

June 29, 2006

Board of Education
Littleton Public Schools
(Arapahoe County School District Number Six)
Littleton, Colorado

Introduction

We are pleased to present the annual adopted budget of Arapahoe County School District Number Six, commonly known as Littleton Public Schools (LPS), for the fiscal year 2006–2007. The district has achieved the objective of providing quality education to children while managing the district’s resources in a prudent manner. This document reflects the district’s mission statement, which is to educate students for the future by challenging every individual to continuously learn, achieve, and act with purpose and compassion. The district’s key philosophical principles in making financial decisions include:

- Operating year-to-year with a budget balanced with available resources.
- Matching recurring expenditures with recurring revenue.
- Building the budget using core assumptions that reflect both current and future legislative and economic expectations.
- Spending within a framework defined by state law and current district priorities.
- Holding reserves to meet the requirements of the Taxpayer’s Bill of Rights (TABOR), budget carryforwards, encumbrances, unanticipated emergencies, and one-time expenses, e.g. major textbook adoptions.

This budget document follows the interests of the Board of Education and the Littleton community. The district has an extensive budget process that begins with reviewing the current financial condition and preparing financial projections for the school district, utilizing assumptions to drive revenue and expenditure forecasts. These projections are presented to various district committees and to the Board of Education and updated quarterly. Concurrently, the Board contemplates requests for significant reallocations or additions to the budget. As administration develops the budget for the ensuing fiscal year, it seeks to balance current year revenues and expenditures. However, the Board may authorize the use of a portion of the district’s reserves for nonrecurring major expenditures. For 2006–2007, the district plans to use a portion of General Fund reserves for such costs in the amount of \$2,442,492 for new curriculum, instructional improvement, student learning support, and academic program development.

The Association of School Business Officials International (ASBO) presented its Meritorious Budget Award (MBA) to Littleton Public Schools for its annual budget for the fiscal year beginning July 1, 2005. This award is valid for a period of only one year. This international budget award program was established by ASBO in 1995 to encourage and recognize excellence in school system budgeting and help school business administrators achieve a high standard of excellence in budget presentation. In order to receive this award, a governmental unit must publish a budget document that meets the program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The district believes that this current budget continues to meet the MBA program criteria, and will submit this document to determine its eligibility for a new award.

Organization

Littleton Public Schools is organized and focused to meet the needs of 15,886 students and manage 27 schools. Five locally elected school board members, who are elected to four-year terms, govern the district. The district is staffed by 987 licensed teaching personnel, 513 classified employees, and 73 administrative employees. It operates one early childhood facility including a new infant/toddler program, fifteen elementary schools, four middle schools, three high schools, two alternative programs, and two charter schools. Other operations include learning services, property management, human resources, technology, finance, and food services at the Educational Services Center, and pupil transportation services at the Transportation Center.

Strategic Plan

The LPS Board of Education is responsible for determining the direction of the district. The development of a Strategic Plan in 2001 was a priority of the district. In the spring of 2006, the Board of Education began updating the district's strategic plan to reflect the priorities of the current Board and align with the district's directions. The Board is receiving input from all community segments throughout the process. A revised strategic plan will be finalized in June 2006. The updated strategic plan will address the following priorities:

- Providing a range of learning opportunities so that students are well prepared and have multiple options in their future.
- Better preparing students to compete in a global economy.
- Increasing enrollment.
- Increasing student achievement.
- Maximizing the utilization of resources for fiscal responsibility.
- Identifying, educating, and meeting varying community expectations and learning needs.

Superintendent Change

Dr. Stan Scheer, the district's superintendent since July 1999, accepted a superintendent's position in the Murrieta Valley School District in Murrieta, California. The LPS Board of Education has chosen Scott D. Murphy as the superintendent. Scott has been the assistant superintendent of business services/chief financial officer for LPS since 1990. The Board's most important criteria in selecting a new superintendent was finding the right person to lead the district with the highest integrity and also provide a seamless transition, maintain

the district's strategic focus, and concentrate on LPS's vision for the future. Mr. Murphy will assume the duties of superintendent on July 1, 2006.

