, Energy Efficiency Upgrades, and Other Critical Building Improvements

- Improving school safety and security by adding new security vestibules (entryways), modern door-locking systems and cameras.
- Improving energy efficiency and saving significant utility costs in the long run.
- Strategically replacing outdated roofs, electrical, HVAC and plumbing, and addressing other priority capital improvement needs to extend the useful life of existing facilities.
- Improving instructional technology infrastructure to leverage media-rich content and keep our schools globally competitive.
- Expanding access and improving early childhood education facilities.

School-Specific Renovation/Reconstruction

- Adding instructional space at Eagle Valley High School (Gypsum) to alleviate overcrowding, including new options for STEM (Science, Technology, Engineering and Math) and career academies at the school.
- Reconstructing Eagle Valley Elementary and Eagle Valley Middle School (Eagle) to provide comparable learning environments to those of other district schools.
- Relocating Red Canyon High School West (Eagle) to alleviate overcrowding and improve instructional space.
- Renovating Red Sandstone Elementary (Vail) to provide a comparable learning environment to that of other district schools.

Reduce Borrowing Cost

- Refinance cost related to 2010 remodel at Homestake Peak School.

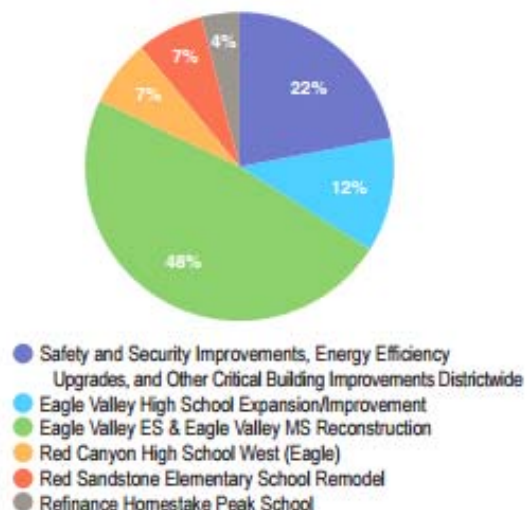
Accountability Provisions

- A citizen oversight committee would review the use of proceeds each year.
- The district would provide project updates via regularly scheduled public information meetings and through online posts to its website.

Revenue/Tax Impact for Bond

- Total request of \$140 million.
- The current estimated impact of the bond measure is \$1.40 per \$100,000 of a home's market value, or about \$7.00 per month for a \$500,000 home.

Proposed Allocation of Bond Proceeds



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 2016-17 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 the 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 2016-17 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 2016-17 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, 2015, 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 approximately 860 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 for the fourth straight year. 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

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 2016-17 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 2016 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.

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.

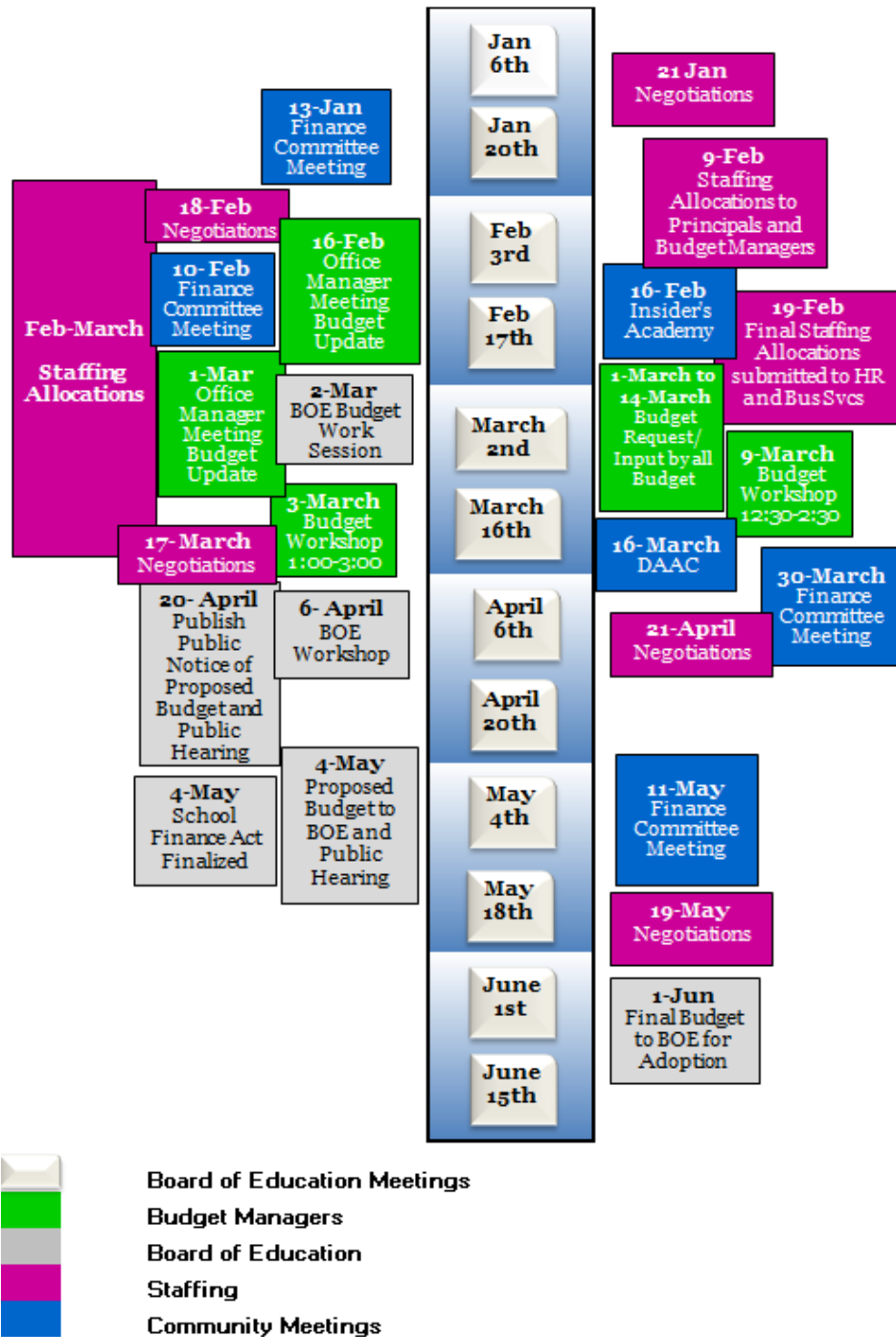
In addition to the School Finance Act the district receives other revenue sources from a cell tower, tuition based programs and alternative schools that generate income. These are reviewed on an annual basis and include the following amounts for 2016-17.

	2016-17 Adopted Budget
Tuition/ Fees	1,569,257
Interest	25,000
Miscellaneous Revenue	1,031,583

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.

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, Policy DB: Annual Budget; DBD: Determination of Budget Priorities; DBF: Budget Hearings and Reviews; DBG: Budget Adoption; DBG-E: Deadlines in Budgeting Process Set By Statute; DBI: Budget Implementation; DBJ: Budget Transfers

2016-17 Budget Development Calendar



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

Eagle County Schools reports 9 funds, however only 8 are currently active. The description and structure they follow is defined below. All funds are appropriated.

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, 2015, provided no instances of material weaknesses or reportable conditions in internal control or material violations of applicable laws, regulations, contracts, and grants.

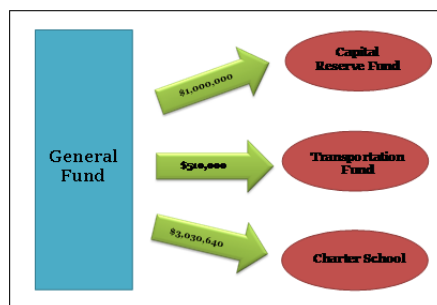
Budgeting Controls

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 2016, district staff will request authorization from the board to borrow an amount greater than that of 2015-16 from this program for the second half of the 2016-17 fiscal year. All funds will be repaid to the State Treasury by June 30, 2017.

Resources can be transferred between funds as illustrated below:



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 statute requires 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, 2015, as well as previous fiscal years, can be found on the district's website at: <http://www.eagleschools.net/finance>.

Governing Policies

The 2016-17 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.

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 district business shall be reimbursed with 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 - Nutrition 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 = Nutrition 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

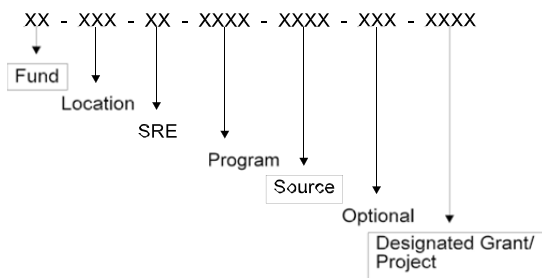
Fund	(2 digits)
Location(required for Charter Schools)	(3 digits)
SRE.....	(2 digits)
Program.....	(4 digits)
Source	(4 digits)
Job Classification (n/a).....	(3 digits)
Designated Grant/Project.....	(4 digits)

Expenditure Dimensions

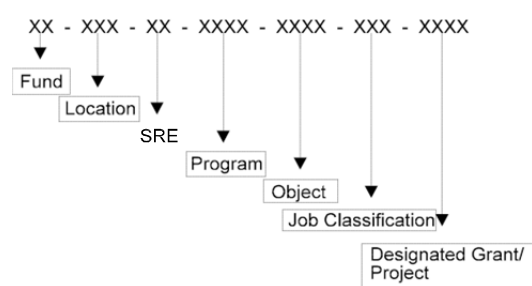
Fund	(2 digits)
Location(required for Charter Schools)	(3 digits)
SRE.....	(2 digits)
Program.....	(4 digits)
Object	(4 digits)
Job Classification	(3 digits)
Designated Grant/Project.....	(4 digits)

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

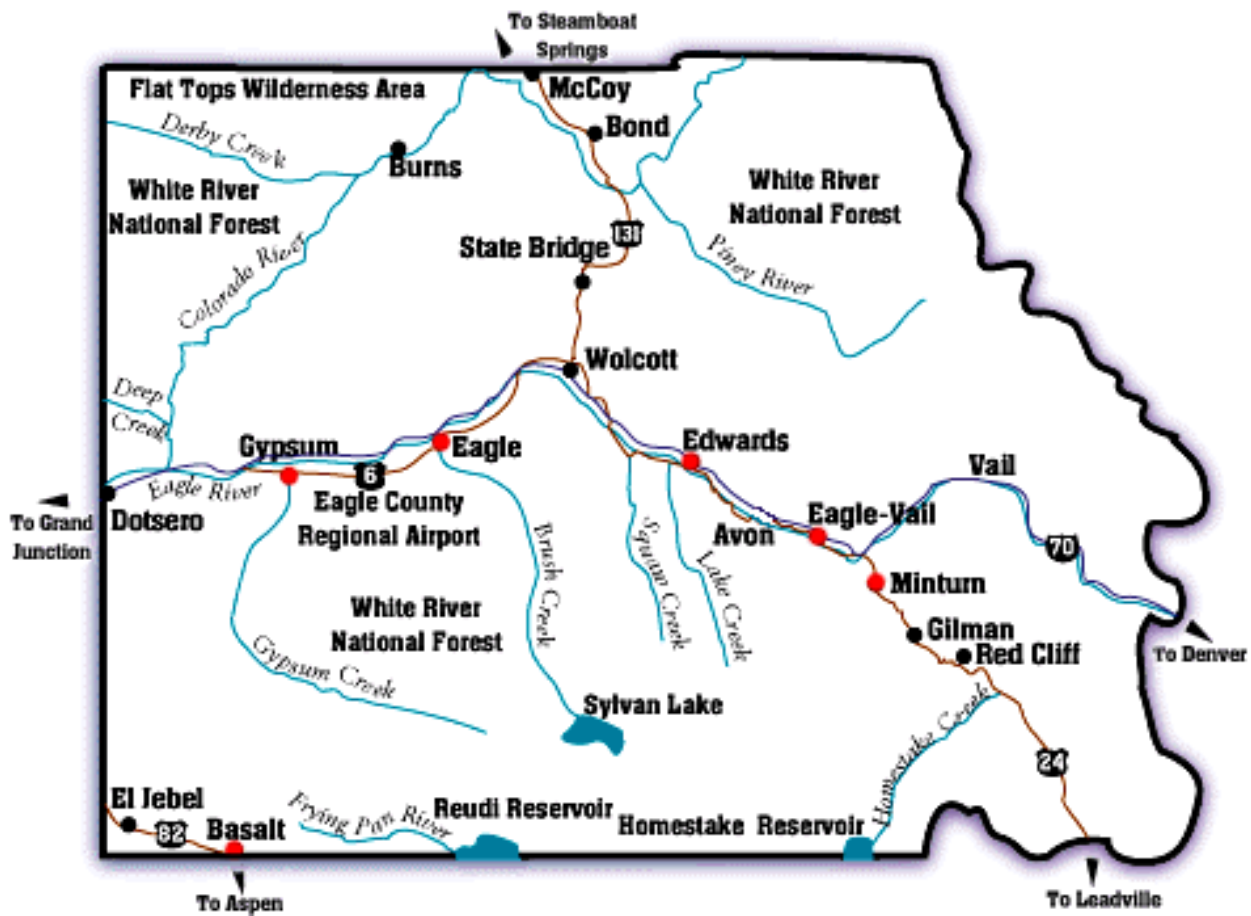
Land/Buildings

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. Detailed information can be found in the Facility Master Plan, completed in January 2016 and can be found on the district website at:
<http://www.eagleschools.net/sites/default/files/website/pdf/ECSD%20Master%20Plan%202016.pdf>

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$424,686	\$421,890	\$418,723	\$429,190	\$65
Benefits	115,379	135,280	134,506	135,255	21
Purchased Services	302,531	356,700	332,923	316,230	48
Supplies	254,058	265,975	278,281	207,140	32
Equipment	589	1,000	1,000	6,000	1
Total	<u>\$1,097,243</u>	<u>\$1,180,845</u>	<u>\$1,165,433</u>	<u>\$1,093,815</u>	<u>\$167</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. The department is focused on delivering best-in-class communications materials, engaging families in our schools, grassroots advocacy, emergency communications, and partnering with media and broadcasters to share news and information about public education and district activities across the region.

The communications paradigm is rapidly changing in the "Information Age." Social media, cellphone technology, and electronic communication are rapidly changing how the world communicates. ECS provides communication through many medias which includes but is not limited to:

- **Facebook and Twitter:** Provides daily, often hourly, updates of news, events, achievements, and announcements.
- **Website:** In March 2016, Eagle County Schools launched a new, custom-built, Drupal platform website. This serves as a central repository of information about our schools, Board of Education, district and school events, sports news, media coverage, emergency announcements, policies, lunch menus, calendars, special services -- everything about Eagle County Schools is on this website.
- **School Messenger:** District-wide system used to email and text parents and students about news, announcements and emergency information.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$86,159	\$100,810	\$99,961	\$100,810	\$19
Benefits	20,832	30,960	34,032	29,641	5
Purchased Services	69,489	123,500	107,543	130,500	20
Supplies	18,512	14,000	13,946	16,500	3
Equipment	-	2,000	3,234	2,000	-
Total	\$194,992	\$271,270	\$258,716	\$279,451	\$47

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$442,840	\$297,110	\$292,775	\$540,235	\$82
Benefits	165,067	130,960	116,194	265,136	40
Purchased Services	644,728	775,450	766,958	737,100	112
Supplies	27,507	54,330	58,963	19,000	3
Equipment	3,591	1,800	1,000	-	-
Total	<u>\$1,283,733</u>	<u>\$1,259,650</u>	<u>\$1,235,890</u>	<u>\$1,561,471</u>	<u>\$237</u>

Instructional Services

Heather Eberts
Assistant Superintendent- Learning Services

A world-class education consists not only of mastery of core subjects, but also of preparation in global-ready skills such as critical thinking & problem solving, communication, collaboration, and adaptability. Eagle County Schools holds dear the "three peaks of world-class learning:" learners, educators, and standards. We know that increases in student learning only happen when we make improvements in all of these areas.

The focus of the Learning Services Department is around the following key strategies:

- ❖ Provide a system of customize learning for all learners by implementing fail-safe systems and processes that support students at the earliest signs of struggle, and by tailoring instruction for exceptional students, both gifted and special education. A system of customized learning also includes clear and personalized pathways to college and careers at the secondary level along with a shift toward student progression based on mastery of learning instead of a time-based system. Additional components of a system of customized learning include multi-lingual opportunities, expanded and extended learning, blended and online learning, and supporting students to become self-directed learners.
- ❖ Align curriculum and practices to high standards by utilizing cycles of review to ensure that our curriculum and resources are on par with Colorado Academic Standards, internationally benchmarked standards, internationally competitive systems, and global-ready skills. Additional components include utilizing a formative process to drive instructional next steps and ensuring that students and teachers are engaging in tasks that target and grow global-ready skills.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$460,158	\$413,875	\$383,110	\$324,800	\$50
Benefits	120,568	123,950	126,129	94,063	14
Purchased Services	124,955	29,400	62,685	25,900	4
Supplies	580,725	613,500	601,319	383,000	58
Equipment	-	-	-	-	-
Total	<u>\$1,286,406</u>	<u>\$1,180,725</u>	<u>\$1,173,243</u>	<u>\$827,763</u>	<u>\$126</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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$17,048	\$12,000	\$17,129	\$12,000	\$2
Benefits	3,290	3,680	4,053	3,680	1
Purchased Services	1,584	-	-	-	-
Supplies	82,143	70,000	69,092	70,000	11
Equipment	-	-	-	-	-
Total	<u>\$104,065</u>	<u>\$85,680</u>	<u>\$90,274</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 our staff and students 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, ECS will focus on developing a media-rich environment, providing our students a state-of-the-art devices, improving our instructional technology and technology curriculum.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$891,118	\$1,002,450	\$993,866	\$1,013,187	\$154
Benefits	274,644	328,030	326,436	335,313	51
Purchased Services	968,324	1,094,720	1,081,069	997,540	152
Supplies	26,870	52,600	80,049	117,000	18
Equipment	12,382	25,000	20,106	40,000	6
Total	<u>\$2,173,338</u>	<u>\$2,502,800</u>	<u>\$2,501,526</u>	<u>\$2,503,040</u>	<u>\$381</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

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$332,248	\$334,415	\$333,540	\$331,201	\$51
Benefits	93,111	104,120	106,856	116,437	16
Purchased Services	54,144	44,100	44,457	97,000	7
Supplies	56,687	49,200	44,525	46,400	7
Equipment	-	-	-	-	-
Total	\$536,190	\$531,835	\$529,378	\$591,038	\$81

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,745,360	\$1,946,910	\$1,927,494	\$1,847,924	\$771
Benefits	619,150	646,280	645,432	760,875	318
Purchased Services	33,074	14,350	34,015	14,600	6
Supplies	31,042	89,200	83,806	92,000	38
Equipment	2,225	-	-	-	-
Total	<u>\$2,430,851</u>	<u>\$2,696,740</u>	<u>\$2,690,747</u>	<u>\$2,715,399</u>	<u>\$1,133</u>

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 and Colorado State Standards.

Our Early Childhood Program Goals:

- Support children to be school ready and lifelong learners by supporting their language, physical, cognitive, mathematical, social and emotional growth through developmentally appropriate practices.
- 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.
- Provide a comprehensive and robust community-wide system around early childhood. (See Wrap-around Tactic Three for more information)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,729,380	\$1,883,350	\$1,867,282	\$1,946,610	\$6,598.68
Benefits	793,842	620,380	651,945	642,803	2,179
Purchased Services	175,248	155,000	168,415	141,250	479
Supplies	116,112	32,800	63,484	39,600	134
Equipment	-	1,000	-	1,000	3
Total	<u>\$2,814,582</u>	<u>\$2,692,530</u>	<u>\$2,751,126</u>	<u>\$2,771,263</u>	<u>\$9,394</u>

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.

