

DOUGLAS SCHOOL DISTRICT  
BOARD OF EDUCATION

**AGENDA**

**Monday, February 24, 2025**

**VANDENBERG ELEMENTARY SCHOOL - Library Conference Room  
561 Briggs Street  
Box Elder, SD 57719**

**5:00 PM**

DOUGLAS SCHOOL DISTRICT INVITES YOU TO ATTEND A SCHEDULED ZOOM ROOM MEETING:

Join Zoom Meeting <https://sdk12.zoom.us/j/95785827999?pwd=Vnhv7FOFuHv4ZrJOPHb6vu5S1VhU6t.1>  
Meeting ID: 957 8582 7999  
Passcode: 928913

Individuals attending virtually and desiring to speak during public forum should email their request to the Superintendent's Office (Kevin.Case@k12.sd.us or Jackie.McPherson@k12.sd.us), including all identifying information by noon of the day of the board meeting.

{{Name: Agenda Item Name}}

1. Call Meeting To Order:
2. Pledge of Allegiance and Moment of Silence In Honor Of Fallen Soldiers And Active Duty Persons:
3. Recognition:
4. Review of Board Working Agreements:
  - We ask
  - We learn
  - We lead
- 5.
6. Public Forum:
7. Approval of Agenda:
8. Consent Agenda Items:
  - A. Approval of Regular Meeting Minutes for February 10, 2025.
  - B. Approve Personnel Action.
    1. Approve Administrative Rule Waiver Application: Long-Term Substitute

- C. Approve Financial Reports
  - D. Approve the Purchases and Issuing of Accounts Payable.
  - E. Approve the Memorandum of Agreement between the Department of the Air Force and Douglas School District 51-1 to Establish and Operate a Junior Reserve Officers' Training Corps Unit.
  - F. Approve Conflict Disclosures and Waiver Authorizations Pursuant to SDCL 3-23-3
9. Items Removed From Consent Agenda
10. Elementary and Secondary Curriculum and Instruction Items:
11. Superintendent Items:
- A. RSP District Demographics Study Presentation.
  - B. Data and Systems Analyst Presentation.
12. Fiscal Resources Items:
13. Operational Support Services Items:
- A. Approve First Reading of New Board Policy GCPB-E(2) - Acknowledgment of Liquidated Damages Form
14. Reports:
- A. Superintendent:
    - 1. Legislative Update From Pierre
    - 2. Inclement Weather.
    - 3. Parent - Caregiver Survey Update - as of Friday at 4:00, we have had 450 completed responses.
  - B. Committee Reports From Board Members and Comments from Associate Board Members
15. Upcoming Calendar Events:
- Feb 25 - Facilities Master Planning Committee, 11:45 am
  - March 10 - BOE Meeting, 5:00 pm
  - March 14 - Staff PD, No School for Students
  - March 24 - BOE Meeting, 5:00 pm
16. Executive Session

17. Action As A Result of Executive Session

18. Adjournment

SECTION	<b>B</b>	TITLE	<b>Board Governance and Operations</b>	FILE	<b>BDDH</b>
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**Public Participation at Board Meetings**

The School Board recognizes and respects the input which may be provided by the public on school district matters. The Board also recognizes and respects the distinction between a school board meeting that is open to the public and a public hearing held by the school board.

- At a school board meeting which is open to the public, members of the public may be present, observe and listen to the school board conduct its business and may speak during the school board meeting consistent with this policy.
- At a public hearing held by the school board, there is usually one topic to be presented by the District and discussed. The public is given the opportunity to speak and be heard on the topic which is the reason for the public hearing. This type of meeting allows for public participation under the rules designed specifically for that meeting and is not subject to this policy.

This Policy applies only to regularly scheduled school board meetings held in open session. Matters addressed in executive session pursuant to SDCL 1-25-2 are not open to the public.

Personnel matters or complaints that directly or indirectly identify an employee shall not be discussed. Complaints against school employees or students, and complaints related to sexual harassment or bullying, must be addressed according to specific school district policies before being addressed by the School Board.

When a complaint against a school employee or a student is brought to the Board during the public forum, the Board President will direct the person bringing the complaint to the applicable complaint procedure. The complaint procedures are designed to ensure the proper balance in protecting the rights of the person(s) bringing the complaint and the rights of the person against whom the complaint is made. The Board will address the complaint only if the matter has been appealed to the Board pursuant to the applicable complaint policy

Persons making references about a specific school employee or employees, or a specific student or students during the public forum should be mindful that based upon what the person says during the public forum the employee(s) or student(s) about whom the comments are made may have legal recourse against the person voicing the complaint.

Persons speaking during the Public Forum at a school board meeting shall not cause public inconvenience, annoyance, or alarm to the school board or any person, and shall not engage in threatening behavior, make unreasonable noise, be disruptive, boisterous, argumentative, or threatening, shall not make comments which

are disrespectful to one or more persons, and shall not use profanity.

The time designated for Public Forum on the agenda shall be immediately before the adoption of the meeting agenda by the school board.