Legislative Update

The State of Colorado approved the best school finance bill in years. In addition to a state-wide per pupil revenue increase of 2.1 percent for inflation plus 1 percent for Amendment 23 for a total increase of 3.1 percent, the district will also receive increased funding for special education. In November 2005 voters approved a ballot issue to change the state's Taxpayer's Bill of Rights, an amendment to the Colorado Constitution approved by the voters in November 1992 that limited revenue and spending, thus releasing funds for school districts and other state programs previously hurt by budget reductions.

The district participates in Colorado's Public Employees' Retirement Association (PERA). PERA provides retirement and other benefits to its members. PERA has been under funded for the past several years due to low investment returns beginning in 2001. Therefore, new legislation passed requiring school districts to pay an additional ½ percent beginning in January 2008. This additional ½ percent is on top of an annual ½ percent increase already in place. By 2012, the district's PERA contribution rate will increase from 10.65 percent to 16.15 percent. This increase will use a large portion of any new revenue dollars available to the school district each year, making less available dollars for other district programs, services, health benefits, salaries, etc.

Funding for 2006-2007

The Colorado Public School Finance Act of 1994 (as amended) provides funding to the district through local property taxes, specific ownership taxes, and state equalization based on the pupil count taken on October 1 of the budget year. A summary of 2006–2007 funding is as follows:

- The district will receive an increase of 3.1 percent in the per pupil funding amount from \$5,946 to \$6,149. This increase includes the additional 1 percent from Amendment 23. This amendment, added to the Colorado constitution in November 2000, requires school districts to receive an annual per pupil funding increase of not less than the rate of inflation plus one percent. Total program funding under the Finance Act results in receiving \$95,393,968 in state equalization, property tax, and state-equalized specific ownership tax revenues. Of this sum, \$2,743,637 is allocated to the Capital Reserve Fund. Also, in accordance with the Finance Act, an interfund transfer amounting to \$1,639,082 will be made to the Risk Financing Insurance Reserve Fund from the General Fund.
- An additional \$16,813,581 is provided by local taxes as the result of override elections in 1988, 1997, and 2004, as well as a hold-harmless mill levy override. This amount does not increase annually.
- The net increase for all revenue sources in the General Fund is approximately 3.1 percent.
- An allocation of \$279 per student will be shared by the Capital Reserve Fund and the Risk Financing Insurance Reserve Fund. An additional \$20.50 per student, or \$300,000, will be allocated to the Capital Reserve Fund to fund the district's computer leasing program.

- A decrease in average funded pupils of 106.5 from 15,619.9 to 15,513.4. Staffing is allocated to schools through a weighted staffing formula, which distributes staff based on the number of students in the building.
- The state-required allocation of \$172 per pupil is budgeted for instructional supplies and equipment.

Budgets for All Funds

The total 2006–2007 appropriation of \$196,685,663 for all nine fund types, which includes all reserves, decreased 6.47 percent from the 2005–2006 appropriation of \$210,285,122. The nine funds that comprise the district’s budget are shown in Table 1.

The General Fund appropriation increases by \$4,418,918 or 3.32 percent primarily from an improvement in reserves and increase funding from the state. The 15.37 percent increase in the Bond Fund is due to higher scheduled principal payments on the bonds. The 70.12 percent decrease in the Building Fund is due to the spending of reserves on voter-approved bond projects. The 14.75 percent increase in the Capital Reserve Fund accounts for an additional allocation of \$300,000 for future computer lease payments.

Total Appropriations — Table 1

	<u>2005–2006</u>	<u>2006–2007</u>	<u>Increase (Decrease)</u>	<u>Percent Change</u>
General Fund	\$133,070,654	\$137,489,572	\$4,418,918	3.32%
Bond Redemption Fund	18,092,194	20,872,715	2,780,521	15.37%
Building Fund	32,535,236	9,722,912	-22,812,324	-70.12%
Capital Reserve Fund	5,295,411	6,076,475	781,064	14.75%
Designated Purpose Grants Fund	4,962,815	5,298,986	336,171	6.77%
Extended Day Care Program Fund	5,064,459	5,115,414	50,955	1.01%
Food Services Fund	4,533,724	4,869,470	335,746	7.41%
Risk Financing Insurance Reserve Fund	2,490,644	2,720,838	230,194	9.24%
Student Athletic and Activities Fund	<u>4,239,985</u>	<u>4,519,281</u>	<u>279,296</u>	6.59%
Total Appropriation for All Funds	<u>\$210,285,122</u>	<u>\$196,685,663</u>	<u>-\$13,599,459</u>	-6.47%