	2014-15	2015-16	2015-16	2016-17	Cost Per
	Actual	Budget	Estimated	Budget	Student
Expenditures by Object:					
Salaries	\$4,546,828	\$5,120,655	\$5,138,709	\$5,221,234	\$3,911
Benefits	1,675,840	1,711,160	1,694,208	1,921,648	1,439
Purchased Services	692,838	619,850	581,482	546,850	410
Supplies	104,388	120,053	167,245	124,195	93
Equipment	13,831	8,100	3,085	8,100	6
Total	<u>\$7,033,725</u>	<u>\$7,579,818</u>	<u>\$7,584,729</u>	<u>\$7,822,027</u>	<u>\$5,859</u>

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$305,130	\$258,930	\$239,299	\$258,930	\$39
Benefits	81,804	85,860	82,137	87,950	13
Purchased Services	102,020	335,900	333,132	314,400	48
Supplies	120,200	39,740	37,226	70,740	11
Equipment	-	-	-	-	-
PILT	239,507	154,548	153,750	255,000	39
Total	\$848,661	\$874,978	\$845,544	\$987,020	\$150

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$359,156	\$392,860	\$381,287	\$396,340	\$60
Benefits	115,379	122,340	134,103	134,892	21
Purchased Services	697,160	792,187	736,776	1,002,760	153
Supplies	39,200	54,090	63,736	61,646	9
Equipment	4,062	5,000	4,439	5,000	1
Total	<u>\$1,214,957</u>	<u>\$1,366,477</u>	<u>\$1,320,341</u>	<u>\$1,600,638</u>	<u>\$244</u>

Maintenance

Aaron Sifuentes
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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$824,221	\$845,890	\$839,615	\$843,090	\$129
Benefits	285,000	275,650	295,570	308,063	47
Purchased Services	179,602	176,550	206,926	194,940	30
Supplies	439,068	386,650	371,039	386,400	59
Equipment	29,575	4,000	3,645	4,000	1
Total	<u>\$1,757,466</u>	<u>\$1,688,740</u>	<u>\$1,716,795</u>	<u>\$1,736,493</u>	<u>\$266</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. 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 50/50 dual language program. 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.

INTERNATIONAL BACCALAUREATE

In order to meet the goals set forth in the Altitude Report, AES has developed a strong mission statement. Becoming prepared for the local, state, national, and international, both educationally and socially, is a major goal of the International Baccalaureate Primary Years Programme. Avon Elementary School will become a candidate school for IB verification in 2016, with a goal of verification during the 2018-2019 school year.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,042,172	\$991,430	\$989,791	\$1,084,452	\$3,286
Benefits	346,040	324,460	319,926	371,930	1,127
Purchased Services	44,677	74,510	60,010	78,040	236
Supplies	100,392	125,068	118,144	103,430	313
Equipment	338	1,500	1,000	800	-
Total	<u>\$1,533,619</u>	<u>\$1,516,968</u>	<u>\$1,488,871</u>	<u>\$1,638,652</u>	<u>\$4,963</u>

Students K-5:

Total Enrollment	316	288	312	330
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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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,417,915	\$1,479,900	\$1,469,809	\$1,497,337	\$3,540
Benefits	513,541	470,790	467,949	564,743	1,335
Purchased Services	43,223	49,680	38,529	52,810	125
Supplies	181,320	142,503	145,503	158,180	-
Equipment	2,368	7,700	10,000	2,700	6
Total	<u>\$2,158,367</u>	<u>\$2,150,573</u>	<u>\$2,131,790</u>	<u>\$2,275,770</u>	<u>\$5,006</u>

Students K-5:

Total Enrollment	479	438	421	423
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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 taught 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 frame-work 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. (www.ibo.org)

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,187,158	\$1,255,255	\$1,253,458	\$1,403,330	\$3,406
Benefits	382,367	417,360	413,663	453,931	1,102
Purchased Services	53,962	59,940	60,330	70,460	171
Supplies	115,609	143,909	136,019	127,920	310
Equipment	14,860	19,500	18,174	13,150	32
Total	<u>\$1,753,956</u>	<u>\$1,895,964</u>	<u>\$1,881,644</u>	<u>\$2,068,791</u>	<u>\$5,021</u>

Students K-5:

Total Enrollment	302	288	376	412
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Edwards Elementary School

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



SCHOOL PROFILE

Edwards Elementary – Dual Language School

Developing Bilingual, Biliterate and Multicultural Students

Colorado Governor's Distinguished Improvement Award Recipient 2012 and 2013

The Dual Language model at Edwards Elementary provides instruction 50% of time in English and 50% of the time in Spanish. 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.
- Support of multiculturalism
- Development of second language through hands-on and experiential 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.
- Counseling Program implementing Second Steps curriculum and supporting school wide positive behavior system

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,151,089	\$1,205,740	\$1,215,740	\$1,232,448	\$4,250
Benefits	390,279	416,880	415,731	453,805	1,565
Purchased Services	66,590	64,420	53,140	65,060	224
Supplies	106,155	130,393	127,695	116,330	401
Equipment	27,074	1,000	-	500	2
Total	<u>\$1,741,187</u>	<u>\$1,818,433</u>	<u>\$1,812,306</u>	<u>\$1,868,143</u>	<u>\$6,442</u>

Students K-5:

Total Enrollment	334	304	316	290
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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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,346,643	\$1,390,770	\$1,387,360	\$1,406,820	\$4,043
Benefits	439,454	452,600	458,839	502,914	1,445
Purchased Services	39,184	50,330	38,962	50,790	146
Supplies	125,889	136,329	137,562	127,880	367
Equipment	8,291	1,920	6,699	2,000	6
Total	<u>\$1,959,461</u>	<u>\$2,031,949</u>	<u>\$2,029,422</u>	<u>\$2,090,404</u>	<u>\$6,007</u>

Students K-5:

Total Enrollment	388	350	363	348
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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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,011,403	\$1,213,665	\$1,211,329	\$1,226,638	\$3,809
Benefits	350,523	377,920	374,039	469,315	1,458
Purchased Services	35,281	48,290	48,630	30,190	94
Supplies	94,172	141,094	140,695	106,000	329
Equipment	1,306	1,700	-	7,070	22
Total	<u>\$1,492,685</u>	<u>\$1,782,669</u>	<u>\$1,774,693</u>	<u>\$1,839,213</u>	<u>\$5,712</u>

Students K-5:

Total Enrollment	311	285	320	322
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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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,303,177	\$1,374,860	\$1,359,208	\$1,390,796	\$3,585
Benefits	404,674	453,770	450,151	466,590	1,203
Purchased Services	37,430	39,320	34,761	46,080	119
Supplies	126,161	223,911	225,691	130,190	336
Equipment	717	3,000	8,072	10,000	26
Total	<u>\$1,872,159</u>	<u>\$2,094,861</u>	<u>\$2,077,883</u>	<u>\$2,043,656</u>	<u>\$5,267</u>

Students K-5:

Total Enrollment	354	342	380	388
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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 with a strong commitment to educating all students.

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 and use of the Rigorous Curriculum Design
- Creating hands-on and experiential learning opportunities for all students.

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$957,688	\$969,430	\$970,258	\$1,013,080	\$4,311
Benefits	341,876	354,940	354,269	370,463	1,576
Purchased Services	46,135	50,090	48,961	53,440	227
Supplies	70,884	150,022	144,528	79,100	337
Equipment	690	1,700	-	1,700	7
Total	<u>\$1,417,273</u>	<u>\$1,526,182</u>	<u>\$1,518,016</u>	<u>\$1,517,783</u>	<u>\$6,459</u>

Students K-5:

Total Enrollment	271	255	236	235
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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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$2,038,880	\$2,119,230	\$2,108,464	\$2,172,599	\$4,001
Benefits	698,115	681,130	672,199	722,998	1,331
Purchased Services	113,278	97,600	96,685	91,950	169
Supplies	259,433	308,149	278,967	288,290	531
Equipment	13,007	150	48,288	8,700	-
Total	<u>\$3,122,713</u>	<u>\$3,206,259</u>	<u>\$3,204,603</u>	<u>\$3,284,537</u>	<u>\$6,033</u>

Students K-5:

Total Enrollment	552	557	551	543
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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**erseverance **R**esponsiveness **I**ntegrity **D**aring **E**nthusiasm

We 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 levels and interests
- 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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,271,560	\$1,361,660	\$1,356,321	\$1,379,542	\$3,728
Benefits	431,152	436,160	443,237	476,549	1,288
Purchased Services	42,492	49,100	58,642	44,750	121
Supplies	142,704	191,491	169,476	166,720	451
Equipment	3,706	3,500	5,484	3,500	9
Total	<u>\$1,891,614</u>	<u>\$2,041,911</u>	<u>\$2,033,160</u>	<u>\$2,071,061</u>	<u>\$5,597</u>

Students:

Total Enrollment	354	364	384	370
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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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,240,088	\$1,302,560	\$1,309,560	\$1,345,100	\$4,064
Benefits	419,436	415,480	413,151	469,608	1,419
Purchased Services	74,528	91,470	83,593	80,770	244
Supplies	134,880	151,009	136,746	138,745	419
Equipment	16,772	11,070	27,425	12,000	36
Total	<u>\$1,885,704</u>	<u>\$1,971,589</u>	<u>\$1,970,475</u>	<u>\$2,046,223</u>	<u>\$6,182</u>
Students:					
Total Enrollment	301	325	349	331	

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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$1,208,640	\$1,283,110	\$1,282,369	\$1,303,673	\$3,504
Benefits	445,773	431,620	436,003	474,519	1,276
Purchased Services	45,447	48,820	48,820	49,000	132
Supplies	139,559	237,580	199,219	171,010	460
Equipment	2,607	4,500	2,594	4,500	12
Total	<u>\$1,842,026</u>	<u>\$2,005,630</u>	<u>\$1,969,005</u>	<u>\$2,002,702</u>	<u>\$5,384</u>

Students:

Total Enrollment	366	357	371	372
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Battle Mountain High School

Principal: Rob Parish
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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$3,131,196	\$3,136,520	\$3,134,235	\$3,191,461	\$3,586
Benefits	1,060,937	1,031,650	1,035,020	1,102,646	1,239
Purchased Services	354,125	314,750	333,250	287,440	323
Supplies	659,201	509,620	484,020	633,570	712
Equipment	13,888	17,000	15,974	18,500	21
Total	<u>\$5,219,347</u>	<u>\$5,009,540</u>	<u>\$5,002,499</u>	<u>\$5,233,617</u>	<u>\$5,880</u>

Students:

Total Enrollment	794	820	861	890
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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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$2,735,603	\$3,004,180	\$3,014,180	\$3,077,093	\$3,442
Benefits	918,651	984,430	969,630	1,020,602	1,142
Purchased Services	201,819	236,950	294,450	184,210	206
Supplies	520,907	493,048	496,394	648,470	725
Equipment	17,687	9,396	5,874	6,800	8
Total	<u>\$4,394,667</u>	<u>\$4,728,004</u>	<u>\$4,780,528</u>	<u>\$4,937,175</u>	<u>\$5,523</u>

Students:

Total Enrollment	712	712	822	894
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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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$830,296	\$939,810	\$941,230	\$965,079	\$5,546
Benefits	284,562	318,680	310,869	340,596	1,957
Purchased Services	54,690	74,600	74,600	66,720	383
Supplies	73,667	77,333	84,352	66,670	383
Equipment	16,100	-	-	-	-
Total	\$1,259,315	\$1,410,423	\$1,411,051	\$1,439,065	\$8,270

Students:

Total Enrollment	154	183	174	174
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Vail Ski & Snowboard Academy

Principal: Geoffrey Grimmer
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.

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$797,857	\$783,940	\$813,940	\$786,872	\$4,098
Benefits	246,180	267,590	269,144	262,478	1,367
Purchased Services	86,778	84,030	101,413	52,220	272
Supplies	145,391	128,387	124,002	180,220	939
Equipment	437	-	-	-	-
Total	<u>\$1,276,643</u>	<u>\$1,263,947</u>	<u>\$1,308,499</u>	<u>\$1,281,790</u>	<u>\$6,676</u>

Students:

Total Enrollment	158	172	177	192
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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!

	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	Cost Per Student
Expenditures by Object:					
Salaries	\$ 24,830	\$24,540	\$26,540	\$24,540	\$558
Benefits	4,704	7,980	6,669	4,984	113
Purchased Services	7,385	4,710	4,000	2,660	60
Supplies	27,679	36,420	39,682	32,920	748
Equipment	-	-	-	-	-
Total	<u>\$64,598</u>	<u>\$73,650</u>	<u>\$76,891</u>	<u>\$65,104</u>	<u>\$1,480</u>

Students:

Total Enrollment	28	40	45	44
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Financial Section

2016-17 All Funds Summary

	General Fund	Nutrition Services Fund	Designated Purpose Grant Fund	Trans- portation Fund	Bond Fund
Revenue:					
Property taxes	\$ 40,563,185			\$ 1,000,000	\$ 14,501,514
Specific ownership taxes	2,972,250			50,000	
State and federal revenue	19,700,798	1,230,500	2,653,497	440,070	
Interest income	25,000				
Other local revenue	3,045,839	563,434	1,378,980	630,000	
Transfer in	-			510,000	
Total revenue	66,307,072	1,793,934	4,032,477	2,630,070	14,501,514
Expenditures:					
Salaries	37,766,411	752,584	1,906,392	1,449,000	
Benefits	13,364,427	282,352	555,446	564,730	
Purchased services	5,812,710	12,000	730,882	103,600	
Supplies & Equipment	5,335,236	818,200	839,757	526,300	
Debt service					14,135,338
Capital outlay					
Depreciation/amortization					
Transfers	4,540,640				
Total expenditures	66,819,424	1,865,136	4,032,477	2,643,630	14,135,338
Net Change in Fund Balance	(512,352)	(71,202)		(13,560)	366,176
Beginning Fund Balance	11,020,810	250,212		22,803	12,006,757
Nonspendable Inventories		45,000			
Restricted for Debt Service					12,372,933
Restricted for Capital Outlay					
Restricted for Student Activity					
Restricted for Multi-Year Contracts	1,143,602				
Restricted for Emergencies	2,185,100				
Assigned to Capital Outlay					
Assigned to Transportation				9,243	
Assigned to Nutrition Services		134,010			
Unrestricted, Unassigned	7,179,756				
Ending Fund Balance	\$ 10,508,458	\$ 179,010	\$ -	\$ 9,243	\$ 12,372,933
Appropriation	\$ 66,819,424	\$ 1,865,136	\$ 4,032,477	\$ 2,643,630	\$ 14,135,338

2016-17 All Funds Summary

Capital Reserve Fund	District Housing Fund	Student Activity Fund	Charter School Fund	2016-17 Total	2015-16 Actual
				\$ 51,509,000	\$ 51,378,323
				2,770,000	2,761,851
			83,447	19,225,000	25,630,019
			2,000	30,000	19,363
173,220	132,650	830,090	769,100	11,350,208	9,112,976
1,000,000			2,926,614	5,600,000	762,788
1,173,220	132,650	830,090	3,781,161	95,182,188	89,665,320
	28,950		1,874,111	40,930,822	39,133,340
	10,150		730,072	14,350,048	13,397,137
	110,000		823,548	8,245,749	6,584,415
		830,090	308,260	6,045,418	8,025,878
607,028				15,170,000	15,174,885
534,912			83,447	2,678,000	2,727,606
	28,000			40,000	29,479
				5,600,000	4,431,520
1,141,940	177,100	830,090	3,819,438	95,464,573	89,504,260
31,280	(44,450)	-	(38,277)	(282,385)	161,060
1,500,000	818,146	1,308,468	862,779	27,789,975	25,803,012
				45,000	47,288
607,828				12,980,761	12,654,217
				-	444,176
		1,308,468		1,308,468	-
				1,143,602	1,143,602
			112,072	2,297,172	2,030,200
923,452				923,452	615,766
				9,243	56,298
				134,010	249,870
	773,696		712,430	8,665,882	8,722,645
\$ 1,531,280	\$ 773,696	\$ 1,308,468	\$ 824,502	\$ 27,507,590	\$ 25,964,072
\$ 1,141,940	\$ 177,100	\$ 830,090	\$ 3,819,438	\$ 95,464,573	\$ 89,504,260

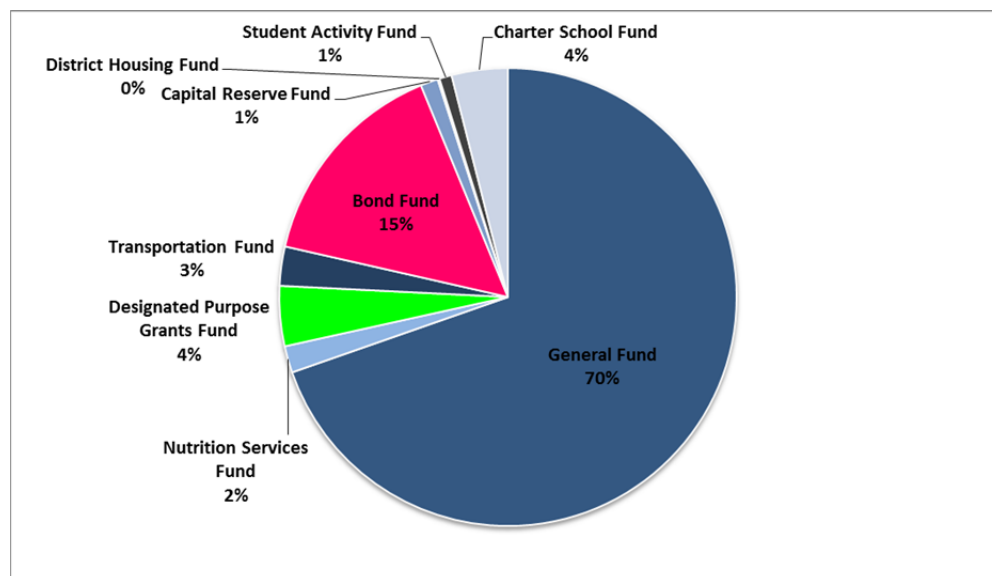
Beginning Fund Balance Summary

Fund	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Adopted Budget
General Fund	\$ 10,511,922	\$ 10,711,902	\$ 11,088,502	\$ 11,962,930	\$ 11,962,930	\$ 11,020,810
Nutrition Services Fund	69,494	366,317	247,503	297,158	297,158	250,212
Designated Purpose Grants Fu	(55,287)	(299,579)	(172,081)	(66,483)	(66,483)	-
Transportation Fund	17,184	17,163	43,150	56,298	56,298	22,803
Bond Fund	11,896,492	11,796,093	11,110,990	11,816,380	11,816,380	12,006,757
Capital Reserve Fund	3,960,781	4,254,969	3,484,948	1,897,779	1,897,779	1,500,000
District Housing Fund	1,009,264	1,017,435	1,040,289	856,346	856,346	818,146
Student Activity Fund	1,114,643	1,187,938	1,144,903	1,066,068	1,066,068	1,308,468
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	-	862,779
TOTAL APPROPRIATION	\$ 33,664,792	\$ 34,091,442	\$ 29,763,591	\$ 28,562,332	\$ 27,886,476	\$ 27,789,975

Revenue Summary

Fund	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Adopted Budget
General Fund	\$ 54,633,516	\$ 57,755,922	\$ 62,797,490	\$ 64,675,530	\$ 64,884,368	\$ 66,307,072
Nutrition Services Fund	1,933,137	1,834,017	1,812,433	1,785,500	1,793,934	1,793,934
Designated Purpose Grants Fu	3,617,466	4,639,465	4,305,677	4,550,741	4,045,904	4,032,477
Transportation Fund	2,349,063	2,396,345	2,050,172	2,630,070	2,631,170	2,630,070
Bond Fund	15,625,401	13,194,785	14,217,743	14,269,840	14,269,840	14,501,514
Capital Reserve Fund	1,079,318	2,189,025	2,601,970	2,180,980	2,181,970	1,173,220
District Housing Fund	139,482	139,660	135,896	132,650	132,650	132,650
Student Activity Fund	1,470,478	1,366,387	981,151	998,900	754,600	830,090
Employee Benefit Trust Fund	5,585,646	2,379,905	-	-	-	-
Charter School Fund	11,492,514	3,593,823	3,734,761	3,704,554	-	3,781,161
TOTAL APPROPRIATION	\$ 97,926,021	\$ 89,489,334	\$ 92,637,293	\$ 94,928,765	\$ 90,694,436	\$ 95,182,188

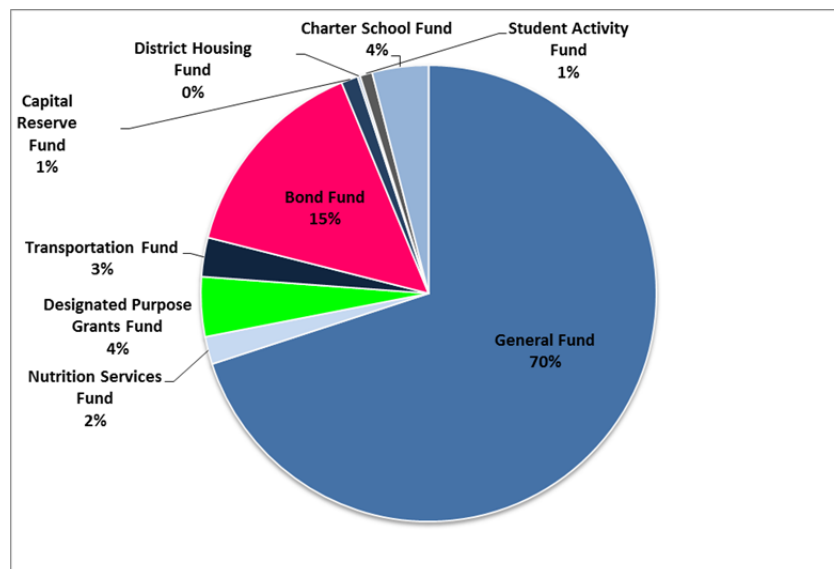
The following chart shows that of the district's 9 active funds, the General Operating Fund accounts for 70% of all revenues, while all other funds combined make up the difference.



Expenditure Summary

Fund	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Adopted Budget
General Fund	\$ 54,433,536	\$ 57,755,922	\$ 63,110,356	\$ 65,938,810	\$ 65,826,488	\$ 66,819,424
Nutrition Services Fund	1,636,314	1,686,166	1,762,778	1,874,750	1,840,880	1,865,136
Designated Purpose Grants Fu	3,861,758	4,511,967	4,200,079	4,378,660	3,979,421	4,032,477
Transportation Fund	2,349,084	2,370,358	2,537,024	2,684,810	2,614,665	2,643,630
Bond Fund	15,725,800	13,879,888	13,512,353	14,079,463	14,079,463	14,135,338
Capital Reserve Fund	785,130	2,959,046	4,189,139	2,578,759	2,579,749	1,141,940
District Housing Fund	131,311	116,806	149,839	239,650	170,850	177,100
Student Activity Fund	1,397,183	1,379,422	1,059,986	998,900	512,200	830,090
Employee Benefit Trust Fund	5,835,286	2,838,292	-	-	-	-
Charter School Fund	11,343,969	6,399,253	3,636,014	3,766,751	-	3,819,438
TOTAL APPROPRIATION	\$ 97,499,371	\$ 93,897,120	\$ 94,157,568	\$ 96,540,553	\$ 91,603,716	\$ 95,464,573

The General Operating Fund accounts for 70% of all expenditures, while all other funds combined make up the difference.



Ending Fund Balance Summary

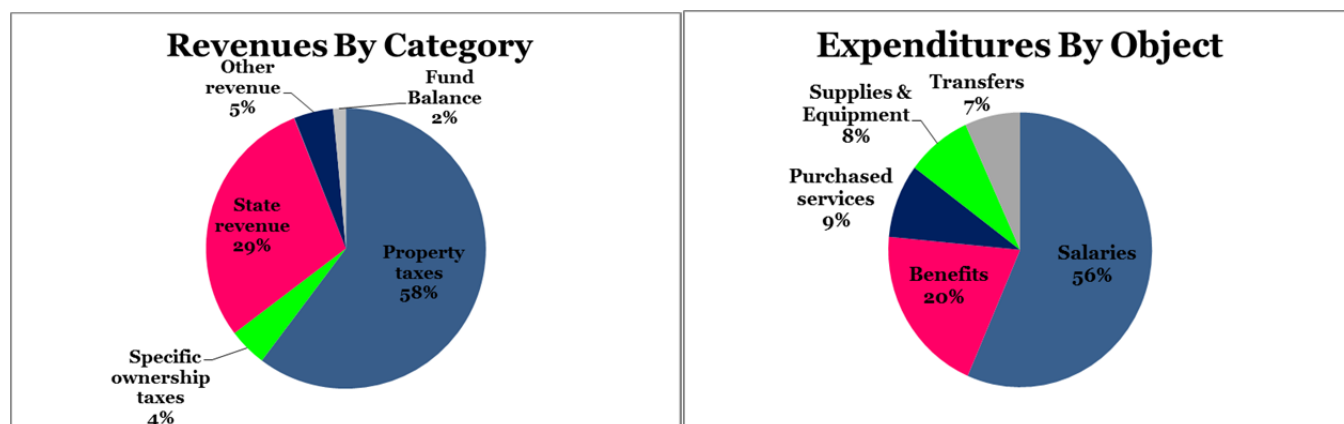
There are no significant changes in 2016-17 Fund Balances nor are there any anticipated in the forecasts.

Fund	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Adopted Budget
General Fund	\$ 10,711,902	\$ 11,088,502	\$ 11,962,930	\$ 10,699,650	\$ 11,020,810	\$ 10,508,458
Nutrition Services Fund	366,317	247,503	297,158	207,908	250,212	179,010
Designated Purpose Grants Fund	(299,579)	(172,081)	(66,483)	105,598	-	-
Transportation Fund	17,163	43,150	56,298	1,558	22,803	9,243
Bond Fund	11,796,093	11,110,990	11,816,380	12,006,757	12,006,757	12,372,933
Capital Reserve Fund	4,254,969	3,484,948	1,897,779	1,500,000	1,500,000	1,531,280
District Housing Fund	1,017,435	1,040,289	856,346	749,346	818,146	773,696
Student Activity Fund	1,187,938	1,144,903	1,066,068	1,066,068	1,308,468	1,308,468
Employee Benefit Trust Fund	1,513,902	1,055,515	-	-	-	-
Charter School Fund	3,525,302	719,872	818,619	663,183	-	824,502
TOTAL APPROPRIATION	\$ 34,091,442	\$ 29,763,591	\$ 28,705,095	\$ 27,000,068	\$ 26,927,196	\$ 27,507,590

General Fund Summary

	<u>2012-13 Actual</u>	<u>2013-14 Actual</u>	<u>2014-15 Actual</u>	<u>2015-16 Budget</u>	<u>2015-16 Estimated</u>	<u>2016-17 Budget</u>	<u>2017-18 Forecasted</u>	<u>2018-19 Forecasted</u>	<u>2019-20 Forecasted</u>
Beginning Fund Balance	\$ 10,511,922	\$ 10,711,902	\$ 11,088,502	\$ 11,962,930	\$ 11,962,930	\$ 11,020,810	\$ 10,508,458	\$ 10,238,699	\$ 10,381,283
Revenue:									
Property taxes	\$ 37,821,355	\$ 36,679,004	\$ 36,260,755	\$ 39,179,950	\$ 39,466,016	\$ 40,563,185	\$ 41,374,449	\$ 42,201,938	\$ 43,045,976
Specific ownership taxes	2,163,509	2,340,641	2,710,136	2,923,250	2,923,250	2,972,250	3,031,695	3,092,329	3,154,175
State revenue	10,590,118	15,183,457	20,220,327	19,427,740	19,474,821	19,700,798	20,094,814	20,496,710	20,906,644
Interest income	30,925	19,801	19,363	25,000	25,000	25,000	25,500	26,010	26,530
Other revenue	4,027,609	3,533,019	3,586,909	3,119,590	2,995,281	3,045,839	3,106,756	3,168,891	3,232,269
Total revenue	54,633,516	57,755,922	62,797,490	64,675,530	64,884,368	66,307,072	67,633,213	68,985,878	70,365,595
Expenditures & Transfers:									
Salaries	\$ 31,733,858	\$ 32,008,145	\$ 34,892,001	\$ 36,867,745	\$ 36,776,583	\$ 37,766,411	\$ 37,766,411	\$ 38,144,075	\$ 38,906,957
Benefits	9,025,182	10,188,507	12,047,325	12,162,090	12,162,090	13,364,427	13,631,716	14,040,667	14,883,107
Purchased services	4,582,554	5,267,110	5,361,466	5,956,317	5,935,157	5,812,710	5,812,710	5,870,837	5,929,545
Supplies & Equipment	5,303,086	4,887,014	5,360,750	5,454,488	5,454,488	5,335,236	5,335,236	5,388,588	5,442,474
Charter Schools	2,500,673	2,708,299	2,928,814	2,988,070	2,988,070	3,030,640	3,030,640	3,060,946	3,091,556
Total Expenditures	53,145,353	55,059,075	60,590,356	63,428,710	63,316,388	65,309,424	65,576,713	66,505,114	68,253,639
Net Change in Fund Balance	1,488,163	2,696,847	2,207,134	1,246,820	1,567,980	997,648	2,056,501	2,480,764	2,111,956
Transfers In	-	-	1,187,294	-	-	-	-	-	-
Transfers Out	1,288,183	2,320,247	2,520,000	2,510,100	2,510,100	1,510,000	2,326,260	2,338,180	2,370,280
Ending Fund Balance	\$ 10,711,902	\$ 11,088,502	\$ 11,962,930	\$ 10,699,650	\$ 11,020,810	\$10,508,458	\$ 10,238,699	\$ 10,381,283	\$ 10,122,959
Appropriation						\$ 66,819,424			

Local property taxes make up 48% of the revenue sources and 29% come from State sources. Forecasting represents an annual increase of 2% for all revenue sources.



Salaries and benefits make up 76% of the expenditures. Forecasting estimates are based on an annual increase in salaries of 1%, benefits of %, purchased services of %, supplies and equipment of %. Expenditure allocations are reviewed and adjusted on an annual basis and focus on the key activities of the strategic plan. Due to inadequate funding by the State, the District is considering placing a mill levy initiative on the November 2016 ballot to address key activities we are currently unable to pursue. These are summarized and generally reflected in the performance indicators as red due to lack of resources available to complete.

Revenue Summary

	2014-15 Audited Actual	2015-16 Revised Budget	2015-16 Estimated	2016-17 Adopted Budget
REVENUE				
Local Sources				
Property Taxes- SFA	\$36,260,755	\$39,179,950	\$31,771,555	\$32,501,905
Property Taxes- Override			7,694,461	8,061,280
Specific Ownership Tax- SFA	2,710,136	2,923,250	1,678,778	1,729,141
Specific Ownership Tax			1,244,472	1,243,109
Tuition/ Fees	1,528,367	1,553,290	1,490,302	1,569,257
Interest	19,363	25,000	25,000	25,000
Services Provided to Charters	457,657	445,000	445,000	445,000
Miscellaneous Revenue	1,126,368	1,119,800	1,059,978	1,031,583
Subtotal Local Sources	\$42,102,646	\$45,246,290	\$45,409,546	\$46,606,275
State Sources				
Finance Act (SFA)	\$17,470,913	\$16,521,440	\$16,483,862	\$16,695,159
Vocational Education Reimbursement	71,052	45,000	45,000	45,000
Special Education Reimbursement	1,386,141	1,150,000	1,150,000	1,130,000
ELPA Reimbursement	813,288	813,000	880,155	880,155
Gifted and Talented Reimbursement	60,138	56,000	63,359	63,358
Read ACT	353,169	350,000	328,833	315,000
Other State Revenue	60,400	4,500	20,500	20,500
Subtotal State Sources	\$20,215,101	\$18,939,940	\$18,971,709	\$19,149,172
Federal Sources				
PILT	\$479,744	\$489,300	\$503,113	515,286
Other Federal Sources	-	-	-	36,339
Subtotal Federal Sources	\$479,744	\$489,300	\$503,113	\$551,625
TOTAL REVENUE	\$62,797,491	\$64,675,530	\$64,884,368	\$66,307,072

Expenditure Summary

	2014-15 Audited Actual	2015-16 Revised Budget	2015-16 Estimated	2016-17 Adopted Budget
EXPENDITURES				
101-125 Administrators & Principals	\$3,509,425	\$3,746,605	\$3,746,605	\$3,843,268
201-218 Teachers	21,900,896	23,096,620	23,029,008	23,651,697
231-239 Psych/SocWkr/Occup & Phys Therapists	1,044,627	1,288,290	1,288,290	1,289,587
300-359 Professional Support Staff	447,930	537,980	537,980	558,067
360-390 Technical Support Staff	812,610	816,650	816,650	826,887
401-490 Para Educators & Aides	3,068,022	3,185,870	3,162,320	334,654
500-513 Office & Administrative Support Staff	1,970,026	2,027,500	2,027,500	2,080,234
600-637 Crafts/Trades Services	2,164,738	2,167,730	2,167,730	2,174,517
Subtotal Salaries	\$34,918,274	\$36,867,245	\$36,776,083	\$34,758,911
Employee Benefits	12,050,508	12,162,090	12,162,090	13,364,427
Subtotal Personnel Expenditures	\$46,968,782	\$49,029,335	\$48,938,173	\$48,123,338
Purchased Prof & Tech Services	\$1,057,989	\$1,114,820	\$1,096,160	\$1,053,570
Purchased Property Services	1,433,914	1,616,440	1,616,440	1,556,900
Other Purchased Services	2,869,227	3,225,557	3,223,057	3,209,740
Supplies	4,355,821	4,753,764	4,753,764	4,429,321
Property & Equipment	198,246	118,270	118,270	158,020
Other Uses of Funds	3,755,583	3,570,524	3,570,524	3,778,535
Subtotal Non Personnel Expenditures	\$13,670,780	\$14,399,375	\$14,378,215	\$14,186,086
TOTAL EXPENDITURES	\$60,639,562	\$63,428,710	\$63,316,388	\$62,309,424



General Fund Expenses by Program

Eagle Valley Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0010 General Instruction	1,135,181	1,192,199	1,370,363	1,463,829	1,637,847
0080 Instructional Media	4,311	972	854	3,500	3,500
1800 Activities/Athletics	11,367	16,795	16,550	13,500	14,500
2100 Guidance Services	26,317	1,345	-	-	-
2300 Staff Training Services	12,287	6,966	8,727	9,030	20,000
2400 Office of the Principal	189,225	185,768	181,473	197,035	203,986
2600 Custodial	83,037	81,439	83,136	83,750	87,078
2620 Utilities	95,264	96,489	92,853	111,000	101,880
	<u>\$ 1,556,989</u>	<u>\$ 1,581,973</u>	<u>\$ 1,753,956</u>	<u>\$ 1,881,644</u>	<u>\$ 2,068,791</u>
Brush Creek Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0010 General Instruction	1,689,456	1,684,871	1,670,867	1,604,110	1,726,767
0080 Instructional Media	46,334	50,644	41,653	45,000	61,154
1800 Activities/Athletics	13,859	19,967	19,733	15,400	21,000
2100 Guidance Services	24,790	-	21,410	47,220	50,832
2300 Staff Training Services	5,259	411	-	6,430	4,000
2400 Office of the Principal	207,364	199,312	210,949	213,470	209,236
2600 Custodial	115,362	117,740	114,299	113,780	119,711
2620 Utilities	72,489	74,923	79,455	86,380	83,070
	<u>\$ 2,174,913</u>	<u>\$ 2,147,868</u>	<u>\$ 2,158,366</u>	<u>\$ 2,131,790</u>	<u>\$ 2,275,770</u>
Avon Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0010 General Instruction	919,897	930,494	988,665	867,161	1,003,338
0080 Instructional Media	901	1,204	1,591	1,650	1,650
1800 Activities/Athletics	6,296	8,260	7,858	4,850	4,000
2100 Guidance Services	-	16,775	24,328	23,860	20,304
2300 Staff Training Services	3,320	1,841	1,253	10,310	10,310
2400 Office of the Principal	212,047	200,141	278,244	324,880	351,413
2600 Custodial	118,192	122,792	125,636	118,260	123,627
2620 Utilities	88,433	91,913	106,044	137,900	124,010
	<u>\$ 1,349,086</u>	<u>\$ 1,373,420</u>	<u>\$ 1,533,619</u>	<u>\$ 1,488,871</u>	<u>\$ 1,638,652</u>
Red Sandstone Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0010 General Instruction	1,096,507	1,121,474	1,061,545	1,129,086	1,116,558
0080 Instructional Media	4,378	2,896	2,000	2,000	500
1800 Activities/Athletics	15,434	11,889	12,652	14,600	13,700
2100 Guidance Services	-	-	-	16,500	23,102
2300 Staff Training Services	1,471	1,270	1,021	2,170	2,170
2400 Office of the Principal	225,014	214,748	182,954	184,650	186,307
2600 Custodial	87,431	82,792	78,777	81,860	91,666
2620 Utilities	71,420	79,150	78,324	87,150	83,780
	<u>\$ 1,501,655</u>	<u>\$ 1,514,219</u>	<u>\$ 1,417,273</u>	<u>\$ 1,518,016</u>	<u>\$ 1,517,783</u>

Gypsum Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0010 General Instruction	1,365,317	1,266,306	1,415,128	1,481,702	1,534,347
0080 Instructional Media	72,312	39,809	34,909	32,830	30,292
1800 Activities/Athletics	5,136	14,040	14,188	14,300	13,500
2100 Guidance Services	96,485	47,995	49,581	49,730	53,322
2300 Staff Training Services	1,174	1,481	2,943	1,000	1,000
2400 Office of the Principal	253,466	218,881	246,730	244,480	237,959
2600 Custodial	99,133	100,951	107,425	108,880	128,614
2620 Utilities	80,254	80,193	88,557	96,500	91,370
	<u>\$ 1,973,277</u>	<u>\$ 1,769,656</u>	<u>\$ 1,959,461</u>	<u>\$ 2,029,422</u>	<u>\$ 2,090,404</u>
Edwards Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0010 General Instruction	1,214,143	1,142,324	1,252,247	1,261,806	1,294,537
0080 Instructional Media	26,363	41,762	38,563	60,100	72,996
1800 Activities/Athletics	13,489	24,168	25,708	14,330	20,500
2100 Guidance Services	959	-	-	31,370	30,716
2300 Staff Training Services	1,258	1,724	9,940	1,000	1,000
2400 Office of the Principal	221,861	212,065	215,032	236,550	233,602
2600 Custodial	112,751	113,232	121,522	110,560	123,552
2620 Utilities	72,139	79,123	78,174	96,590	91,740
	<u>\$ 1,662,963</u>	<u>\$ 1,614,398</u>	<u>\$ 1,741,186</u>	<u>\$ 1,812,306</u>	<u>\$ 1,868,643</u>
Red Hill Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0010 General Instruction	1,556,361	1,352,770	1,402,575	1,548,963	1,522,903
0080 Instructional Media	-	-	-	-	-
1800 Activities/Athletics	-	17,144	16,299	16,770	17,680
2100 Guidance Services	34,332	41,981	46,739	58,250	60,917
2300 Staff Training Services	1,717	150	636	2,000	2,500
2400 Office of the Principal	223,949	202,155	190,298	227,610	223,834
2600 Custodial	107,603	102,238	107,640	105,790	111,522
2620 Utilities	78,823	90,418	107,972	118,500	104,300
	<u>\$ 2,002,785</u>	<u>\$ 1,806,856</u>	<u>\$ 1,872,159</u>	<u>\$ 2,077,883</u>	<u>\$ 2,043,656</u>
June Creek Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0010 General Instruction	1,058,742	1,018,355	1,007,906	1,264,733	1,339,969
0080 Instructional Media	10,387	12,399	5,175	5,000	5,000
1800 Activities/Athletics	10,321	9,134	7,819	16,800	10,800
2100 Guidance Services	83,440	78,597	83,139	88,290	87,117
2300 Staff Training Services	4,109	1,975	1,813	3,660	3,660
2400 Office of the Principal	204,078	181,442	201,117	201,450	201,418
2600 Custodial	93,786	100,619	116,698	107,660	116,699
2620 Utilities	59,135	64,956	69,018	87,100	74,550
	<u>\$ 1,523,998</u>	<u>\$ 1,467,477</u>	<u>\$ 1,492,685</u>	<u>\$ 1,774,693</u>	<u>\$ 1,839,213</u>
Eagle Valley Middle	2012-13	2013-14	2014-15	2015-16	2016-17
0020 General Instruction	1,037,232	1,071,643	1,171,475	1,211,595	1,320,995
0080 Instructional Media	14,707	17,921	35,818	30,090	44,243
1800 Activities/Athletics	110,751	114,690	96,151	99,070	78,600
2100 Guidance Services	39,331	53,855	67,047	73,450	68,838
2300 Staff Training Services	957	1,626	228	1,100	2,600
2400 Office of the Principal	257,385	277,408	294,403	312,710	311,302
2600 Custodial	79,253	87,676	99,444	84,190	89,455
2620 Utilities	113,562	112,646	121,138	158,270	130,190
	<u>\$ 1,653,178</u>	<u>\$ 1,737,465</u>	<u>\$ 1,885,704</u>	<u>\$ 1,970,475</u>	<u>\$ 2,046,223</u>