Budgeted revenue for all fund types, shown in Table 2, has increased \$6.7 million, or 4.55 percent, for a total of \$154.4 million for 2006–2007. The increase in revenue from the General Fund of \$3.6 million, or 3.14 percent, is the result of increased funding from the state. The \$2.7 million increase in the Bond Redemption Fund is from property taxes collected to cover the higher principal payment due on the bonds. The decrease of \$511,593 in the Building Fund is due to a reduction in interest earnings. All other funds represent a combined \$838,156 net increase in revenue.

Total Revenues — Table 2

	<u>2005–2006</u>	<u>2006–2007</u>	Increase (Decrease)	Percent Change
General Fund	\$116,266,869	\$119,913,984	\$3,647,115	3.14%
Bond Redemption Fund	10,195,915	12,945,386	2,749,471	26.97%
Building Fund	558,915	47,322	-511,593	-91.53%
Capital Reserve Fund	2,492,223	2,886,271	394,048	15.81%
Designated Purpose Grants Fund	4,962,815	5,298,986	336,171	6.77%
Extended Day Care Program Fund	4,566,517	4,265,928	-300,589	-6.58%
Food Services Fund	3,726,700	3,677,916	-48,784	-1.31%
Risk Financing Insurance Reserve Fund	1,523,621	1,675,082	151,461	9.94%
Student Athletic and Activities Fund	<u>3,406,807</u>	<u>3,712,656</u>	<u>305,849</u>	8.98%
Total Revenue for All Funds	<u>\$147,700,382</u>	<u>\$154,423,531</u>	<u>\$6,723,149</u>	4.55%

As shown in Table 3, expenditures decrease \$8.0 million from the 2005–2006 budget. The decrease in the Building Fund of \$13.8 million represents 58.6 percent of the budget decrease compared to the 2005–2006 budget due to the increased completion of bond projects. The General Fund increase of \$3.4 million includes \$2.4 million for one-time expenditures. The Bond Redemption Fund increase of \$1.5 million is due to the increased principal payments. All other funds represent a combined \$986,526 net increase.

Total Expenditures — Table 3

	<u>2005–2006</u>	<u>2006–2007</u>	Increase (Decrease)	Percent Change
General Fund	\$116,799,238	\$120,173,065	\$3,373,827	2.89%
Bond Redemption Fund	10,195,915	11,663,390	1,467,475	14.39%
Building Fund	23,477,119	9,722,912	-13,754,207	-58.59%
Capital Reserve Fund	2,477,388	3,019,818	542,430	21.90%
Designated Purpose Grants Fund	4,962,815	5,298,986	336,171	6.77%
Extended Day Care Program Fund	4,566,517	4,265,928	-300,589	-6.58%
Food Services Fund	3,607,381	3,582,209	-25,172	-0.70%
Risk Financing Insurance Reserve Fund	1,495,866	1,623,703	127,837	8.55%
Student Athletic and Activities Fund	<u>3,406,807</u>	<u>3,712,656</u>	<u>305,849</u>	8.98%
Total Expenditures for All Funds	<u>\$170,989,046</u>	<u>\$163,062,667</u>	<u>-\$7,926,379</u>	-4.64%

Change of Tax Burden on Homeowners

The property tax mill levy is projected to increase 0.589 mills in the year 2007, to a total district levy of 50.098 mills. This represents a 1.19 percent increase in the mill levy due to the higher scheduled principal payments on the bonds. The estimated assessed valuation is \$1,197,319,937, a 3.5 percent decrease over the prior year. For 2007, the assessment ratio on residential property will be 7.96 percent. It is estimated that a homeowner with a \$250,000 home value will pay \$997 in 2007 in property taxes compared to \$985 in 2006.

General Fund Revenue Sources

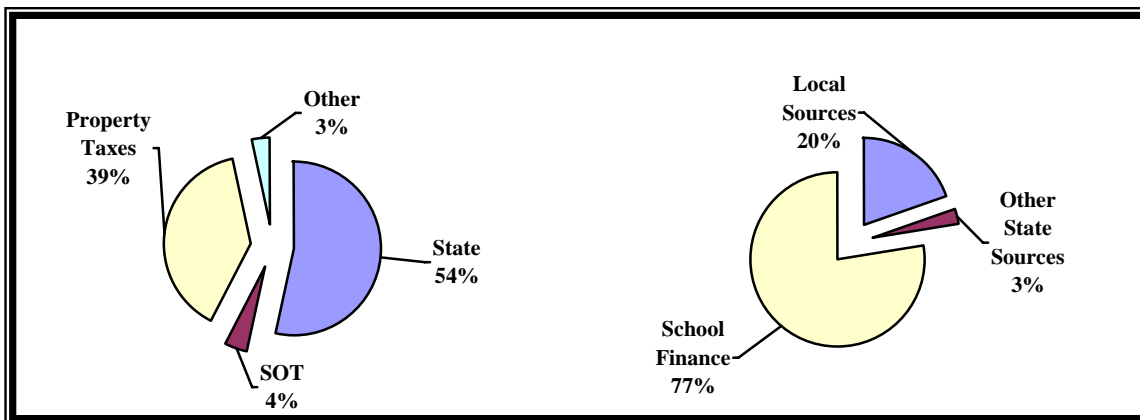
The district's General Fund receives revenue from state and local sources. Total estimated revenue for 2006–2007 is \$119,913,984 as shown in Table 4. The majority of this revenue,

77 percent, becomes available to the district through the Colorado Public School Finance Act. This revenue is determined through a formula, which utilizes local property taxes, state-equalized specific ownership taxes, and state funds. The net increase in budgeted revenue over the prior year is due to the increased funding from the School Finance Act, the reduction in funding based on decreasing enrollment, mill levy override funds, and the higher interest earnings.

In addition to the Colorado School Finance Act, the district receives funding for categorical programs from the state of Colorado for pupil transportation, the Exceptional Children’s Education Act (special education), and vocational education. The budget estimates these revenues to be \$714,559, \$2,436,491, and \$372,665 respectively, or a combined 2.94 percent. This 2.94 percent of General Fund revenue is determined through the state and legislative action. The district also collects local revenues from non-equalized specific ownership taxes, net investment income, driver’s education fees, transportation reimbursements, and extended day care indirect costs.

Where Does the Money Come From? — Table 4

	2005–2006 <u>Budget</u>	2006–2007 <u>Budget</u>	Percent <u>Change</u>
Property Taxes	\$46,235,000	\$46,836,721	1.30%
Specific Ownership Taxes (SOT)	5,084,300	5,135,143	1.00%
Interest Income	300,000	754,083	151.36%
Other Local Income	2,916,708	3,302,645	13.23%
State Revenue	61,598,500	63,694,392	3.40%
Transfers	132,361	191,000	44.30%
Total	<u>\$116,266,869</u>	<u>\$119,913,984</u>	3.14%



General Fund Expenditures

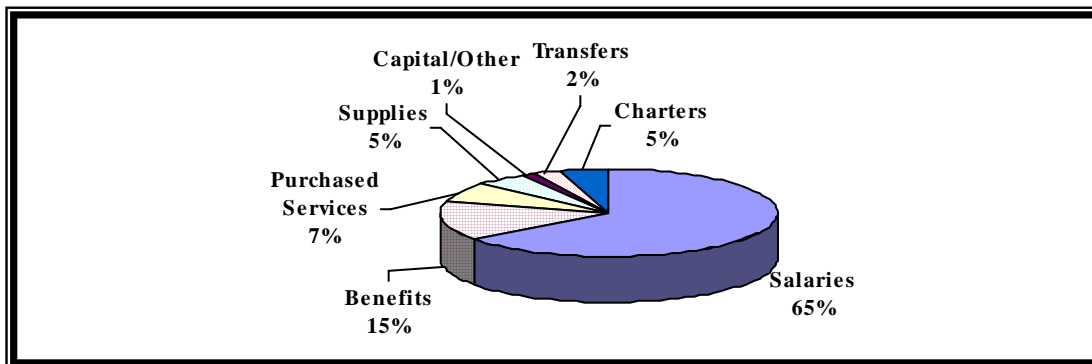
The district’s General Fund expenditures and transfers are budgeted for \$120,173,065 in 2006–2007 compared to \$116,799,238 in 2005–2006 as shown in Table 5. Budgeted expenditures in the General Fund represent a 2.89 percent increase over the prior year’s budget. The 2006–2007 budgeted expenditures are \$259,081 over budgeted revenue;

however, this does not constitute an ongoing deficit because expenditures include \$2,442,492 for one-time costs which is an intentional draw-down of reserves.