Berry Creek Middle	2012-13	2013-14	2014-15	2015-16	2016-17
0020 General Instruction	1,043,972	1,147,874	1,165,512	1,276,140	1,336,504
0080 Instructional Media	44,053	46,612	49,889	40,100	53,195
1800 Activities/Athletics	91,240	119,793	106,000	96,810	87,100
2100 Guidance Services	100,512	69,896	76,447	99,540	100,284
2300 Staff Training Services	7,232	1,304	1,156	1,000	1,000
2400 Office of the Principal	247,062	267,572	297,692	302,620	286,222
2600 Custodial	90,199	73,191	87,931	87,900	94,936
2620 Utilities	92,269	96,587	106,987	129,050	111,820
	<u>\$ 1,716,539</u>	<u>\$ 1,822,829</u>	<u>\$ 1,891,614</u>	<u>\$ 2,033,160</u>	<u>\$ 2,071,061</u>
Gypsum Creek Middle	2012-13	2013-14	2014-15	2015-16	2016-17
0020 General Instruction	1,296,137	1,209,174	1,079,882	1,210,565	1,253,556
0080 Instructional Media	40,809	42,887	40,492	37,680	34,806
1800 Activities/Athletics	107,014	105,682	110,109	97,900	89,640
2100 Guidance Services	92,745	99,367	107,448	110,540	109,244
2300 Staff Training Services	1,105	1,837	696	2,150	2,000
2400 Office of the Principal	204,647	191,122	301,403	305,580	311,510
2600 Custodial	97,279	105,596	110,130	101,470	103,836
2620 Utilities	93,045	92,981	91,866	103,120	98,110
	<u>\$ 1,932,781</u>	<u>\$ 1,848,646</u>	<u>\$ 1,842,026</u>	<u>\$ 1,969,005</u>	<u>\$ 2,002,702</u>
Homes take Peak	2012-13	2013-14	2014-15	2015-16	2016-17
0018 General Instruction	1,693,861	2,100,502	2,202,470	2,241,949	2,318,236
0080 Instructional Media	3,293	43,210	36,933	26,050	31,061
1800 Activities/Athletics	69,477	85,029	86,196	89,070	100,725
2100 Guidance Services	32,089	358	81,157	92,090	85,959
2300 Staff Training Services	14,678	14,734	25,780	5,000	7,000
2400 Office of the Principal	361,119	323,094	345,128	385,774	388,664
2600 Custodial	130,957	137,380	173,098	158,820	169,652
2620 Utilities	157,368	167,128	171,951	205,850	183,240
	<u>\$ 2,462,842</u>	<u>\$ 2,871,435</u>	<u>\$ 3,122,713</u>	<u>\$ 3,204,603</u>	<u>\$ 3,284,537</u>
Battle Mountain High	2012-13	2013-14	2014-15	2015-16	2016-17
0030 General Instruction	2,445,659	2,688,375	3,080,302	3,053,919	3,387,375
0080 Instructional Media	34,983	36,940	41,087	38,890	42,938
1800 Activities/Athletics	696,683	755,223	784,528	561,570	506,263
2100 Guidance Services	192,553	196,028	273,891	264,610	271,121
2300 Staff Training Services	21,762	8,620	16,454	6,000	6,000
2400 Office of the Principal	445,985	441,072	477,611	471,310	451,675
2600 Custodial	242,904	253,042	275,708	265,500	283,985
2620 Utilities	241,248	252,231	269,766	340,700	284,260
	<u>\$ 4,321,777</u>	<u>\$ 4,631,531</u>	<u>\$ 5,219,347</u>	<u>\$ 5,002,499</u>	<u>\$ 5,233,617</u>
Eagle Valley High	2012-13	2013-14	2014-15	2015-16	2016-17
0030 General Instruction	2,264,669	2,258,090	2,550,438	2,772,922	2,982,085
0080 Instructional Media	49,486	37,771	44,825	41,990	54,401
1800 Activities/Athletics	594,958	615,350	570,958	513,616	488,628
2100 Guidance Services	230,824	299,491	243,117	248,330	226,269
2300 Staff Training Services	2,920	7,540	10,224	8,000	8,000
2400 Office of the Principal	537,340	515,341	520,898	684,020	699,936
2600 Custodial	225,023	193,176	206,447	210,250	212,146
2620 Utilities	222,729	250,644	247,760	301,400	265,710
	<u>\$ 4,127,949</u>	<u>\$ 4,177,403</u>	<u>\$ 4,394,667</u>	<u>\$ 4,780,528</u>	<u>\$ 4,937,175</u>

Red Canyon High	2012-13	2013-14	2014-15	2015-16	2016-17
0030 General Instruction	418,114	761,199	853,336	970,611	994,285
0080 Instructional Media	-	-	-	-	-
1800 Activities/Athletics	2,995	16,003	5,309	7,140	6,200
2100 Guidance Services	59,926	47,173	55,623	61,560	71,978
2300 Staff Training Services	85	235	358	3,000	2,500
2400 Office of the Principal	235,004	230,086	265,388	268,320	272,908
2600 Custodial	27,906	29,105	40,625	53,020	51,684
2620 Utilities	33,648	33,681	38,676	47,400	39,510
	<u>\$ 777,678</u>	<u>\$ 1,117,482</u>	<u>\$ 1,259,315</u>	<u>\$ 1,411,051</u>	<u>\$ 1,439,065</u>
Vail Ski & Snowboard	2012-13	2013-14	2014-15	2015-16	2016-17
0030 General Instruction	582,712	621,472	770,387	814,839	832,519
0080 Instructional Media	665	-	-	-	-
1800 Activities/Athletics	-	6,720	2,154	5,000	5,000
2100 Guidance Services	71,594	80,831	79,279	77,820	77,298
2300 Staff Training Services	1,941	863	2,218	2,300	-
2400 Office of the Principal	201,687	298,290	274,954	261,380	231,955
2600 Custodial	76,983	73,885	80,130	69,180	60,548
2620 Utilities	65,684	68,681	67,521	77,980	74,470
	<u>\$ 1,001,266</u>	<u>\$ 1,150,742</u>	<u>\$ 1,276,643</u>	<u>\$ 1,308,499</u>	<u>\$ 1,281,790</u>
World Academy	2012-13	2013-14	2014-15	2015-16	2016-17
0030 General Instruction	45,830	69,344	64,598	76,891	65,104
	<u>\$ 45,830</u>	<u>\$ 69,344</u>	<u>\$ 64,598</u>	<u>\$ 76,891</u>	<u>\$ 65,104</u>
Exceptional Student Services	2012-13	2013-14	2014-15	2015-16	2016-17
0070 Gifted & Talented Education	503,768	502,863	537,498	608,830	653,942
1700 Special Education	3,022,365	3,608,383	4,397,507	4,880,269	5,028,122
1800 Activities/Athletics	6,555	7,089	3,799	3,500	4,130
2100 ESY	57,426	62,392	143,534	107,210	130,540
2100 Support Services- Students	435,905	723,287	784,694	925,000	1,019,251
2200 Support Service- Instructional	916,106	1,008,676	1,166,693	1,059,920	986,042
	<u>\$ 4,942,125</u>	<u>\$ 5,912,690</u>	<u>\$ 7,033,725</u>	<u>\$ 7,584,729</u>	<u>\$ 7,822,027</u>
English Language Learners	2012-13	2013-14	2014-15	2015-16	2016-17
0620 ELL Acquisition	1,869,369	2,024,544	2,391,307	2,597,747	2,621,799
2300 Staff Training Services	26,968	17,750	39,544	93,000	93,600
	<u>\$ 1,896,337</u>	<u>\$ 2,042,294</u>	<u>\$ 2,430,851</u>	<u>\$ 2,690,747</u>	<u>\$ 2,715,399</u>
Early Childhood Education	2012-13	2013-14	2014-15	2015-16	2016-17
0040 General Preschool Education	923,652	1,087,184	1,326,245	1,372,980	1,365,430
1791 Special Education Preschool	509,558	701,386	762,958	924,646	942,940
2200 Office of the Director	428,192	570,057	725,379	453,500	462,893
	<u>\$ 1,861,402</u>	<u>\$ 2,358,627</u>	<u>\$ 2,814,582</u>	<u>\$ 2,751,126</u>	<u>\$ 2,771,263</u>
Board of Education & Superintendent	2012-13	2013-14	2014-15	2015-16	2016-17
2300 Support Services- General	810,474	742,040	891,376	980,983	876,316
2800 Support Services- Central	14,241	138,755	205,867	184,450	217,499
	<u>\$ 824,715</u>	<u>\$ 880,795</u>	<u>\$ 1,097,243</u>	<u>\$ 1,165,433</u>	<u>\$ 1,093,815</u>
Community Relations	2012-13	2013-14	2014-15	2015-16	2016-17
2820 Community Services	121,988	179,185	194,993	258,716	279,451
	<u>\$ 121,988</u>	<u>\$ 179,185</u>	<u>\$ 194,993</u>	<u>\$ 258,716</u>	<u>\$ 279,451</u>

Educator Quality	2012-13	2013-14	2014-15	2015-16	2016-17
2200 Support Service- Instructional	426,019	240,026	523,598	508,378	549,938
2832 Recruitment	-	12,838	12,592	21,000	41,100
	<u>\$ 426,019</u>	<u>\$ 252,864</u>	<u>\$ 536,190</u>	<u>\$ 529,378</u>	<u>\$ 591,038</u>
Assessment	2012-13	2013-14	2014-15	2015-16	2016-17
2217 Assessment	117,506	157,798	104,065	90,274	85,680
	<u>\$ 117,506</u>	<u>\$ 157,798</u>	<u>\$ 104,065</u>	<u>\$ 90,274</u>	<u>\$ 85,680</u>
Business Services	2012-13	2013-14	2014-15	2015-16	2016-17
2510 Business/ Fiscal Services	993,594	715,798	528,980	559,344	787,268
2520 Utilities	222,998	223,773	276,682	305,800	343,370
2850 Risk Management Services	442,655	439,114	409,295	455,197	470,000
	<u>\$ 1,659,247</u>	<u>\$ 1,378,685</u>	<u>\$ 1,214,957</u>	<u>\$ 1,320,341</u>	<u>\$ 1,600,638</u>
Instructional Services	2012-13	2013-14	2014-15	2015-16	2016-17
2211 Supervision of Instruction	233,830	384,377	623,742	641,430	579,789
2212 Curriculum Development	48,649	291,776	662,664	531,813	247,974
	<u>\$ 282,479</u>	<u>\$ 676,153</u>	<u>\$ 1,286,406</u>	<u>\$ 1,173,243</u>	<u>\$ 827,763</u>
Student Services	2012-13	2013-14	2014-15	2015-16	2016-17
0060 General Integrated Education	119,307	222,123	135,831	175,990	175,990
2100 Student Support Services	625,586	799,522	712,830	669,554	811,030
	<u>\$ 744,893</u>	<u>\$ 1,021,645</u>	<u>\$ 848,661</u>	<u>\$ 845,544</u>	<u>\$ 987,020</u>
Human Resources	2012-13	2013-14	2014-15	2015-16	2016-17
2830 Staff Services	628,226	662,219	707,301	668,260	1,049,786
2850 Risk Management Services	674,984	600,111	576,432	567,630	511,685
	<u>\$ 1,303,210</u>	<u>\$ 1,262,330</u>	<u>\$ 1,283,733</u>	<u>\$ 1,235,890</u>	<u>\$ 1,561,471</u>
Maintenance	2012-13	2013-14	2014-15	2015-16	2016-17
2600 Operation & Maintenance	1,166,626	1,087,023	1,142,861	1,130,375	1,146,960
2620 Utilities	165,746	126,894	117,568	145,800	132,190
2625 Custodial	450,313	625,719	497,037	440,620	457,343
	<u>\$ 1,782,685</u>	<u>\$ 1,839,636</u>	<u>\$ 1,757,466</u>	<u>\$ 1,716,795</u>	<u>\$ 1,736,493</u>
Technology	2012-13	2013-14	2014-15	2015-16	2016-17
2840 Information Systems Services	1,875,374	1,733,142	2,173,338	2,501,526	2,502,540
	<u>\$ 1,875,374</u>	<u>\$ 1,733,142</u>	<u>\$ 2,173,338</u>	<u>\$ 2,501,526</u>	<u>\$ 2,502,540</u>

General Fund Expenses by Object

Eagle Valley Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,055,272	1,070,883	1,187,158	1,253,458	1,403,330
0200 Benefits	296,915	315,626	382,367	413,663	453,931
0300 Purchased Services	53,609	60,723	53,962	60,330	70,460
0600 Supplies	150,689	129,230	115,609	136,019	127,920
0700 Equipment	503	5,510	14,860	18,174	13,150
	<u>\$ 1,556,988</u>	<u>\$ 1,581,973</u>	<u>\$ 1,753,956</u>	<u>\$ 1,881,644</u>	<u>\$ 2,068,791</u>
Brush Creek Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,535,277	1,471,596	1,417,915	1,469,809	1,497,337
0200 Benefits	422,497	442,963	513,541	467,949	564,743
0300 Purchased Services	49,912	51,959	43,223	38,529	52,810
0600 Supplies	158,580	174,506	181,320	145,503	158,180
0700 Equipment	8,646	6,844	2,368	10,000	2,700
	<u>\$ 2,174,913</u>	<u>\$ 2,147,868</u>	<u>\$ 2,158,366</u>	<u>\$ 2,131,790</u>	<u>\$ 2,275,770</u>
Avon Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	899,988	918,426	1,042,172	989,791	1,084,452
0200 Benefits	268,774	285,284	346,040	319,926	371,930
0300 Purchased Services	50,302	65,838	44,677	60,010	78,040
0600 Supplies	129,295	102,283	100,392	118,144	103,430
0700 Equipment	726	1,589	338	1,000	800
	<u>\$ 1,349,086</u>	<u>\$ 1,373,420</u>	<u>\$ 1,533,619</u>	<u>\$ 1,488,871</u>	<u>\$ 1,638,652</u>
Red Sandstone Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,060,499	1,026,371	957,688	970,258	1,013,080
0200 Benefits	298,092	321,197	341,876	354,269	370,463
0300 Purchased Services	54,560	63,307	46,135	48,961	53,440
0600 Supplies	80,802	102,703	70,884	144,528	79,100
0700 Equipment	7,701	640	690	-	1,700
	<u>\$ 1,501,654</u>	<u>\$ 1,514,218</u>	<u>\$ 1,417,273</u>	<u>\$ 1,518,016</u>	<u>\$ 1,517,783</u>
Gypsum Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,395,941	1,214,737	1,346,643	1,387,360	1,406,820
0200 Benefits	393,339	378,335	439,454	458,839	502,914
0300 Purchased Services	37,799	41,954	39,184	38,962	50,790
0600 Supplies	145,326	134,631	125,889	137,562	127,880
0700 Equipment	870	-	8,291	6,699	2,000
	<u>\$ 1,973,275</u>	<u>\$ 1,769,657</u>	<u>\$ 1,959,461</u>	<u>\$ 2,029,422</u>	<u>\$ 2,090,404</u>
Edwards Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,178,051	1,105,736	1,151,089	1,215,740	1,232,448
0200 Benefits	332,930	336,530	390,279	415,731	453,805
0300 Purchased Services	41,697	73,087	66,590	53,140	65,060
0600 Supplies	110,284	98,039	106,155	127,695	116,830
0700 Equipment	-	1,006	27,074	-	500
	<u>\$ 1,662,962</u>	<u>\$ 1,614,399</u>	<u>\$ 1,741,186</u>	<u>\$ 1,812,306</u>	<u>\$ 1,868,643</u>
Red Hill Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,485,347	1,276,681	1,303,177	1,359,208	1,390,796
0200 Benefits	386,024	368,219	404,674	450,151	466,590
0300 Purchased Services	27,317	52,066	37,430	34,761	46,080
0600 Supplies	104,096	109,891	126,161	225,691	130,190
0700 Equipment	-	-	717	8,072	10,000
	<u>\$ 2,002,785</u>	<u>\$ 1,806,857</u>	<u>\$ 1,872,159</u>	<u>\$ 2,077,883</u>	<u>\$ 2,043,656</u>

June Creek Elementary	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,072,061	999,014	1,011,403	1,211,329	1,226,638
0200 Benefits	326,225	325,053	350,523	374,039	469,315
0300 Purchased Services	21,540	34,670	35,281	48,630	30,190
0600 Supplies	101,859	107,935	94,172	140,695	106,000
0700 Equipment	2,314	806	1,306	-	7,070
	<u>\$ 1,523,999</u>	<u>\$ 1,467,477</u>	<u>\$ 1,492,685</u>	<u>\$ 1,774,693</u>	<u>\$ 1,839,213</u>
Eagle Valley Middle	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,150,074	1,170,526	1,240,088	1,309,560	1,345,100
0200 Benefits	313,818	350,099	419,436	413,151	469,608
0300 Purchased Services	54,575	60,531	74,528	83,593	80,770
0600 Supplies	133,712	147,251	134,880	136,746	138,745
0700 Equipment	999	9,057	16,772	27,425	12,000
	<u>\$ 1,653,178</u>	<u>\$ 1,737,464</u>	<u>\$ 1,885,704</u>	<u>\$ 1,970,475</u>	<u>\$ 2,046,223</u>
Berry Creek Middle	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,181,993	1,239,314	1,271,560	1,356,321	1,379,542
0200 Benefits	362,706	386,539	431,152	443,237	476,549
0300 Purchased Services	40,199	55,670	42,492	58,642	44,750
0600 Supplies	129,049	134,678	142,704	169,476	166,720
0700 Equipment	2,593	6,629	3,706	5,484	3,500
	<u>\$ 1,716,539</u>	<u>\$ 1,822,829</u>	<u>\$ 1,891,614</u>	<u>\$ 2,033,160</u>	<u>\$ 2,071,061</u>
Gypsum Creek Middle	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,352,069	1,224,967	1,208,640	1,282,369	1,303,673
0200 Benefits	411,189	413,367	445,773	436,003	474,519
0300 Purchased Services	28,063	42,445	45,448	48,820	49,000
0600 Supplies	138,152	163,673	139,559	199,219	171,010
0700 Equipment	3,309	4,194	2,607	2,594	4,500
	<u>\$ 1,932,782</u>	<u>\$ 1,848,645</u>	<u>\$ 1,842,026</u>	<u>\$ 1,969,005</u>	<u>\$ 2,002,702</u>
Homestake Peak	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,712,895	1,876,679	2,038,880	2,108,464	2,172,599
0200 Benefits	455,003	567,280	698,115	672,199	722,998
0300 Purchased Services	77,789	123,550	113,278	96,685	91,950
0600 Supplies	212,813	289,773	259,433	278,967	288,290
0700 Equipment	4,342	14,154	13,007	48,288	8,700
	<u>\$ 2,462,842</u>	<u>\$ 2,871,435</u>	<u>\$ 3,122,713</u>	<u>\$ 3,204,603</u>	<u>\$ 3,284,537</u>
Battle Mountain High	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	2,724,992	2,816,325	3,131,196	3,134,235	3,191,461
0200 Benefits	805,921	893,006	1,060,937	1,035,020	1,102,646
0300 Purchased Services	248,609	294,018	354,125	333,250	287,440
0600 Supplies	536,621	621,343	659,201	484,020	633,570
0700 Equipment	5,634	6,838	13,888	15,974	18,500
	<u>\$ 4,321,777</u>	<u>\$ 4,631,531</u>	<u>\$ 5,219,347</u>	<u>\$ 5,002,499</u>	<u>\$ 5,233,617</u>
Eagle Valley High	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	2,618,036	2,554,292	2,735,603	3,014,180	3,077,093
0200 Benefits	778,500	800,697	918,651	969,630	1,020,602
0300 Purchased Services	209,481	262,756	201,819	294,450	184,210
0600 Supplies	520,350	559,054	520,907	496,394	648,470
0700 Equipment	1,582	604	17,687	5,874	6,800
	<u>\$ 4,127,949</u>	<u>\$ 4,177,403</u>	<u>\$ 4,394,667</u>	<u>\$ 4,780,528</u>	<u>\$ 4,937,175</u>