One-time expenditures for 2006–2007 are budgeted at \$2,442,492 for new math and language arts curriculum; instructional improvement, student learning support, and academic excellence supported by mill levy override funds; and the spending of Amendment 23 funds on training and student assessment. The net increase in salary expenditures of 1.87 percent is a result from pay advancements on the pay schedule for both licensed and classified employees, a cost of living adjustment for all staff, and attrition savings. Total benefit expenditures are increased a net 8.74 percent as the net result of a 14.0 percent increase in health/dental insurance benefits and a 0.5 percent increase for the Colorado Public Employees Retirement Association that will occur in January 2007.

Where Does the Money Go by Object? — Table 5

	2005–2006 <u>Budget</u>	2006–2007 <u>Budget</u>	<u>Percent Change</u>
Salaries and Wages	\$76,369,374	\$77,794,903	1.87%
Employee Benefits	16,297,295	17,722,106	8.74%
Purchased services	7,594,701	8,263,998	8.81%
Supplies and Materials	6,905,009	6,132,022	-11.19%
Capital Outlay/Other	1,312,725	1,420,806	8.23%
Charter Schools	5,510,094	5,716,294	3.74%
Transfers	2,810,040	3,122,936	11.13%
Total	<u>\$116,799,238</u>	<u>\$120,173,065</u>	2.89%

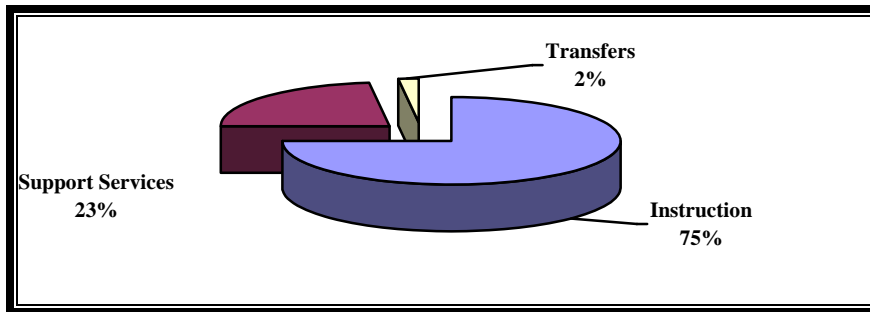


Approximately \$0.75 out of every dollar is devoted to instruction activities. Included are the salaries and benefits, supplies, and other costs related to instruction of students, as well as school building administration and special programs.

Total support services account for \$.23 out of every dollar spent. The largest areas of expenditure in the component are learning services, property management services, and transportation services. Transfers to the Insurance Reserve Fund and Student Athletics and Activities Fund account for \$.02 out of every dollar spent.

Where Does the Money Go by Service Area? — Table 6

	2005–2006 <u>Budget</u>	2006–2007 <u>Budget</u>	Percent <u>of Total</u>	Percent <u>Change</u>
Instruction	\$86,578,207	\$89,915,756	75%	3.85%
Support services	27,410,991	27,134,373	23%	-1.01%
Transfers	2,810,040	3,122,936	2%	11.13%
Total	<u>\$116,799,238</u>	<u>\$120,173,065</u>	<u>100%</u>	2.89%



General Fund Budget Forecast

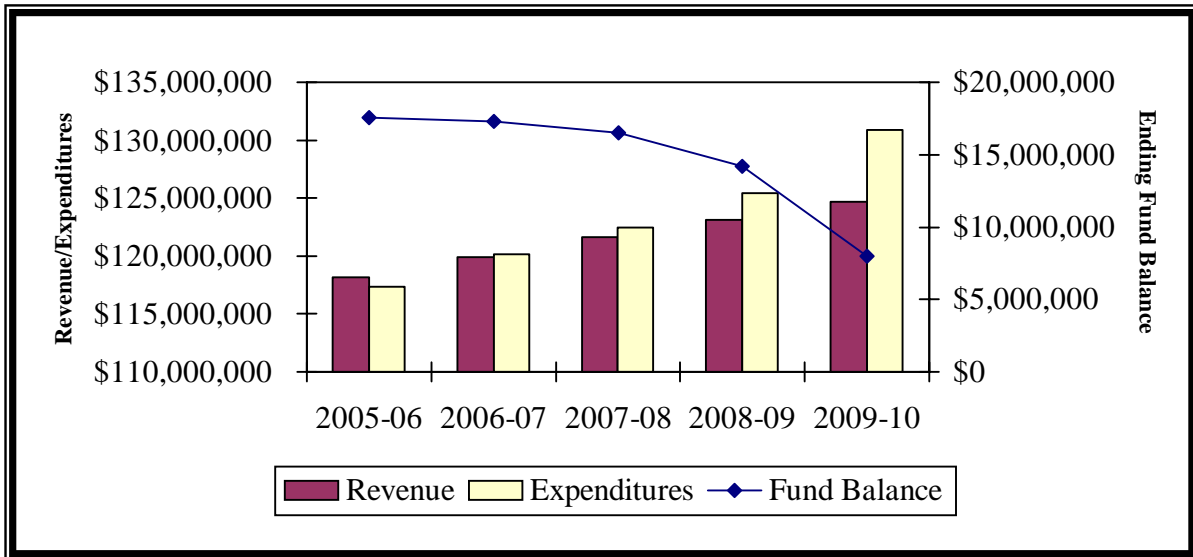
The district’s long-range budget projections use historical data to build a model for future financial outlook. The model depends on assumptions regarding funded pupil count, salaries and benefits, and money allocated to the district via the School Finance Act. The current long-range assumptions include:

- An annual increase in school finance funding based on estimated inflation plus 1 percent for Amendment 23 funding.
- The Board of Education will direct the spending of Amendment 23 funding.
- The use of the average pupil count due to declining enrollment.
- An annual increase in salary costs equal to projected rates of inflation.
- An annual increase of health insurance costs of 15 percent.
- An annual contribution increase of ½ percent to the Colorado Public Employees Retirement Association (PERA).
- An annual increase in the cost of instructional materials and supplies that matches the inflation rate.
- Expansion of program efforts to meet literacy needs and requirements under No Child Left Behind (NCLB) and other state regulations.
- One-time expenditures for new curriculum.

In addition to the base assumptions, LPS has traditionally used designated and undesignated reserves for one-time expenditures. Additionally, the Board of Education has created a designation of \$1.0 million as an emergency contingency reserve within its total year-end estimated reserve balance as well as a textbook escrow for future curricula changes. A (TABOR) reserve in the amount of \$3.4 million is also designated. The General Fund projections are shown in Table 7.

General Fund Budget Forecast (in millions) — Table 7

	2005–2006	2006–2007	2007–2008	2008–2009	2009–2010
	Year End	Budget	Forecast	Forecast	Forecast
	<u>Estimate</u>	<u>Budget</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Revenue	\$118.2	\$119.9	\$121.6	\$123.1	\$124.6
Expenditures	<u>117.4</u>	<u>120.2</u>	<u>122.5</u>	<u>125.4</u>	<u>130.8</u>
Operating					
Surplus (Deficit)	0.8	-0.3	-0.9	-2.3	-6.2
One-Time					
Expenditures	<u>3.8</u>	<u>2.4</u>	<u>1.0</u>	<u>0.6</u>	<u>2.4</u>
Ongoing					
Surplus (Deficit)	<u>\$4.6</u>	<u>\$2.1</u>	<u>\$0.1</u>	<u>-\$1.7</u>	<u>-\$3.8</u>



Other Funds

Other than the General Fund, the budget includes funds for the management of special activities and functions. The 2006–2007 budget consists of the eight other major funds.