Red Canyon High	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	534,960	756,389	830,296	941,230	965,079
0200 Benefits	163,999	249,216	284,562	310,869	340,596
0300 Purchased Services	35,368	45,283	54,690	74,600	66,720
0600 Supplies	43,352	66,594	73,667	84,352	66,670
0700 Equipment	-	-	16,100	-	-
	<u>\$ 777,678</u>	<u>\$ 1,117,482</u>	<u>\$ 1,259,315</u>	<u>\$ 1,411,051</u>	<u>\$ 1,439,065</u>
Vail Ski & Snowboard	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	661,588	699,879	797,857	813,940	786,872
0200 Benefits	182,479	215,308	246,180	269,144	262,478
0300 Purchased Services	53,896	58,098	86,778	101,413	52,220
0600 Supplies	102,660	176,973	145,391	124,002	180,220
0700 Equipment	642	485	437	-	-
	<u>\$ 1,001,267</u>	<u>\$ 1,150,743</u>	<u>\$ 1,276,643</u>	<u>\$ 1,308,499</u>	<u>\$ 1,281,790</u>
World Academy	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	2,500	-	24,830	26,540	24,540
0200 Benefits	442	-	4,704	6,669	4,984
0300 Purchased Services	39,336	66,189	7,385	4,000	2,660
0600 Supplies	3,552	3,156	27,679	39,682	32,920
0700 Equipment	-	-	-	-	-
	<u>\$ 45,830</u>	<u>\$ 69,344</u>	<u>\$ 64,598</u>	<u>\$ 76,891</u>	<u>\$ 65,104</u>
Exceptional Student Services	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,178,051	1,105,736	4,546,828	5,138,709	5,221,234
0200 Benefits	332,930	336,530	1,675,840	1,694,208	1,921,648
0300 Purchased Services	41,697	73,087	692,838	581,482	546,850
0600 Supplies	110,284	98,039	104,388	167,245	124,195
0700 Equipment	-	1,006	13,831	3,085	8,100
	<u>\$ 1,662,962</u>	<u>\$ 1,614,399</u>	<u>\$ 7,033,725</u>	<u>\$ 7,584,729</u>	<u>\$ 7,822,027</u>
English Language Learners	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,438,435	1,514,859	1,745,360	1,927,494	1,847,924
0200 Benefits	417,868	498,969	619,150	645,432	760,875
0300 Purchased Services	9,756	16,770	33,074	34,015	14,600
0600 Supplies	30,277	11,696	31,042	83,806	92,000
0700 Equipment	-	-	2,225	-	-
	<u>\$ 1,896,336</u>	<u>\$ 2,042,294</u>	<u>\$ 2,430,851</u>	<u>\$ 2,690,747</u>	<u>\$ 2,715,399</u>
Early Childhood Education	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	1,279,322	1,463,888	1,729,380	1,867,282	1,946,610
0200 Benefits	375,798	636,079	793,842	651,945	642,803
0300 Purchased Services	137,542	147,005	175,248	168,415	141,250
0600 Supplies	67,960	103,844	116,112	63,484	39,600
0700 Equipment	779	7,810	-	-	1,000
	<u>\$ 1,861,402</u>	<u>\$ 2,358,627</u>	<u>\$ 2,814,582</u>	<u>\$ 2,751,126</u>	<u>\$ 2,771,263</u>
Board of Education & Superintendent	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	324,303	345,607	424,686	418,723	429,190
0200 Benefits	65,085	89,630	115,379	134,506	135,255
0300 Purchased Services	363,729	315,815	302,531	332,923	316,230
0600 Supplies	70,004	128,594	254,058	278,281	207,140
0700 Equipment	1,594	1,148	589	1,000	6,000
	<u>\$ 824,715</u>	<u>\$ 880,795</u>	<u>\$ 1,097,243</u>	<u>\$ 1,165,433</u>	<u>\$ 1,093,815</u>

Community Relations	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	79,592	81,076	86,159	99,961	100,810
0200 Benefits	14,160	14,599	20,832	34,032	29,641
0300 Purchased Services	18,854	78,304	69,489	107,543	130,500
0600 Supplies	9,381	5,206	18,512	13,946	16,500
0700 Equipment	-	-	-	3,234	2,000
	<u>\$ 121,988</u>	<u>\$ 179,185</u>	<u>\$ 194,993</u>	<u>\$ 258,716</u>	<u>\$ 279,451</u>
Educator Quality	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	294,085	144,030	332,248	333,540	331,201
0200 Benefits	79,556	43,051	93,111	106,856	116,437
0300 Purchased Services	10,503	24,909	54,145	44,457	97,000
0600 Supplies	41,875	34,982	56,686	44,525	46,400
0700 Equipment	-	5,892	-	-	-
	<u>\$ 426,019</u>	<u>\$ 252,864</u>	<u>\$ 536,190</u>	<u>\$ 529,378</u>	<u>\$ 591,038</u>
Assessment	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	7,957	16,814	17,048	17,129	12,000
0200 Benefits	1,860	13,236	3,290	4,053	3,680
0300 Purchased Services	5,243	97,829	1,585	-	-
0600 Supplies	102,446	29,919	82,143	69,092	70,000
0700 Equipment	-	-	-	-	-
	<u>\$ 117,506</u>	<u>\$ 157,798</u>	<u>\$ 104,065</u>	<u>\$ 90,274</u>	<u>\$ 85,680</u>
Business Services	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	392,278	233,020	359,156	381,287	396,340
0200 Benefits	102,936	70,658	115,379	134,103	134,892
0300 Purchased Services	685,832	750,085	697,160	736,776	1,002,760
0600 Supplies	477,179	321,388	39,200	63,736	61,646
0700 Equipment	1,023	3,536	4,062	4,439	5,000
	<u>\$ 1,659,247</u>	<u>\$ 1,378,686</u>	<u>\$ 1,214,957</u>	<u>\$ 1,320,341</u>	<u>\$ 1,600,638</u>
Instructional Services	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	188,133	349,420	460,158	383,110	324,800
0200 Benefits	42,932	83,242	120,568	126,129	94,063
0300 Purchased Services	11,100	22,446	124,955	62,685	25,900
0600 Supplies	40,314	165,342	580,725	601,319	383,000
0700 Equipment	-	55,704	-	-	-
	<u>\$ 282,479</u>	<u>\$ 676,153</u>	<u>\$ 1,286,406</u>	<u>\$ 1,173,243</u>	<u>\$ 827,763</u>
Student Services	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	453,516	519,337	305,130	239,299	258,930
0200 Benefits	146,216	209,358	81,804	82,137	87,950
0300 Purchased Services	47,008	111,923	102,020	333,132	314,400
0600 Supplies	98,152	181,028	120,200	37,226	70,740
0700 Equipment	-	-	-	-	-
0800 PILT	-	-	239,507	153,750	255,000
	<u>\$ 744,893</u>	<u>\$ 1,021,646</u>	<u>\$ 848,661</u>	<u>\$ 845,544</u>	<u>\$ 987,020</u>
Human Resources	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	395,739	425,097	442,840	292,775	540,235
0200 Benefits	140,862	148,326	165,067	116,194	265,136
0300 Purchased Services	739,617	666,386	644,728	766,958	737,100
0600 Supplies	25,890	21,528	27,507	58,963	19,000
0700 Equipment	1,102	993	3,591	1,000	-
	<u>\$ 1,303,210</u>	<u>\$ 1,262,330</u>	<u>\$ 1,283,733</u>	<u>\$ 1,235,890</u>	<u>\$ 1,561,471</u>

Maintenance	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	888,783	789,904	824,221	839,615	843,090
0200 Benefits	234,564	256,119	285,000	295,570	308,063
0300 Purchased Services	220,097	300,650	179,602	206,926	194,940
0600 Supplies	434,356	489,485	439,068	371,039	386,400
0700 Equipment	4,884	3,478	29,575	3,645	4,000
	<u>\$ 1,782,684</u>	<u>\$ 1,839,636</u>	<u>\$ 1,757,466</u>	<u>\$ 1,716,795</u>	<u>\$ 1,736,493</u>
Technology	2012-13	2013-14	2014-15	2015-16	2016-17
0100 Salary	833,063	826,897	891,118	993,866	1,013,187
0200 Benefits	205,806	231,298	274,644	326,436	335,313
0300 Purchased Services	434,041	617,160	968,324	1,081,069	997,040
0600 Supplies	132,332	44,240	26,870	80,049	117,000
0700 Equipment	270,132	13,547	12,382	20,106	40,000
	<u>\$ 1,875,374</u>	<u>\$ 1,733,142</u>	<u>\$ 2,173,338</u>	<u>\$ 2,501,526</u>	<u>\$ 2,502,540</u>



FTE Summary

	100-104	105-125	201-209	210-220	230-239	320-358	360-399	400-499	500-599	600-699	
					ESS			Instructional			
Location	District Admin	School Admin	Teachers	Other Teachers	Certified Staff	Professional Staff	Technical Support	Support Staff	Office/Admin Support	Trades & Services	Total FTEs
General Fund											
110 Eagle Valley Elementary		1.00	24.28					6.57	1.50	1.38	34.73
120 Brush Creek Elementary		1.00	26.77	0.40				8.60	1.88	2.00	40.65
130 Avon Elementary		1.50	22.47	0.40				8.63	1.50	2.00	36.50
140 Red Sandstone Elementary		1.00	19.43					3.99	1.50	1.50	27.42
160 Gypsum Elementary		1.00	21.95	0.50				9.09	2.00	2.00	36.54
170 Edwards Elementary		1.00	20.24	1.10				2.63	2.00	2.00	28.97
180 Red Hill Elementary		1.00	23.94	0.75				12.57	1.94	1.94	42.14
190 June Creek Elementary		1.00	20.28	1.00				15.48	2.00	2.00	41.76
210 Eagle Valley Middle		2.00	16.11	0.50				2.00	2.00	1.38	23.99
230 Berry Creek Middle		1.60	24.60	1.40				8.86	2.63	1.75	40.84
240 Gypsum Creek Middle		2.00	22.58	0.50				5.85	2.00	2.00	34.93
310 Battle Mountain High		3.00	44.54	4.24				5.11	4.00	5.00	65.89
320 Eagle Valley High		3.00	47.08	5.28				6.00	4.50	4.00	69.86
340 Vail Ski and Snowboard Academy		1.50	13.43	1.00				1.14	1.00	1.00	19.07
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	35.74	1.00				11.66	2.00	3.00	55.40
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	19.91	1.20		3.00	3.00		34.92
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	406.13	30.38	21.91	11.20	13.00	130.99	48.83	48.27	747.81
Other District Funds											
21 Nutrition Services Fund						1.00			1.75	22.42	25.17
22 Grants Fund			30.58	1.25				11.33	2.63		45.79
25 Transportation Fund						1.00		0.30	5.38	30.70	37.38
52 District Housing Fund										1.25	1.25
Total District Funds	-	-	30.58	1.25	-	2.00	-	11.63	9.76	54.37	109.59
Total All Funds	8.00	29.10	436.71	31.63	21.91	13.20	13.00	142.62	58.59	102.64	857.40

Historical data can be found on page **142.**

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 2016-17 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			92.00
Athletic/Activity Fee			110.00 per sport (no max)
Baseball	Basketball	Cheerleading	
Cross Country	Dance	Football	Golf
Nordic Skiing	Soccer	Softball	Volleyball
Wrestling	Lacrosse	Track	
Speech	Pro Start		110.00
Alpine Skiing			220.00
Hockey			850.00
Art fee			35.00 per class
Bus Pass Replacement Fee			5.00 per pass
Class fees			
Freshman	Sophomore		20.00 per student
Junior	Senior		30.00 per student
Band			30.00 per student
Choir			30.00 per student
Family Athletic Pass (2 adult/2 kids) (admission to all home events)			150.00 annually
Foreign Language Workbook			30.00 per student

Life Management fee	
Career Connections Family Studies	30.00 per class
Foods & Nutrition	50.00 per class
Textiles & Design	30.00 per class
Industrial Tech fee	35.00 per class
Auto	Broadcasting/Video
Drafting	Woodworking/Woods II
Introduction to Stem	Engineering Comprehension
Engineering Design	
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 2016-17 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, 2016	10,930 per year or 62.00 per day
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Food Service Lunch Prices-

Elementary
Secondary
Adult
Milk

3.00 per meal
3.25 per meal
3.75 per meal
.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

Eagle County School District Budget Allocation 2016-17

	14-15	16-17	Base	Non-CHSAA	Per Pupil	Athletic Supplies/	Copy	Activity/Athletic	
School Name	October Count	Projected	Funding	Funding	\$ 140.00	Equipment	Allocation	Transportation	Total
Avon Elementary	320	330	12,500	2,500	46,200	-	3,300	-	64,500
Brush Creek Elementary	423	423	12,500	2,500	59,220	-	4,230	-	78,450
Eagle Valley Elementary	326	412	12,500	2,500	57,680	-	4,120	-	76,800
Edwards Elementary	323	290	12,500	2,500	40,600	-	2,900	-	58,500
Gypsum Elementary	401	348	12,500	2,500	48,720	-	3,480	-	67,200
June Creek Elementary	323	322	12,500	2,500	45,080	-	3,220	-	63,300
Red Hill Elementary	377	388	12,500	2,500	54,320	-	3,880	-	73,200
Red Sandstone Elementary	265	235	12,500	2,500	32,900	-	2,350	-	50,250
Homestake Peak	309	281	12,500	2,500	39,340	-	2,810	-	57,150
Subtotal	3,067	3,029	112,500	22,500	424,060	-	30,290	-	589,350

	14-15	16-17	Base	Non-CHSAA	Per Pupil	Athletic Supplies/	Copy	Activity/Athletic	
	October Count	Projected	Funding	Funding	\$ 120.00	Equipment	Allocation	Transportation	Total
Berry Creek Middle	381	370	16,700	2,500	44,400	14,700	3,700	7,400	89,400
Eagle Valley Middle	319	331	16,700	2,500	39,720	14,700	3,310	6,620	83,550
Gypsum Creek Middle	366	372	16,700	2,500	44,640	14,700	3,720	7,440	89,700
Homestake Peak	252	262	16,700	2,500	31,440	14,700	2,620	5,240	73,200
Subtotal	1,318	1,335	66,800	10,000	160,200	58,800	13,350	26,700	335,850

	14-15	16-17	Base	Non-CHSAA	Per Pupil	Athletic Supplies/	Copy	Activity/Athletic	
	October Count	Projected	Funding	Funding	\$ 60.00	Equipment	Allocation	Transportation	Total
Battle Mountain High	844	890	23,000	-	53,400	80,650	8,900	178,000	343,950
Eagle Valley High	752	894	23,000	-	53,640	80,650	8,940	178,800	345,030
Red Canyon High	179	174	23,000	-	10,440	-	1,740	34,800	69,980
VSSA	172	192	12,500	-	11,520	-	1,920	-	25,940
World Academy	35	44	2,500	-	2,640	-	440	-	5,580
Subtotal	1,982	2,194	84,000	0	131,640	161,300	21,940	391,600	790,480

Grand Total	6,367	6,558	\$ 263,300	\$ 32,500	\$ 715,900	\$ 220,100	\$ 65,580	\$ 418,300	\$ 1,715,680
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16-17 projected student enrollment for budget allocation purposes reflects K-12 enrollment only.

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
- 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, healthy vending, plus 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 vegetables- 14 schools with unlimited fresh fruit and vegetables bars.
- In partnership with Youth Power 365, providing fruit for all after school power hour programs and Universal Free Summer School Lunch program in 5 schools.
- Providing Breakfast to our high needs community- Providing Universal Free Breakfast to 3 of our 4 highest need schools.

Of the appropriated \$1,865,136, ECS plans on spending \$71,202 of the beginning balance fund to support increased food, salary and benefit cost. The beginning fund balance is sufficient to cover the cost for one year. Future adjustments must be made to revenue and/or expenditures in the fund to maintain financial stability.

EAGLE COUNTY SCHOOLS **Eagle, Colorado**

NUTRITION SERVICES FUND

	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Actual</u>	2015-16 <u>Budget</u>	2015-16 <u>Estimated</u>	2016-17 <u>Budget</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>	2019-20 <u>Forecasted</u>
Beginning Fund Balance	\$ 69,494	\$ 366,317	\$ 247,503	\$ 297,158	\$ 297,158	\$ 250,212	\$ 179,010	\$ 187,697	\$ 187,697
Revenue:									
Food sales	835,578	684,851	607,327	590,000	563,434	563,434	580,337	625,930	644,710
Federal reimbursement	958,127	1,042,566	1,063,544	1,055,000	1,090,000	1,090,000	1,122,700	1,119,250	1,152,830
USDA donated commodities	64,833	76,411	105,602	90,000	90,000	90,000	90,000	90,000	90,000
State reimbursement	24,599	30,189	35,960	50,500	50,500	50,500	52,020	53,580	55,190
General Fund Subsidy	50,000	-	-	-	-	-	-	-	-
Total Revenue	1,933,137	1,834,017	1,812,433	1,785,500	1,793,934	1,793,934	1,845,057	1,888,760	1,942,730
Expenditures:									
Salaries	\$ 681,691	\$ 673,911	\$ 716,574	\$ 712,480	\$ 739,250	\$ 752,584	\$ 718,980	\$ 740,990	\$ 763,670
Benefits	195,585	235,710	273,523	277,870	279,430	282,352	283,800	295,060	306,750
Purchased services	8,142	16,148	6,915	20,000	12,000	12,000	20,440	20,950	21,570
Food and milk	512,427	579,164	595,571	676,500	643,800	651,800	649,420	663,570	677,970
Supplies	66,358	63,486	60,521	57,900	51,800	51,800	58,280	60,020	61,810
Equipment	76,810	2,255	4,072	40,000	24,600	24,600	15,000	15,000	15,000
Commodities	64,833	76,410	105,602	90,000	90,000	90,000	90,450	93,170	95,960
Depreciation/amortization	30,468	39,082	-	-	-	-	-	-	-
Total Expenditures	1,636,314	1,686,166	1,762,778	1,874,750	1,840,880	1,865,136	1,836,370	1,888,760	1,942,730
Net Change in Fund Balance	296,823	147,851	49,655	(89,250)	(46,946)	(71,202)	8,687	-	-
Ending Fund Balance	\$ 366,317	\$ 514,168	\$ 297,158	\$ 207,908	\$ 250,212	\$ 179,010	\$ 187,697	\$ 187,697	\$ 187,697
Appropriation						\$ 1,865,136			

Designated Purpose Grants Fund

The Designated Purpose Grants Fund is provided to maintain separate accounting for 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 other sources to provide additional and/or alternative funding for school district programs. ECS is appropriating \$4,032,477 for planned 2016-17 expenditures. The negative fund balance is due to the School Based Health Clinic delay in grant funding. ECS anticipates that by the end of 2015-16, all grant revenue will have been received.

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, Gypsum, Homestake Peak, and June Creek 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.