Bond Redemption Fund

The Bond Redemption Fund is budgeted at a level of \$20,872,715 in funds available with \$7.9 million of this amount carried forward as a beginning balance from 2005–2006 to meet the December 2006 debt service payment. Expenditures for 2006–2007 are \$11,663,390 for the repayment of principal and interest on outstanding current bonds, \$1,500 for debt service fees, with the remaining \$9.2 million held in reserves at June 30, 2007. This ending balance will be used for the December 2007 payment. These funds are held in reserves so the district will be able to meet its annual obligations. These 2006–2007 budget figures reflect the payment schedule for the \$15,235,000 bond issue dated November 15, 1995, the \$85,440,000 bond issue dated December 15, 2002, and the refunded bond issue dated February 15, 2004. Outstanding general obligation indebtedness

at June 30, 2006, will be \$117,730,000, with final maturity scheduled for December 1, 2022. The net bonded debt per capita at July 1, 2006, is estimated at \$1,100. The fund's projected mill levy for 2007 is 10.914 mills, an increase of 1.979 mills from the 2006 levy of 8.935 mills.

Building Fund

The 2006–2007 Building Fund is budgeted with funds available of \$9.7 million. Proceeds from the sale of bonds on December 15, 2002, as well as interest income, are the source of funds for the Building Fund. All of the \$9.7 million available is budgeted for expenditures in 2006–2007. Projects include site improvements, building remodeling, and mechanical/electrical systems upgrades. Building remodeling projects consist of improvements to classrooms, media centers, counseling areas, main offices, and building additions at an elementary and high school.

Capital Reserve Fund

The 2006–2007 Capital Reserve Fund is budgeted with funds available of \$6.1 million, which includes \$3.1 million in reserves. In 2006–2007, funds will be allocated at \$187.49 per student based on a projected average funded pupil count of 14,633.8, net of charter schools. This is an increase from the 2005–2006 budgeted funding per student of \$168.10. The Capital Reserve Fund is used for major buildings and grounds projects, and for equipment acquisitions, such as classroom technology equipment, the integrated financial/human resources software system, and school buses.

Designated Purpose Grants Fund

The Designated Purpose Grants Fund is budgeted at \$5.3 million. Federal and local grants provide additional funding for school programs. The largest grants currently received include No Child Left Behind; Individuals with Disabilities Education Act (IDEA); and Head Start.

Extended Day Care Program Fund

The 2006–2007 Extended Day Care Program Fund budget forecasts \$4.1 million of user fee revenue, \$849,486 of fund balance, and \$4.3 million of expenditures. This fund accounts for pre-kindergarten, extended kindergarten, the before- and after-school care of children at all elementary school sites and The Village, and a new infant and toddler program at The Village. This is a self-supporting fund, which will also pay \$134,812 to the General Fund for overhead expenses.

Food Services Fund

The Food Services Fund is budgeted at \$4.9 million in 2006–2007. This is a self-supporting program, which also pays direct costs to the district of approximately \$46,000 for warehousing services related to the program. School lunch prices were last increased in April 2005.

Risk Financing Insurance Reserve Fund

The 2006–2007 Risk Financing Insurance Reserve Fund is budgeted at \$2,720,838. In 2006–2007, funds will be allocated at \$112.01 per student based on projected average funded pupil

count of 14,633.8, net of charter schools. This is an increase from the 2005–2006 budgeted funding per student of \$102.90. Reserves are projected to be approximately \$1,097,135. The Risk Financing Insurance Reserve Fund is partially self-insured and provides for costs of property and liability insurance, workers' compensation insurance, and related losses and loss prevention services. Charter schools pay the district for insurance coverage and risk management services.

Student Athletic and Activities Fund

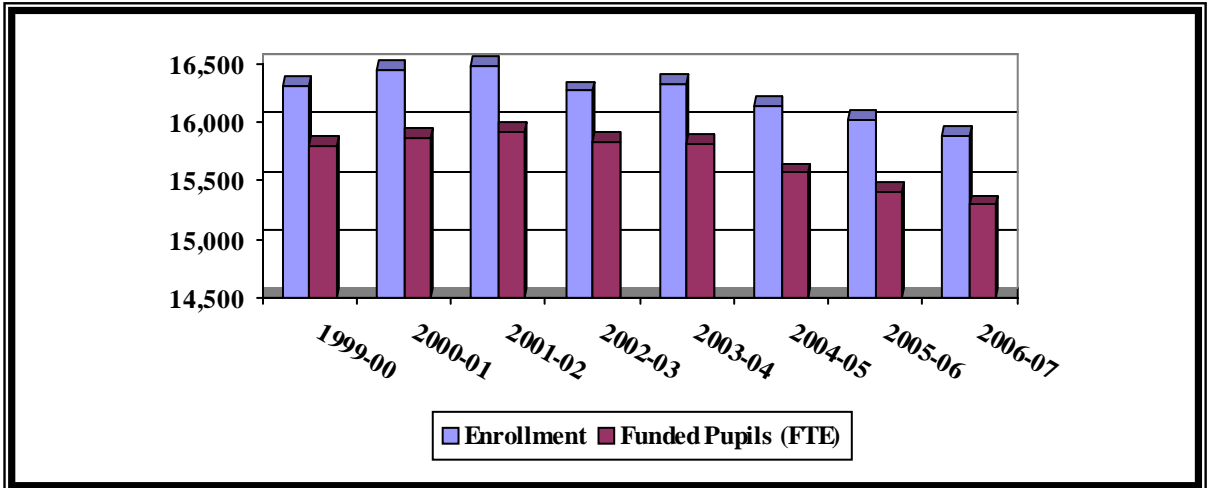
The 2006–2007 Student Athletic and Activities Fund is budgeted at \$4,519,281 in resources. This fund receives 40.0 percent of its revenues through a transfer from the General Fund. The Student Athletic and Activities Fund represents the costs of providing extracurricular sponsors at the elementary level, intramural athletic programs at the middle level, and Colorado High School Activities Association (CHSAA) programs and district sponsored activities at the high schools.

Charter Schools

The district's two charter schools, Littleton Academy and Littleton Preparatory, are reported as component units. The charters schools are financially dependent on the district; however, they are independent entities accounted for as separate funds. The charter schools receive full funding of the district's per pupil funding and share of the 1997 and 2004 override election funding. Through an annual agreement, the charter schools pay the district for administration costs, including special education.

Student Enrollment

Pupil enrollment is projected to decrease slightly for 2006–2007. Pupil enrollment in LPS has reached a plateau. Projections of pupil counts will decline in the years to come with a decline at the elementary level due to fewer kindergarten pupils entering the district. Middle schools are projected to decline slightly, as lower elementary enrollment advances into grades 6 through 8. High school enrollment remains steady. Total program funding is based on the official pupil count, which occurs October 1 within each fiscal year; with fewer pupils, district revenue declines. If enrollment declines in future years, it will adversely affect financing and budgets. The district continues to advertise in local newspapers for new pupils in the Denver metro area, realizing large enrollment increases at the high school level. The district's total out-of-district enrollment is among the highest in the Denver area at approximately 14 percent.



Student Achievement

The district determines, in part, the success of its educational mission through the measurement of student achievement. Students are evaluated through written and oral work, classroom tests, other assignments, and standardized tests. In the fall of 2005, students in grades three through ten took a Measures of Academic Progress (MAP) reading assessment and a Cognitive Abilities Test (CogAT) was given to students in grades three and six. Results showed students scored higher than national norms (see page 135 for details). The Colorado Student Assessment Program (CSAP) is designed to determine how Colorado’s students achieve in relation to the state model content standards. Even those students for whom no scores are reported must be counted, thus lowering results. Results of the 2005 CSAP test scores (pages 136-142) show LPS students with higher scores than statewide averages.

Summary

Littleton Public Schools’ patrons can remain confident in the district’s determination to maintain a sound financial condition. The district continually strives to keep resources strategically focused on improving student learning while seriously accepting the responsibility of public funds’ stewardship by reviewing long range financial projections throughout the fiscal year. The rigorous and systematic budget process ensures that taxpayers’ moneys are spent efficiently and responsibly, always with the goal of providing our students a quality education.

Sincerely,

Stan Scheer, Ed.D.
Superintendent

Scott D. Murphy
Assistant Superintendent of Business Services/
Chief Financial Officer