EAGLE COUNTY SCHOOLS Eagle, Colorado

DESIGNATED PURPOSE GRANT FUND

	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Actual</u>	2015-16 <u>Budget</u>	2015-16 <u>Estimated</u>	2016-17 <u>Budget</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>	2019-20 <u>Forecasted</u>
Beginning Fund Balance	\$ (55,287)	\$ (299,579)	\$ (172,081)	\$ (66,483)	\$ (66,483)	\$ -	\$ -	\$ -	\$ -
Revenue:									
Federal grants	\$ 1,708,701	\$ 3,363,580	\$ 3,131,624	\$ 3,003,451	\$ 3,003,451	\$ 2,598,797	\$ 2,540,000	\$ 2,540,000	\$ 2,540,000
State grants	-	-	34,542	65,646	61,689	54,700	450,000	450,000	450,000
Local grants	1,908,765	1,275,885	1,139,511	1,481,644	980,764	1,378,980	1,510,000	1,510,000	1,510,000
Total Revenue	3,617,466	4,639,465	4,305,677	4,550,741	4,045,904	4,032,477	4,500,000	4,500,000	4,500,000
Expenditures:									
Salaries	\$ 2,352,143	\$ 2,320,943	\$ 2,104,646	\$ 2,088,095	\$ 2,092,148	\$ 1,906,392	\$ 2,115,000	\$ 2,115,000	\$ 2,115,000
Benefits	427,643	524,942	546,486	553,707	612,623	555,446	740,250	740,250	740,250
Purchased services	886,008	1,398,023	1,192,158	868,298	975,526	730,882	1,125,000	1,125,000	1,125,000
Supplies and Equipment	195,964	268,059	356,789	868,560	299,124	839,757	519,750	519,750	519,750
Total Expenditures	3,861,758	4,511,967	4,200,079	4,378,660	3,979,421	4,032,477	4,500,000	4,500,000	4,500,000
Net Change in Fund Balance	\$ (244,292)	\$ 127,498	\$ 105,598	\$ 172,081	\$ 66,483	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ (299,579)	\$ (172,081)	\$ (66,483)	\$ 105,598	\$ -	\$ -	\$ -	\$ -	\$ -
Appropriation						\$ 4,032,477			

Designated Purpose Grants Fund

EAGLE COUNTY SCHOOLS Eagle, Colorado

DESIGNATED PURPOSE GRANT FUND

CFDA Number	Grant	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	2017-18 Forecasted	2018-19 Forecasted	2019-20 Forecasted
84.010	Title I Literacy	\$512,791	\$512,303	\$765,447	\$739,838	\$739,838	\$739,838	\$750,000	\$750,000	\$750,000
84.011	Migrant State, Title I-C	193,281	43,371	-	-	-	-	-	-	-
84.027	Special Ed IDEA Part B	1,016,821	986,565	1,071,814	1,071,814	1,071,814	1,071,814	1,010,000	1,010,000	1,010,000
84.173	Special Education IDEA Preschool	-	25,033	27,224	25,033	25,033	25,033	25,030	25,030	25,030
84.365	Title III, Immigrant Education	160,207	132,188	124,780	144,605	144,605	144,605	144,000	144,000	144,000
84.365	Title III, Immigrant Education (Set-Aside)	-	-	-	19,959	19,959	19,959	-	-	-
84.367	Title II, Teacher Quality	114,190	105,400	104,068	103,912	103,912	103,912	104,068	104,068	104,068
84.413	Race to the Top	-	29,639	2,857	-	-	-	-	-	-
84.048	Carl Perkins	41,890	48,730	22,950	40,000	40,000	40,000	40,000	40,000	40,000
84.126	SWAP Grant	119,020	128,564	-	-	-	-	-	-	-
84.366	Math/Science	54,647	652,527	558,848	400,000	400,000	-	-	-	-
84.412	Race to the Top School Readiness	-	1,825	1,261	4,654	4,654	-	-	-	-
	Wayfinder (County Flow-thru)	-	-	-	-	-	-	-	-	-
93.192	RCHS SCC	-	-	-	54,701	54,700	54,700	-	-	-
93.228	Gifted Ed	-	-	34,542	10,945	6,989	-	-	-	-
93.600	Headstart	447,968	424,993	453,636	453,636	453,636	453,636	453,640	453,640	453,640
Private	BMHS Chinese Program	44,046	46,496	37,019	44,950	44,950	44,950	44,450	-	-
Private	Temple Buell Foundation	9,237	19,639	21,727	9,435	30,000	-	15,000	15,000	15,000
Private	Single Point of Entry (Wayfinder)	120,541	233,199	179,381	164,777	87,333	-	-	-	-
Private	CO Health Foundation (SBHC*)	217,751	95,848	68,785	17,616	17,616	15,000	-	-	-
Private	Caring for Colorado (SBHC)	40,647	59,353	50,000	-	-	-	-	-	-
Private	EFEC	-	156,575	73,959	48,895	150,000	150,000	100,000	100,000	100,000
Private	El Pomar (SBHC)	-	20,000	-	-	-	-	-	-	-
Private	Co Health Found (Food Service)	-	-	91,729	1,256	1,266	-	-	-	-
Private	Vail Valley Cares	-	-	3,434	5,900	5,900	5,900	-	-	-
Private	Action for Healthy Kids	-	9,942	58	-	-	-	-	-	-
Private	CO Dept of Public Health (SBHC)	-	177,639	411,242	196,525	282,446	282,446	200,000	200,000	200,000
Private	Eagle County Community Grant (SBHC)	-	-	30,000	-	-	-	-	-	-
Private	RCHS Lowes Tool Box	-	-	5,000	-	-	-	-	-	-
Private	Colorado Legacy Foundation	381,509	482,051	-	-	22,330	22,300	-	-	-
Private	Sidney E Frank Foundation	-	-	61,193	121,492	121,490	121,490	-	-	-
Private	Temple Buell Foundation Transition	-	-	50,000	110,000	110,000	110,000	-	-	-
Private	Uncle Bens Beginners	-	-	24,704	-	-	-	-	-	-
Private	Everfi	-	-	10,000	30,000	30,000	30,000	-	-	-
Private	VSSA POW Grant	-	-	-	-	-	-	-	-	-
Private	RCHS Teen Parent Grant	-	-	18,900	-	8,400	10,000	-	-	-
Private	Womens Foundation	4,442	4,040	-	-	-	-	-	-	-
Private	Bessie Minor Swift Foundation	-	-	1,120	352	350	-	-	-	-
	Mini Grants or those Not Yet Identified	382,770	116,050	-	730,446.00	2,200	586,894	1,613,812	1,658,262	1,658,262
		\$ 3,861,758	\$ 4,511,970	\$ 4,305,678	\$ 4,550,741	\$ 3,979,421	\$ 4,032,477	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
*SBHC=School Based Health Clinic							\$ 4,032,477			
Appropriation							\$ 4,032,477			



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 two 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 2016-17 is .367 mills based on an estimated assessed valuation of \$2,732,011,080. 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 will appropriate \$2,643,630, of which \$13,560 will come from 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.

EAGLE COUNTY SCHOOLS Eagle, Colorado

TRANSPORTATION FUND

	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Actual</u>	2015-16 <u>Budget</u>	2015-16 <u>Estimated</u>	2016-17 <u>Budget</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>	2019-20 <u>Forecasted</u>
Beginning Fund Balance	\$ 17,184	\$ 17,163	\$ 43,150	\$ 56,298	\$ 56,298	\$ 22,803	\$ 9,243	\$ 10,143	\$ 13,833
Revenue:									
Property tax	\$ 994,913	\$ 1,009,406	\$ 899,825	\$ 1,000,000	\$ 1,001,100	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Specific ownership tax	40,642	45,656	51,715	50,000	50,000	50,000	50,250	50,500	50,750
State categorical	489,887	450,108	433,251	440,070	440,070	440,070	440,000	447,000	459,000
Other income	623,077	591,175	665,381	630,000	630,000	630,000	648,900	651,860	655,420
Transfer	200,544	300,000	500,000	510,000	510,000	510,000	500,000	510,000	540,000
Total Revenue	2,349,063	2,396,345	2,550,172	2,630,070	2,631,170	2,630,070	2,639,150	2,659,360	2,705,170
Expenditures:									
Salaries	\$ 1,344,393	\$ 1,292,477	\$ 1,399,691	\$ 1,420,000	\$ 1,442,165	\$ 1,449,000	\$ 1,417,600	\$ 1,421,480	\$ 1,451,670
Benefits	375,783	439,730	522,534	580,990	559,100	564,730	583,650	590,190	601,650
Purchased services	73,251	84,766	78,658	92,320	118,100	103,600	69,000	72,000	75,000
Supplies and equipment	555,657	553,385	536,141	591,500	545,300	526,300	568,000	572,000	574,000
Total Expenditures	2,349,084	2,370,358	2,537,024	2,684,810	2,664,665	2,643,630	2,638,250	2,655,670	2,702,320
Net Change in Fund Balance	\$ (21)	\$ 25,987	\$ 13,148	\$ (54,740)	\$ (33,495)	\$ (13,560)	\$ 900	\$ 3,690	\$ 2,850
Ending Fund Balance	\$ 17,163	\$ 43,150	\$ 56,298	\$ 1,558	\$ 22,803	\$ 9,243	\$ 10,143	\$ 13,833	\$ 16,683
Appropriation						\$ 2,643,630			

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 2016 paid in the spring of 2017 is 5.308 mills based on an estimated assessed valuation of \$2,732,011,080. The expenditures for this fund are principal, interest, and service fees for the voter approved bonds. Outstanding indebtedness at June 30, 2016, will be \$154,863,919 with final maturity scheduled for December 1, 2027. The annual principal and interest payments for fiscal year 2016-17 will be \$14,132,338. 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.

ECS is appropriating \$14,135,338 to provide for 2016-17 planned expenditures.

EAGLE COUNTY SCHOOLS Eagle, Colorado

BOND REDEMPTION FUND

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	2017-18 Forecasted	2018-19 Forecasted	2019-20 Forecasted
Beginning Fund Balance	\$ 11,896,492	\$11,796,093	\$11,110,990	\$ 11,816,380	\$ 11,816,380	\$ 12,006,757	\$ 12,372,933	\$ 12,372,933	\$ 12,372,933
Revenue:									
Property taxes	14,751,813	13,194,785	14,217,743	14,269,840	14,269,840	14,501,514	14,094,593	14,094,651	14,092,145
Other Financing Sources	873,588	-	-	-	-	-	-	-	-
Total Revenue	15,625,401	13,194,785	14,217,743	14,269,840	14,269,840	14,501,514	14,094,593	14,094,651	14,092,145
Expenditures:									
Principal	\$ 7,430,000	\$ 7,480,000	\$ 7,405,000	\$ 8,335,000	\$ 8,335,000	\$ 8,800,000	\$ 9,205,000	\$ 9,665,000	\$10,130,000
Interest	7,422,212	6,399,888	6,100,463	5,741,463	5,741,463	5,332,338	4,886,463	4,426,431	3,958,925
Paying agent fees	873,588	-	6,891	3,000	3,000	3,000	3,130	3,220	3,220
Total Expenditures	15,725,800	13,879,888	13,512,353	14,079,463	14,079,463	14,135,338	14,094,593	14,094,651	14,092,145
Net Change in Fund Balance	(100,399)	(685,103)	705,390	190,377	190,377	366,176	-	-	-
Ending Fund Balance	\$ 11,796,093	\$11,110,990	\$11,816,380	\$12,006,757	\$ 12,006,757	\$ 12,372,933	\$ 12,372,933	\$ 12,372,933	\$ 12,372,933
Appropriation						\$ 14,135,338			

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.

2016 Assessed Valuation	\$ 2,732,011,080
Debt Limit Percentage	<u>20.00%</u>
Legal Debt Limit	546,402,216
Debt Outstanding (total bonded debt as of June 30, 2017)	<u>154,863,919</u>
Legal Debt Margin	\$ 391,538,297

General Obligation Bonds

\$102,245,000 General Obligation Refunding Bonds, Series 2013, were issued to refund a portion of the outstanding General Obligation Bonds, Series 2007. Principal payments are due annually on December 1, through 2026. Interest payments are due semi-annually on June 1 and December 1, with interest accruing at rates ranging from 2% to 5% per annum.

\$13,800,000 General Obligation Refunding Bonds, Series 2009, were issued to refund a portion of the outstanding General Obligation Improvement and Refunding Bonds, Series 1999. Principal payments are due annually on December 1, through 2018. Interest payments are due semi-annually on June 1 and December 1, with interest accruing at rates ranging from 2.25% to 5% per annum.

\$128,370,000 General Obligation Bonds, Series 2007, were issued to construct new school facilities and provide for other capital improvements projects. Principal payments are due annually on December 1, through 2026. Interest payments are due semi-annually on June 1 and December 1, with interest accruing at rates ranging from 4.5% to 5% per annum.

\$33,870,000 General Obligation Refunding Bonds, Series 2005, were issued to refund a portion of the General Obligation Improvement and Refunding Bonds, Series 1999. Principal payments are due annually on December 1, through 2018. Interest payments are due semi-annually on June 1 and December 1, with interest accruing at rates ranging from 3.5% to 5% per annum.

Debt Service Schedule

Principal	Interest	Annual P & I	Fiscal Year P & I	Date
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
123,255,000	31,608,919	157,637,963	154,863,919	

Defeased Debt

In June, 2013, proceeds of the General Obligation Refunding Bonds, Series 2013, in the amount of \$119,849,331 were deposited in an irrevocable trust with an escrow agent to provide for the future debt service requirements of \$103,590,000 of the General Obligation Refunding Bonds, Series 2007.

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 decreased to \$607,028 in 2016. Due to limited resources no capital improvement projects are planned. Facility Repairs of \$534,912 are budgeted to address unknown non-recurring capital expenditures that will not affect the district's current and future operating budget. ECS recently completed a facility master plan that outlines major capital projects. The facility master plan can be found at: <http://www.eagleschools.net/sites/default/files/website/pdf/ECSD%20Facility%20Master%20Plan%202016.pdf>. The funding mechanism to address the top priority needs will be from a potential bond approval in November of 2016. Once approved, the budget will be revised to reflect planned projects. ECS is appropriating \$1,141,940 to provide for planned expenditures in 2016-17.

EAGLE COUNTY SCHOOLS Eagle, Colorado

CAPITAL RESERVE FUND

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	2017-18 Forecasted	2018-19 Forecasted	2019-20 Forecasted
Beginning Fund Balance	\$ 3,960,781	\$ 4,254,969	\$ 3,484,948	\$ 1,897,779	\$ 1,897,779	\$ 1,500,000	\$ 1,531,280	\$ 1,531,280	\$ 1,531,280
Revenue:									
Transfer from General Fund	1,037,639	2,020,247	2,020,000	2,000,100	2,000,100	1,000,000	1,000,000	1,000,000	1,000,000
Transfer from District Housing	-	-	170,000	-	-	-	-	-	-
Other local income	41,679	168,778	156,970	180,880	181,870	173,220	173,740	171,820	169,720
Sale of Capital Asset	-	-	255,000	-	-	-	-	-	-
Total Revenue	1,079,318	2,189,025	2,601,970	2,180,980	2,181,970	1,173,220	1,173,740	1,171,820	1,169,720
Expenditures:									
Facility Repairs	\$ 647,920	\$ 312,136	\$ 1,241,413	\$ 874,306	\$ 817,149	\$ 534,912	\$ 415,912	\$ 419,492	\$ 423,392
COP Payments	-	1,671,452	1,662,532	1,704,453	1,706,953	607,028	607,828	602,328	596,328
Buses	-	263,975	298,700	-	-	-	150,000	150,000	150,000
Arbitrage	137,210	-	-	-	-	-	-	-	-
Instructional computers	-	711,483	791,485	-	-	-	-	-	-
Fund Balance Reduction Exp:									
Technology	-	-	195,009	-	-	-	-	-	-
Facility Improvements	-	-	-	-	-	-	-	-	-
ECCA Best Grant	-	-	-	-	55,647	-	-	-	-
Total Expenditures	\$ 785,130	\$ 2,959,046	\$ 4,189,139	\$ 2,578,759	\$ 2,579,749	\$ 1,141,940	\$ 1,173,740	\$ 1,171,820	\$ 1,169,720
Net Change in Fund Balance	294,188	(770,021)	(1,587,169)	(397,779)	(397,779)	31,280	-	-	-
Ending Fund Balance	\$ 4,254,969	\$ 3,484,948	\$ 1,897,779	\$ 1,500,000	\$ 1,500,000	\$ 1,531,280	\$ 1,531,280	\$ 1,531,280	\$ 1,531,280
Appropriation						\$ 1,141,940			

Certificates of Participation

In September, 2010, the District issued \$4,995,000 Certificates of Participation, Series 2010A and \$6,525,000 Certificates of Participation, 2010B, to finance the demolition of the Meadow Mountain Elementary School and the renovation of the former Battle Mountain High School. Principal payments on the Series 2010A debt are due annually beginning December 1, 2010, through 2040. Interest accrues at rates ranging from 2% to 4.75% per annum and is due semi-annually on June 1 and December 1. Principal payments on the Series 2010B are due annually beginning December 1, 2025. Interest accrues at rates ranging from 5.13% to 6.0% per annum and are due semi-annually on June 1 and December 1. The Series 2010B Certificates of Participation were issued as Build America Bonds whereby the District will receive a subsidy from the United States Treasury equal to 35% of each interest payment. Debt payments, to maturity, are as follows:

<u>Year Ended June 30,</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2017	\$ 200,000	407,828	607,828
2018	200,000	402,328	602,328
2019	200,000	396,328	596,328
2020	225,000	388,828	613,828
2021	225,000	379,828	604,828
2022-2026	1,210,000	1,726,074	2,936,074
2027-2031	1,455,000	1,365,778	2,820,778
2032-2036	1,755,000	900,112	2,655,112
2037-2041	2,115,000	327,488	2,442,488
	<u>\$ 7,585,000</u>	<u>\$ 6,294,592</u>	<u>\$ 13,879,592</u>

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 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.

Of the appropriated \$177,100, ECS is planning on spending \$40,450 out of beginning fund balance to support the completion of remodels on four housing units.

EAGLE COUNTY SCHOOLS Eagle, Colorado

DISTRICT HOUSING FUND

	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Actual</u>	2015-16 <u>Budget</u>	2015-16 <u>Estimated</u>	2016-17 <u>Budget</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>	2019-20 <u>Forecasted</u>
Beginning Fund Balance	\$1,009,264	\$1,017,435	\$1,040,289	\$856,346	\$856,346	\$818,146	\$773,696	\$726,006	\$673,146
Revenue:									
Rental Income	\$ 139,482	\$ 139,660	\$ 135,896	\$ 132,650	\$ 132,650	\$ 132,650	\$ 144,650	\$ 144,650	\$ 144,650
Capital contribution	-	-	-	-	-	-	-	-	-
Total Revenue	<u>139,482</u>	<u>139,660</u>	<u>135,896</u>	<u>132,650</u>	<u>132,650</u>	<u>132,650</u>	<u>144,650</u>	<u>144,650</u>	<u>144,650</u>
Expenditures by Program:									
Salaries	\$ 18,044	\$ 20,463	\$ 20,428	\$ 25,000	\$ 25,200	\$ 28,950	\$ 72,100	\$ 74,270	76,500
Benefits	4,976	6,719	7,269	9,650	9,650	10,150	25,460	26,450	27,480
Repairs and maintenance	39,847	21,497	55,929	135,000	72,000	72,000	25,000	25,000	25,000
Utilities	34,338	34,482	36,734	40,000	36,000	38,000	41,780	43,790	45,870
Depreciation/amortization	34,106	33,645	29,479	30,000	28,000	28,000	28,000	28,000	28,000
Total Expenditures	<u>131,311</u>	<u>116,806</u>	<u>149,839</u>	<u>239,650</u>	<u>170,850</u>	<u>177,100</u>	<u>192,340</u>	<u>197,510</u>	<u>202,850</u>
Net Change in Fund Balance	8,171	22,854	(13,943)	(107,000)	(38,200)	(44,450)	(47,690)	(52,860)	(58,200)
Transfers Out	-	-	170,000	-	-	-	-	-	-
Ending Fund Balance	<u>\$ 1,017,435</u>	<u>\$1,040,289</u>	<u>\$ 856,346</u>	<u>\$ 749,346</u>	<u>\$ 818,146</u>	<u>\$ 773,696</u>	<u>\$ 726,006</u>	<u>\$ 673,146</u>	<u>\$ 614,946</u>
Appropriation						<u>\$ 177,100</u>			

Employee Benefit Trust Fund

The Employee Benefit Trust Fund accounted for self-insurance funding of the employee health and dental insurance. The plan was administered by a third party administrator. The PPO plan currently insured 444 single employees and 133 families. This Fund was closed on June 30, 2015 so no funds are appropriated for 2016-17.

EAGLE COUNTY SCHOOLS Eagle, Colorado

EMPLOYEE BENEFIT TRUST FUND

	2012-13 Actual	2013-14 Actual	2014-15 Actual	2015-16 Budget	2015-16 Estimated	2016-17 Budget	2017-18 Forecasted	2018-19 Forecasted	2019-20 Forecasted
Beginning Fund Balance	\$ 1,763,542	\$ 1,513,902	\$ 1,055,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contributions	5,585,646	2,379,905	-	-	-	-	-	-	-
Total Revenue	5,585,646	2,379,905	-	-	-	-	-	-	-
Expenditures:									
Claims	\$5,107,030	\$ 2,431,021	\$ (226,732)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	-	-	-	-	-	-	-	-	-
Premiums	410,478	198,979	-	-	-	-	-	-	-
Fees	317,778	208,292	94,953	-	-	-	-	-	-
Supplies	-	-	-	-	-	-	-	-	-
Total Expenditures	5,835,286	2,838,292	(131,779)	-	-	-	-	-	-
Net Change in Fund Balance	(249,640)	(458,387)	131,779	-	-	-	-	-	-
Transfer Out	-	-	(1,187,294)	-	-	-	-	-	-
Ending Fund Balance	\$ 1,513,902	\$ 1,055,515	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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. ECS is appropriating \$830,090 to pay for planned expenditures in 2016-17.

EAGLE COUNTY SCHOOLS **Eagle, Colorado**

STUDENT ACTIVITY FUND

	2012-13 <u>Actual</u>	2013-14 <u>Actual</u>	2014-15 <u>Actual</u>	2015-16 <u>Budget</u>	2015-16 <u>Estimated</u>	2016-17 <u>Budget</u>	2017-18 <u>Forecasted</u>	2018-19 <u>Forecasted</u>	2019-20 <u>Forecasted</u>
Beginning Fund Balance	\$ 1,114,643	\$ 1,187,938	\$ 1,144,903	\$ 1,066,068	\$ 1,066,068	\$ 1,308,468	\$ 1,308,468	\$ 1,308,468	\$ 1,308,468
Revenue:									
Student programs	1,103,619	831,319	981,151	998,900	754,600	830,090	1,000,000	1,000,000	1,000,000
Public Ed Foundation	366,859	505,068	-	-	-	-	-	-	-
Total Revenue	1,470,478	1,336,387	981,151	998,900	754,600	830,090	1,000,000	1,000,000	1,000,000
Expenditures:									
Elementary programs	\$ 341,810	\$ 278,228	\$ 261,195	\$ 268,950	\$ 235,700	\$ 259,320	\$ 270,000	\$ 270,000	\$ 270,000
Middle school programs	208,109	156,099	136,328	135,100	183,760	202,120	135,000	135,000	135,000
High school programs	501,906	446,161	516,461	594,850	90,560	366,250	595,000	595,000	595,000
District Programs	-	-	-	-	2,180	2,400	-	-	-
Public Education Foundation	345,358	498,934	146,002	-	-	-	-	-	-
Total Expenditures	1,397,183	1,379,422	1,059,986	998,900	512,200	830,090	1,000,000	1,000,000	1,000,000
Net Change in Fund Balance	73,295	(43,035)	(78,835)	-	242,400	-	-	-	-
Ending Fund Balance	\$ 1,187,938	\$ 1,144,903	\$ 1,066,068	\$ 1,066,068	\$ 1,308,468	\$ 1,308,468	\$ 1,308,468	\$ 1,308,468	\$ 1,308,468
Appropriation						\$ 830,090			



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.

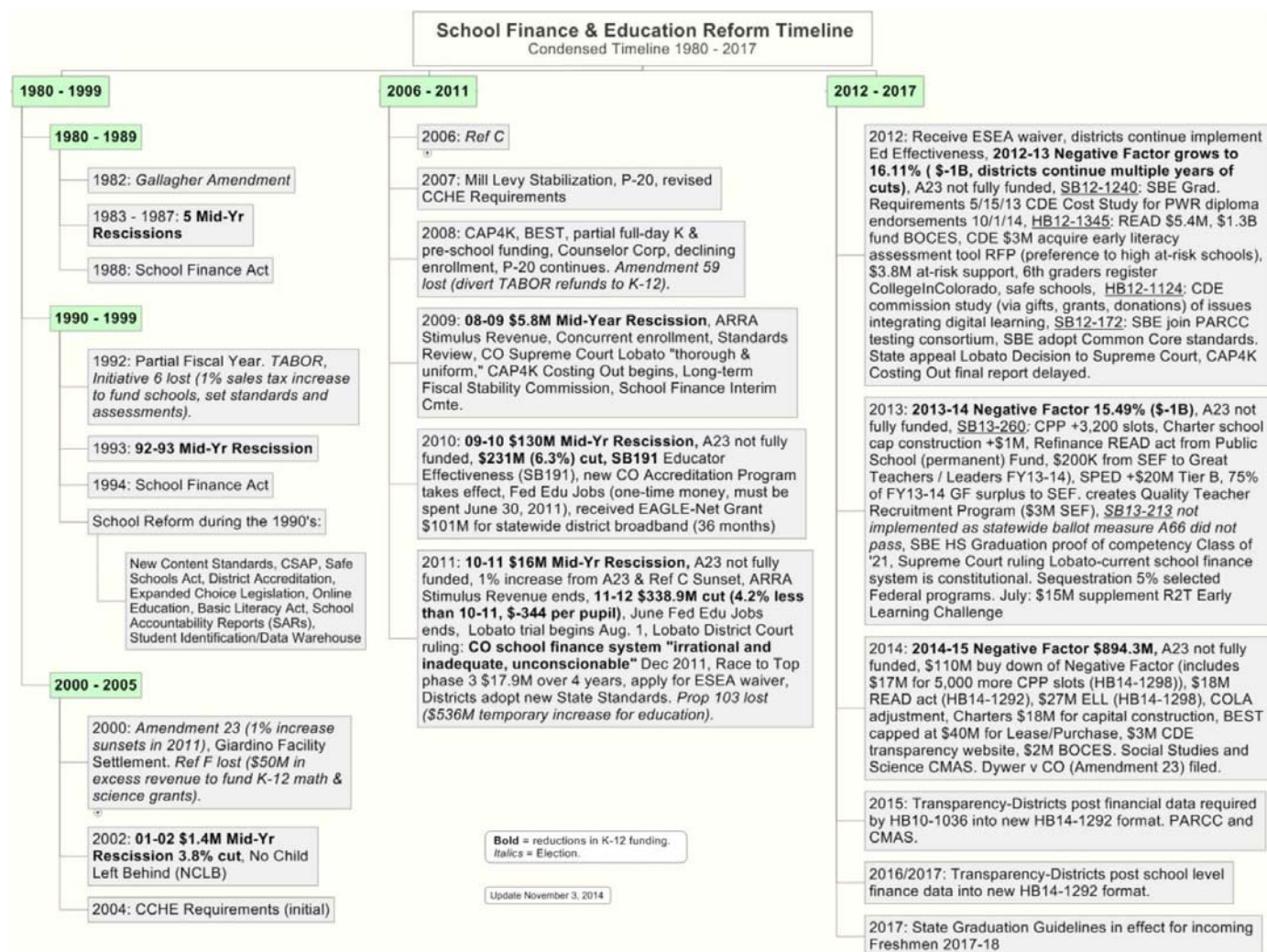
As authorized through its charter contract, ECCA purchases services through the district such as special education, middle school athletics and professional development to provide opportunities that benefit its students and staff. Along with this partnership, however, ECCA also enjoys the flexibility 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 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	\$ 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 Balance	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

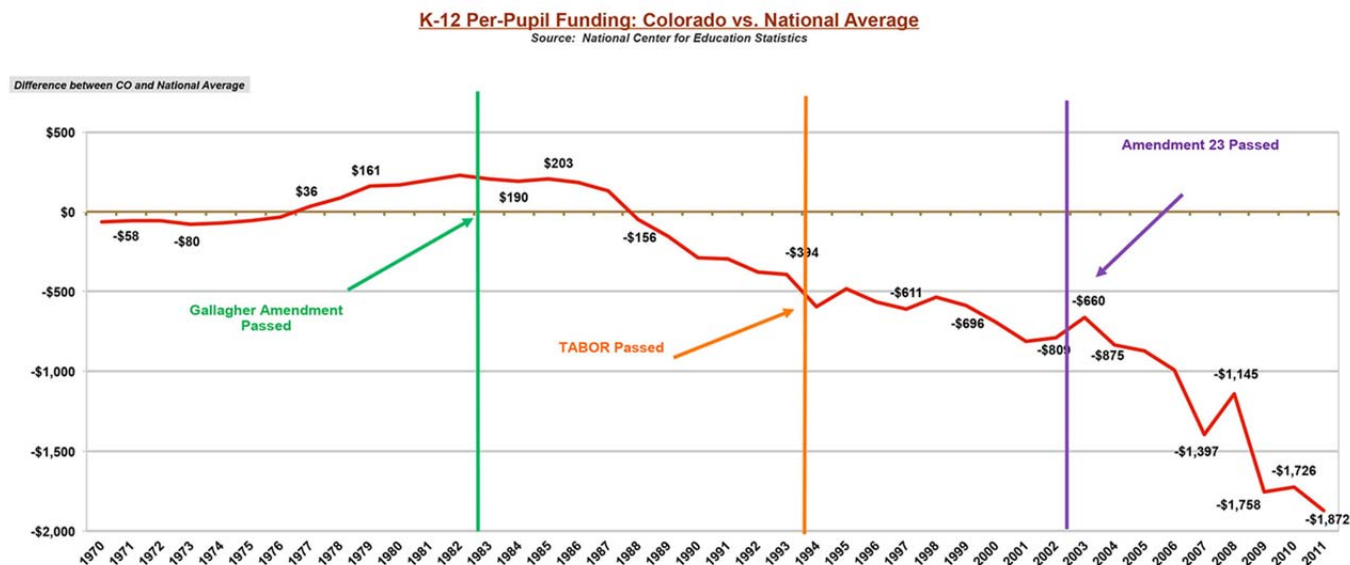
A Generation of Colorado School Finance

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

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

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. The chart below reflects student head count followed by FTE.

Student Head Count Enrollment 2013-14 Actual through 2019-20 Forecast (includes preschool)

	Actual 2013-14	Actual 2014-15	Actual 2015-16	Budgeted 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
Avon Elementary	316.0	320.0	312.0	330.0	331.0	319.0	315.0
Brush Creek Elementary	479.0	423.0	421.0	423.0	410.0	398.0	396.0
Eagle Valley Elementary	302.0	326.0	376.0	412.0	434.0	457.0	488.0
Edwards Elementary	334.0	323.0	316.0	290.0	278.0	266.0	252.0
Gypsum Elementary	388.0	401.0	363.0	348.0	328.0	312.0	308.0
Homestake Peak	552.0	561.0	551.0	543.0	527.0	543.0	532.0
June Creek Elementary	311.0	323.0	320.0	322.0	299.0	285.0	277.0
Red Hill Elementary	354.0	377.0	380.0	388.0	431.0	439.0	442.0
Red Sandstone Elementary	271.0	265.0	236.0	235.0	228.0	211.0	196.0
Berry Creek Middle	354.0	381.0	384.0	370.0	376.0	391.0	396.0
Eagle Valley Middle	301.0	319.0	349.0	331.0	353.0	370.0	406.0
Gypsum Creek Middle	366.0	366.0	371.0	372.0	409.0	428.0	446.0
Battle Mountain High	794.0	844.0	861.0	890.0	939.0	923.0	923.0
Eagle Valley High	712.0	752.0	822.0	894.0	994.0	1,039.0	1,068.0
VSSA	158.0	172.0	177.0	192.0	198.0	202.0	200.0
Red Canyon	154.0	179.0	174.0	174.0	172.0	170.0	170.0
World Academy	28.0	35.0	45.0	44.0	46.0	44.0	45.0
Total	6,174.0	6,367.0	6,458.0	6,558.0	6,753.0	6,797.0	6,860.0
Eagle County Charter Academy	346.0	346.0	346.0	344.0	336.0	336.0	330.0
Family Learning Center	15.0	19.0	20.0	20.0	20.0	20.0	20.0
Total w Other Facilities	6,535.0	6,732.0	6,824.0	6,922.0	7,109.0	7,153.0	7,210.0
Change From Prior Year	15.0	197.0	92.0	98.0	187.0	44.0	57.0
% Change From Prior Year	0.23%	3.01%	1.37%	1.44%	2.70%	0.62%	0.80%

Student FTE Enrollment
2013-14 Actual through 2019-20 Forecast
(includes preschool)

	Actual 2013-14	Actual 2014-15	Actual 2015-16	Budgeted 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
Avon Elementary	266.0	274.5	268.0	283.5	284.5	272.5	268.5
Brush Creek Elementary	428.5	374.5	374.0	374.3	361.3	349.3	347.3
Eagle Valley Elementary	256.5	288.5	326.0	367.7	389.7	412.7	443.7
Edwards Elementary	307.0	294.5	289.0	262.5	250.5	238.5	224.5
Gypsum Elementary	338.0	355.5	325.5	303.7	283.7	267.7	263.7
Homestake Peak	514.5	525.5	525.5	510.2	494.2	510.2	499.2
June Creek Elementary	274.5	287.5	286.0	286.7	263.7	249.7	241.7
Red Hill Elementary	321.0	349.0	344.5	355.8	398.8	406.8	409.8
Red Sandstone Elementary	239.5	239.5	213.0	208.3	201.3	184.3	169.3
Berry Creek Middle	354.0	381.0	384.0	370.0	376.0	391.0	396.0
Eagle Valley Middle	301.0	319.0	349.0	331.0	353.0	370.0	406.0
Gypsum Creek Middle	366.0	366.0	371.0	372.0	409.0	428.0	446.0
Battle Mountain High	791.5	839.5	857.0	886.3	935.3	919.3	919.3
Eagle Valley High	710.0	747.0	816.5	889.8	989.8	1,034.8	1,063.8
VSSA	158.0	171.0	177.0	191.7	197.7	201.7	199.7
Red Canyon	151.5	178.5	169.5	171.5	169.5	167.5	167.5
World Academy	24.0	34.0	41.0	41.0	43.0	41.0	42.0
Total	5,801.5	6,025.0	6,116.5	6,206.0	6,401.0	6,445.0	6,508.0
Eagle County Charter Academy	327.0	327.0	326.5	324.8	316.8	316.8	310.8
Family Learning Center	14.0	19.0	20.0	19.7	19.7	19.7	19.7
Total w Other Facilities	6,142.5	6,371.0	6,463.0	6,550.5	6,737.5	6,781.5	6,838.5
Change From Prior Year	126.0	228.5	92.0	87.5	187.0	44.0	57.0
% Change From Prior Year	2.09%	3.72%	1.44%	1.35%	2.85%	0.65%	0.84%

Head Count and FTE Variance for Funding Purposes
2013-14 Actual through 2019-20 Forecast
(includes preschool)

	Actual 2013-14	Actual 2014-15	Actual 2015-16	Budgeted 2016-17	Forecast 2017-18	Forecast 2018-19	Forecast 2019-20
Avon Elementary	50.0	45.5	44.0	46.5	46.5	46.5	46.5
Brush Creek Elementary	50.5	48.5	47.0	48.7	48.7	48.7	48.7
Eagle Valley Elementary	45.5	37.5	50.0	44.3	44.3	44.3	44.3
Edwards Elementary	27.0	28.5	27.0	27.5	27.5	27.5	27.5
Gypsum Elementary	50.0	45.5	37.5	44.3	44.3	44.3	44.3
Homestake Peak	37.5	35.5	25.5	32.8	32.8	32.8	32.8
June Creek Elementary	36.5	35.5	34.0	35.3	35.3	35.3	35.3
Red Hill Elementary	33.0	28.0	35.5	32.2	32.2	32.2	32.2
Red Sandstone Elementary	31.5	25.5	23.0	26.7	26.7	26.7	26.7
Berry Creek Middle	-	-	-	-	-	-	-
Eagle Valley Middle	-	-	-	-	-	-	-
Gypsum Creek Middle	-	-	-	-	-	-	-
Battle Mountain High	2.5	4.5	4.0	3.7	3.7	3.7	3.7
Eagle Valley High	2.0	5.0	5.5	4.2	4.2	4.2	4.2
VSSA	-	1.0	-	0.3	0.3	0.3	0.3
Red Canyon	2.5	0.5	4.5	2.5	2.5	2.5	2.5
World Academy	4.0	1.0	4.0	3.0	3.0	3.0	3.0
Total	372.5	342.0	341.5	352.0	352.0	352.0	352.0
Eagle County Charter Academy	19.0	19.0	19.5	19.2	19.2	19.2	19.2
Family Learning Center	1.0	-	-	0.3	0.3	0.3	0.3
Total w Other Facilities	392.5	361.0	361.0	371.5	371.5	371.5	371.5

Authorized FTE History Summary

	2012-13	2013-14	2014-15	2015-16	2016-17
100-104 District Admin	7.70	8.00	8.00	8.00	8.00
105-125 School Admin	27.50	29.10	29.40	29.10	29.10
201-209 Teachers	412.99	414.13	417.16	430.43	436.71
210-220 Other Teachers	31.63	30.57	31.63	31.63	31.63
230-239 ESS Certified Staff	-	18.31	20.91	20.91	21.91
320-358 Professional Staff	10.20	10.20	10.20	13.20	13.20
360-399 Technical Staff	12.80	12.80	12.80	13.00	13.00
400-499 Instructional Staff	118.48	142.62	142.62	142.62	142.62
500-599 Office/Admin Support	58.09	58.09	58.59	58.59	58.59
600-699 Trades & Services	100.64	102.64	102.64	102.64	102.64
Total FTE's	780.03	826.46	833.95	850.12	857.40

Includes all Funds

Teacher Retention Rate			
	2012-2013	2013-2014	2014-2015
District	17.45%	17.73%	13.16%
State	16.65%	17.13%	41.59%

Historic Performance Measures

2012-2013 TCAP Data			2013-2014 TCAP Data			2014-2015 PARCC Data	
						*First year of this assessment. Please note that the scoring and performance levels are different from the assessment used the previous 2 years.	
		Proficient / Advanced			Proficient / Advanced		Meets/Exceeds
Reading	District	72%	Reading	District	70%	ELA	District 37.4%
	State	70%		State	69%		State 39.6%
Writing	District	58%	Writing	District	54%	MATH	District 24.7%
	State	55%		State	54%		State 27.2%
Math	District	56%	Math	District	54%		
	State	57%		State	56%		

ACT – Mean Composite Scores			
	2012-2013	2013-2014	2014-2015
District	19.8	20.4	19.1
State	20.1	20.3	20.1

Dropout Rates			
	2012-2013	2013-2014	2014-2015
District	3.0%	2.5%	2.4%
State	2.9%	2.5%	2.4%

Graduation Rates			
	2012-2013	2013-2014	2014-2015
District	75.2%	71.9%	81.6%
State	75.3%	76.9%	77.2%

Historic Free and Reduced Rates

Free and Reduced Lunch			
	2012-2013	2013-2014	2014-2015
District	42.9%	42.4%	42.2%
State	41.56%	41.96%	41.59%

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	
2007	2,205,824,260	20,289,843,370	80,195,980	272,650,180	141,234,740	549,068,860	2,427,254,980	21,111,562,410	11.50%
2008	3,070,713,070	28,665,521,650	84,770,040	471,309,270	222,567,340	937,768,360	3,378,050,450	30,074,599,280	11.23%
2009	3,098,324,840	29,762,511,660	89,144,250	308,228,950	223,818,220	936,862,780	3,411,287,310	31,007,603,390	11.00%
2010	3,512,789,430	34,245,196,420	101,651,460	350,522,450	300,211,100	1,193,813,520	3,914,651,990	35,789,532,390	10.94%
2011	3,532,369,970	34,694,499,120	92,521,320	319,038,940	306,005,580	1,216,552,680	3,930,896,870	36,230,090,740	10.85%
2012	2,692,812,380	26,668,651,830	87,942,860	303,249,230	239,377,650	958,662,950	3,020,132,890	27,930,564,010	10.81%
2013	2,691,704,460	26,713,889,900	83,138,600	286,684,710	242,758,620	978,147,950	3,017,601,680	27,978,722,560	10.79%
2014	2,566,361,210	25,204,000,320	89,975,170	310,258,390	218,295,890	878,280,780	2,874,632,270	26,392,539,490	10.89%
2015	2,556,149,170	25,252,094,130	86,011,900	296,591,660	218,850,980	880,696,280	2,861,012,050	26,429,382,070	10.83%
2016	2,649,704,230	26,176,320,775	89,159,935	307,446,915	226,860,926	912,929,764	2,965,725,091	27,396,697,454	10.83%
2017*	2,729,195,357	26,961,610,398	91,834,733	316,670,322	233,666,754	940,317,657	3,054,696,844	28,218,598,377	10.83%
2018*	2,783,779,264	27,500,842,606	93,671,428	323,003,728	238,340,089	959,124,010	3,115,790,781	28,782,970,344	10.83%
2019*	2,839,354,849	28,050,859,458	95,544,857	329,463,803	243,106,891	978,306,490	3,178,006,597	29,358,629,751	10.82%

*Estimated

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 Subsequent Years	Total Collection to Date	
		Amount	% of Levy		Amount	Percentage of Levy
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%
2015	51,642,537	50,911,821	98.6%	1,189,526	52,101,347	100.9%
2016*	53,532,654	52,775,194	98.6%	1,166,235	53,941,429	100.8%
2017*	55,138,633	54,358,450	98.6%	1,116,843	55,475,293	100.6%
2018*	56,241,406	55,445,619	98.6%	1,084,625	56,530,244	100.5%
2019*	57,366,234	56,554,531	98.6%	1,062,893	57,617,424	100.4%

*Estimated

Source: Eagle County Schools Finance Department

	General Fund	Bond Fund	Transportation	Total
2006	15.639	3.505	0.451	19.595
2007	15.489	7.090	0.471	23.050
2008	14.586	5.123	0.342	20.051
2009	14.855	5.218	0.341	20.414
2010	14.359	4.736	0.306	19.401
2011	14.382	4.785	0.307	19.474
2012	15.085	6.120	0.396	21.601
2013	15.087	5.878	0.397	21.362
2014	15.030	5.382	0.414	20.826
2015	15.180	5.961	0.376	21.517
2016	14.774	5.308	0.367	20.449
2017*	14.331	5.149	0.356	19.836
2018*	14.044	5.047	0.349	19.440
2019*	13.763	4.946	0.342	19.051

*Estimated

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

Assessed (Taxable) Value of Home = \$100,000

Assessment Year	2012-13		2013-14		2014-15		2015-16		2016-17		Changes from 2015-16 to 2016-17
	Taxes Paid		Taxes Paid		Taxes Paid		Taxes Paid		Taxes Paid		Increase (Decrease)
	Mill Levy	per \$100,000	Mill Levy	per \$100,000	Mill Levy	per \$100,000	Mill Levy	per \$100,000	Mill Levy	per \$100,000	
School Finance Act	11.618	\$ 92.48	11.618	\$ 92.48	11.618	\$ 92.48	11.618	\$ 92.48	11.618	\$ 92.48	\$ -
Mill Levy Overrides	3.469	\$ 27.61	3.412	\$ 27.16	3.562	\$ 28.35	3.156	\$ 25.12	2.713	\$ 21.60	\$ (3.53)
Bond Redemption Fund	5.878	\$ 46.79	5.382	\$ 42.84	5.961	\$ 47.45	5.308	\$ 42.25	5.149	\$ 40.99	\$ (1.27)
Transportation Fund	0.397	\$ 3.16	0.414	\$ 3.30	0.376	\$ 2.99	0.367	\$ 2.92	0.356	\$ 2.83	\$ (0.09)
	21.362	\$ 170.04	20.826	\$ 165.77	21.517	\$ 171.28	20.449	\$ 162.77	19.836	\$ 157.89	\$ (4.88)

Principal Employers

Employer	2015		
	Rank	Number of Employees	Percentage of Total County Employment
Vail Resorts Inc.	1	8,015	24.4%
Vail Valley Medical Center	2	888	2.7%
Eagle County School District	3	887	2.7%
Vail Cascade Resort	4	485	1.5%
Eagle County Government	5	467	1.4%
East West Resorts	6	402	1.2%
Ritz Carlton- Bachelor Gulch	7	375	1.1%
Sonnenalp	8	328	1.0%
Vail Marriot	9	325	1.0%
Town of Vail	10	321	1.0%
Park Hyatt Beaver Creek	11	290	90.0%
Gallegos Corporation	12	278	80.0%
Walmart Stores	13	250	80.0%
Westin Riverfront Resort	14	238	70.0%

Source: Eagle County

Population

Year	Population
2006	47,205
2007	48,476
2008	49,803
2009	51,049
2010	52,513
2011	52,092
2012	51,768
2013	51,921
2014	52,460
2015	52,921

Per Capita Income

Year	Per Capita Income
2006	46,985
2007	47,511
2008	49,635
2009	45,430
2010	44,709
2011	45,807
2012	48,618
2013	48,485
2014	50,416
2015	57,927

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.

Three-year budget plan

The Superintendent or designee is directed to develop, subject to annual approval by the Board, a three-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]
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 30th 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

<p><i>NOTE: This policy has been adapted from the sample appearing in the CDE Financial Policies and Procedures Handbook.</i></p>

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 Principals 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 2016-17

***based on prior year dates – official still pending**

May 31	School district/BOCES administration submits proposed FY2015-16 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 FY2016-17 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 FY2016-17 school finance funding for the period July 2016 through November 2016 will be based. This revised projection is used until actual October 2016 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 FY2016-17 budget by appropriate resolution duly recorded. (22-44-110(4), C.R.S.).
June 30	FY2016-2017 Federal Application and Budget due to CDE.
June 30	FY2016-17 IDEA Federal Application Budget due to CDE
July 1	FY2016-17 required use of financial transparency website template on every local education provider (LEP) website: effective July 1, 2016
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 14 School district/BOCES/CSI submits pupil transportation reimbursement claim (Form CDE-40) to CDE for the July 1, 2015 – June 30, 2016, reimbursement period (22-51-105(1), C.R.S.).
- August 15 Estimated date for CDE to open Data Pipeline system to receive school district/BOCES FY2015-16 financial data.
- 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 FY2015-16 NCLB Consolidated Federal Annual Financial Report (AFR) with CDE.
- September 30 File the FY2015-19 IDEA EOY Expenditure Submission Deadline

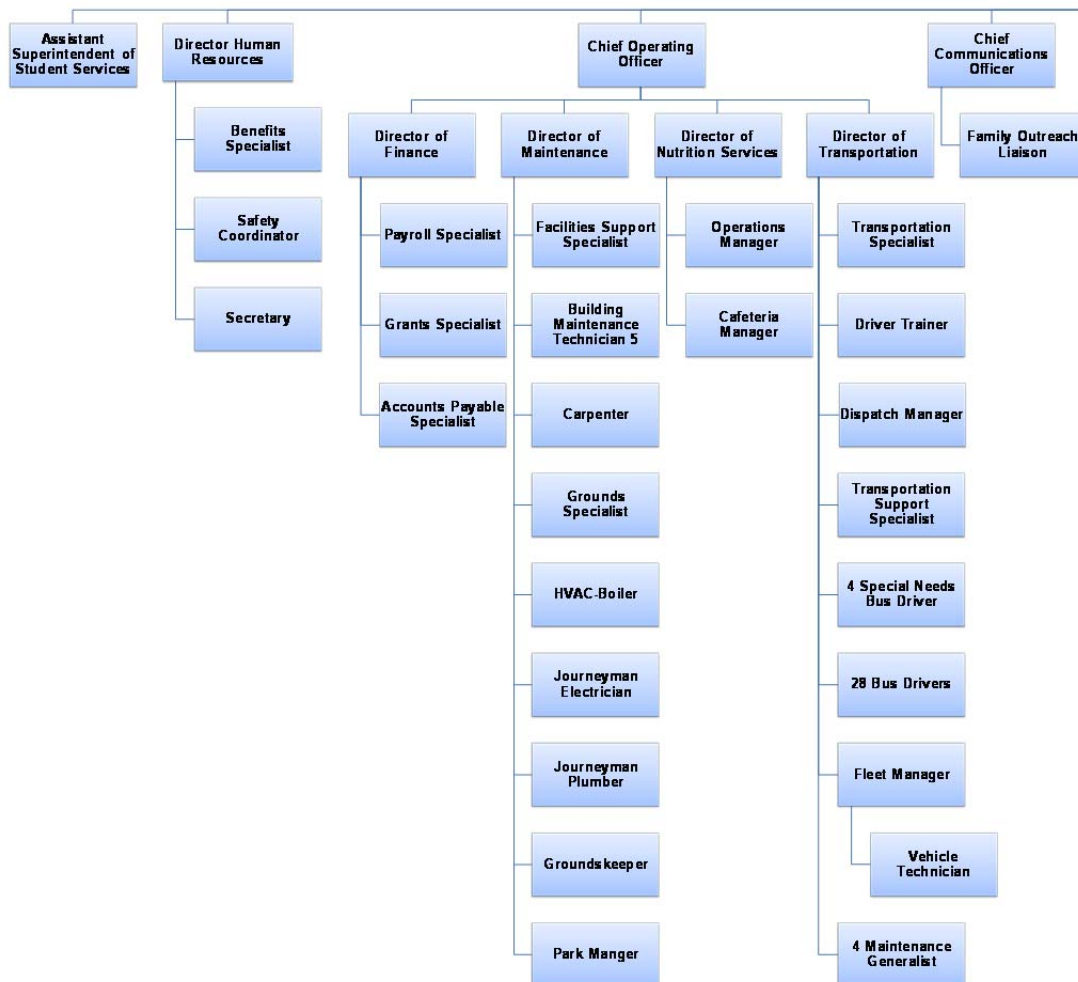
- October 1 School district and Institute conducts pupil membership count (22-54-103(10)(a), C.R.S.) and later reports the count via the Data Pipeline.
- October 5 Facility School or a State Program shall submit October 1 pupil counts to CDE (22-54-129(3)).
- October 15 Last date for a school district 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 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 22 School district provides to CDE a copy of its official November 8, 2016, ballot questions or a copy of its official November 8, 2016, 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 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.

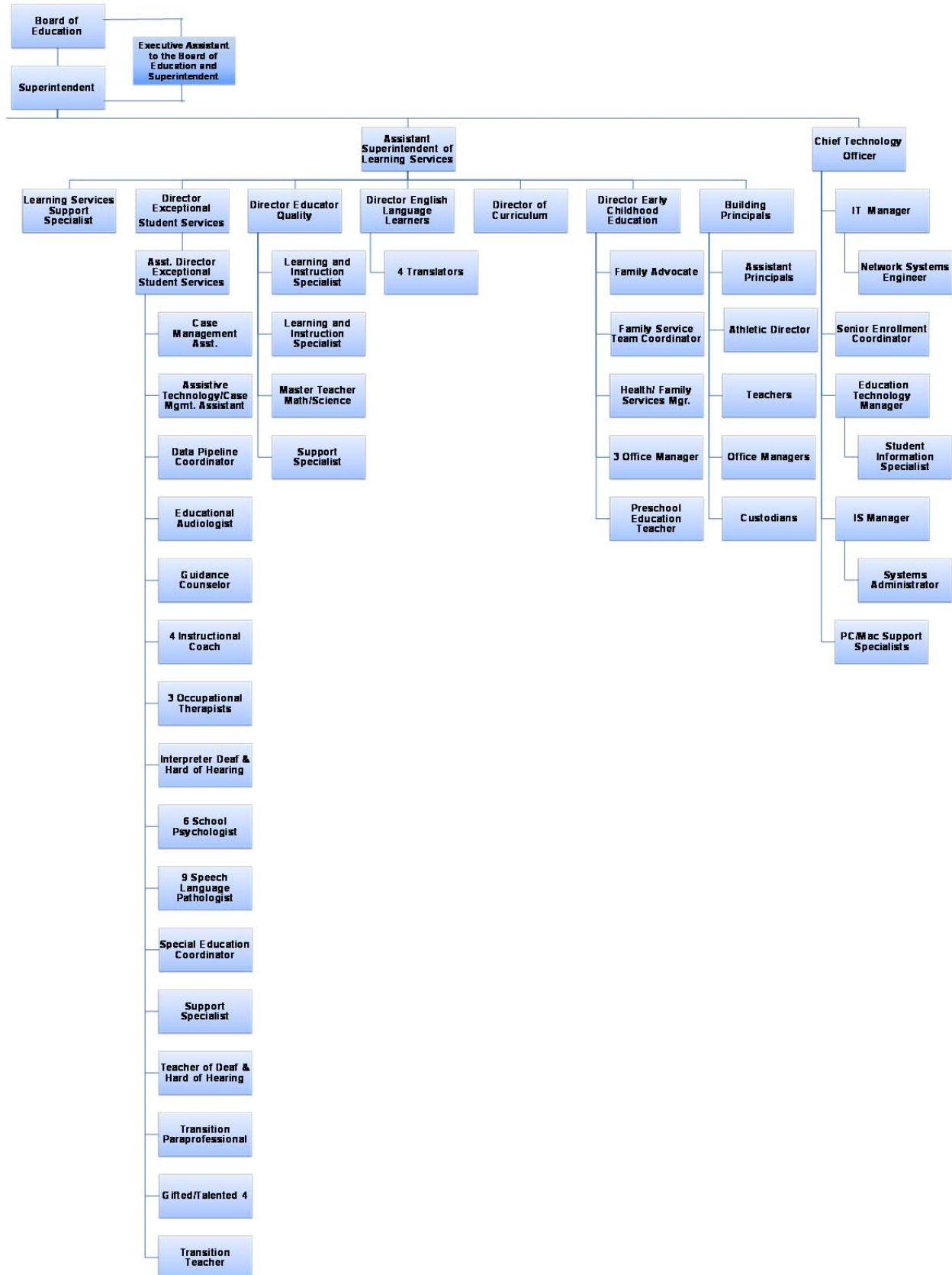
- December 5 Charter schools must submit the annual Charter School Capital Construction Funding Eligibility questionnaire (22-54-124,C.R.S.).
- December 15 School district certifies to county commissioners, copied to CDE, the mill levies for the various property tax-supported funds of the district (39-5-128(1), C.R.S.).
- December 31 School district/BOCES must approve their FY 2015-16 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 2015-16 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.
<u>Continuing:</u>	On or before the 15 th 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 15 th day of each month <u>following a month</u> 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 <i>Section 22-54-129, C.R.S.</i>).
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

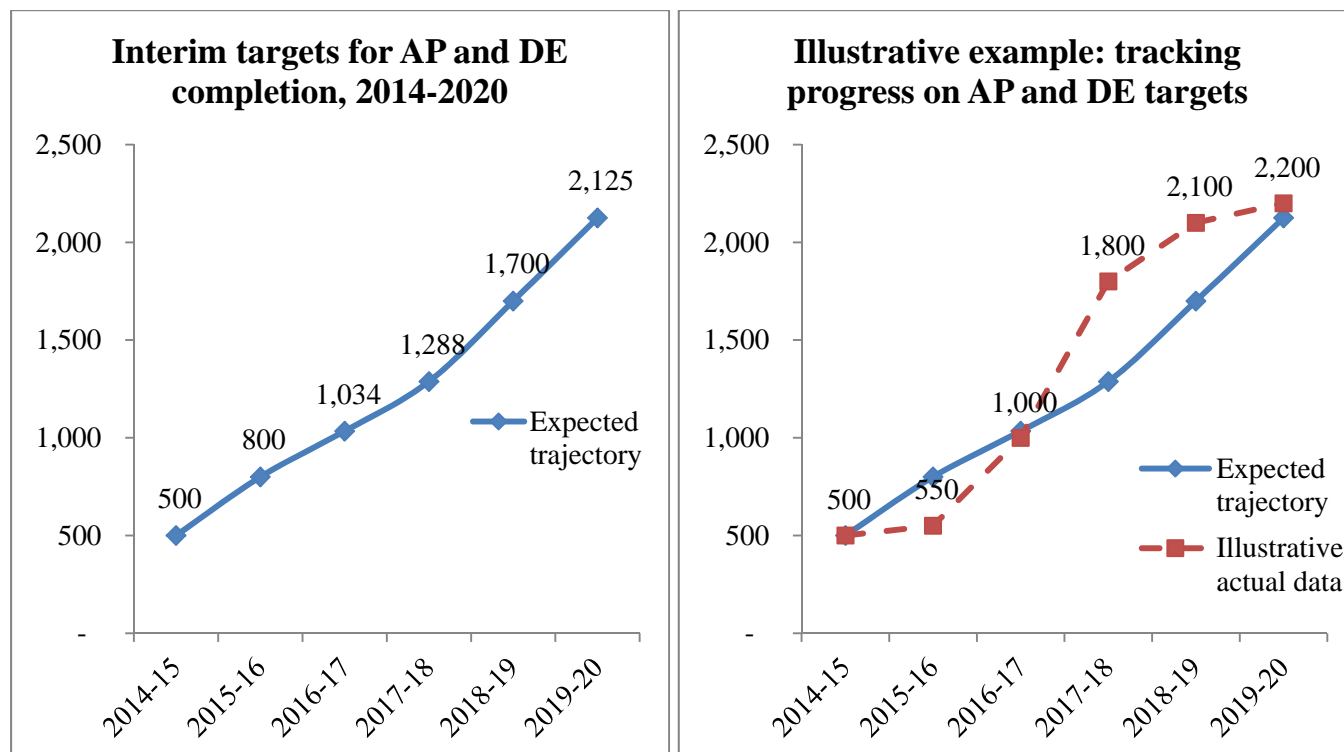
Eagle County Schools is in the process of establishing strategy and tactic performance measures. This is an example of goals, interim targets, and leading indicators:

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

In the spring of 2014, Colorado began a transition to new assessments, the Colorado Measures of Academic Success (CMAS), which better measure our new academic standards, the Colorado Academic Standards (CAS). As a result of the transition to new standards and assessments, school and district accountability measures and timelines are impacted. Per the state guidelines, 2015 district accreditation ratings and school plan types will not be assigned. Districts and schools will implement their 2014 ratings during the 2015-16 school year. Below is the most recent official district performance framework from the Colorado Department of Education.

District Performance Framework 2014				Level: EMH	
District: EAGLE COUNTY RE 50 - 0910				(All - 1 Year) ¹	
Accredited	Performance Indicators	Rating	% of Points Earned out of Points Eligible ²		
	Academic Achievement	Meets	63.9%	(9.6 out of 15 points)	<div><div></div></div>
	Academic Growth	Meets	69.0%	(24.2 out of 35 points)	<div><div></div></div>
	Academic Growth Gaps	Approaching	55.6%	(8.3 out of 15 points)	<div><div></div></div>
	Postsecondary and Workforce Readiness	Meets	71.9%	(25.2 out of 35 points)	<div><div></div></div>
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.					
Accreditation Category	Framework Points Earned	Test Participation ³	Meets 95% Participation Rate		
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%				
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.		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	83	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		Approaching	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	72.7/78.9/80/85.9%	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	62.3/64.7/72.3/76%	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	85.9
	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	78.5

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

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

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

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 (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	78.5

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 (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 (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
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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

	Cut Point: The district earned ... of the points eligible on this indicator.
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 description
Accred. w/Distinction	The district is required to adopt and implement a Performance Plan.
Accred.	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.

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.

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.