In order to assure that the Board may conduct its meetings in a respectful and efficient manner, the procedure for public participation at regularly scheduled monthly school board meetings is as follows:

1. Agenda and Non Agenda Items:

- a. Before the meeting is called to order, an individual who desires to speak at a school board meeting must in writing inform the Superintendent, the Business Manager or the Board President of the person's desire to speak and the topic upon which the person intends to speak. The requesting party must sign a form (prepared by the school district) with their name, address, email and topic to be addressed. Individuals attending virtually and desiring to speak during public forum, should email their request to the superintendent's office, including all identifying information, by noon the day of the meeting.
- b. During the time designated for Public Forum, the Board President will recognize the person who signed up to speak and the person may speak on the topic according to the rules set forth in this policy
- c. A speaker shall be granted 5 minutes to present comments to the school board. Upon receiving a request for an extension of time from the speaker, the school board, upon a motion being made and passed by a majority of school board members present and voting, may grant an additional amount of time not to exceed 5 minutes. Additional extensions may be granted only upon a two-thirds vote of school board members present and voting.
- d. Should a number of persons wish to address the school board on the same agenda item, or should the comments become repetitious, the School Board President, in the President's sole discretion, may shorten the time for comments to two minutes per person in order that persons wishing to address the school board may be heard and still allow the school board sufficient time to conduct its agenda business.

2. Adding an Item to the School Board Meeting Agenda in Order to Request Specific School Board Action:

- a. Any person or delegation (with one person being the spokesperson for the delegation) making a specific request to the school board which would require formal action by the school board must present a written request to the Superintendent for the item to be placed on the school board meeting proposed agenda. The written request must be submitted to the Superintendent at least five calendar days before the school board meeting.
- b. The specific request to add an item to the agenda shall clearly identify what is being requested and why, signed by the person making the request, and include the person's name, address, email and telephone number.
- c. The Superintendent will forward the request to the School Board President and the Board President will decide whether the item will be placed on the proposed agenda. Whether any item is to be addressed at the school board meeting is determined by a majority of school

board members at the beginning of the school board meeting when the school board adopts the proposed agenda as printed or adopted after being modified.

- d. If the item on the meeting agenda is adopted by the school board, the person or spokesperson for the delegation who has submitted the request for specific school board action will be granted 10 minutes to explain the request to the school board. Upon receiving a request for an extension of time from the speaker, the school board, upon a motion being made and passed by the majority of school board members present, may grant an additional amount of time not to exceed 5 minutes. Additional extensions may be granted only upon a two-thirds vote of school board members present and voting.
- e. In the sole discretion of the school board, requests to the school board for specific action submitted after the proposed agenda has been posted may be:
  - deferred until the next regular meeting or a special school board meeting, or
  - added to the meeting agenda for discussion purposes only, or
  - added to the agenda for discussion and possible action.

### 3. Authority of Presiding Officer:

The Board vests in its presiding officer the authority to terminate the right of any person to speak at the end of the time granted pursuant to provision 1.d, provision 1.e, or provision 2.d. as set forth in this policy. The presiding officer may also terminate the right of a person to speak at a school board meeting should the person cause public inconvenience, annoyance, or alarm to the school board or any person, engage in threatening behavior, make unreasonable noise, disturb or be disruptive of an official school board meeting, or when comments are disrespectful to one or more persons, boisterous, argumentative, threatening, or contain profanity.

If deemed necessary by the presiding officer, the presiding officer may contact local law enforcement to have a person removed from the school board meeting as it is a violation of law for a person to intentionally cause or create a risk of serious public inconvenience, annoyance, alarm or disturbance at a school board meeting.

## REFERENCES

### State Reference:

SDCL 1-25-1	Official meetings open to the public
SDCL 1-25-2	Executive or closed meetings
SDCL 13-32-6	Disturbance of school as a misdemeanor
SDCL 13-8-39	Management of schools by board
SDCL 22-18-35(3)	Disturbing any lawful assembly or meeting

### Policy Cross Reference:

BD	School Board Meetings
BDDB	Board Meeting Agendas and Format
BDDC	Agenda Preparation and Dissemination

**Adoption History**

Approved	9/8/1977		
First Reading of Revision	10/10/1985		
Approved - Revision	11/14/1985		
First Reading	11/17/2014		
Approved	12/8/2014		
First Reading-Rewrite	2/13/2017		
Approved	2/27/2017		
First Reading-Revision	2/28/2022		
Approved	3/14/2022		

**DOUGLAS SCHOOL BOARD  
REQUEST TO COMMENT  
SPEAKER SIGN IN**

DATE \_\_\_\_\_

Persons speaking during the Public Forum at a school board meeting shall not cause public inconvenience, annoyance, or alarm to the school board or any person, and shall not engage in threatening behavior, make unreasonable noise, be disruptive, boisterous, argumentative or threatening, shall not make comments which are disrespectful to one or more persons, and shall not use profanity.

Please print legibly.

	<b>Name &amp; Address</b>	<b>Email &amp; Phone #</b>	<b>Topic / Item #</b>
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SECTION	<b>B</b>	TITLE	<b>Board Governance and Operations</b>	FILE	<b>BDDH-E(2)</b>
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**Introduction to Public Forum**

*If the Board/Board President wishes to have the Board President make an introductory statement at the beginning of the Public Forum, the following may serve as a starting point which could be modified at the discretion of the Board/Board President and which is consistent with local Board policy.*

This is the time for the Public Forum.

Each individual wishing to address the Board is asked to sign the form on the table in the back of the room with their name, address, email and topic to be addressed being legible. Persons having signed in will be recognized and have an opportunity to speak.

Speakers will have five (5) minutes to present comments to the school board. An extension of time may be granted pursuant to Board policy. Should more than one person wish to address the school board on the same agenda item, or should the comments become repetitious, speaker time may be shortened.

The District has policies related to complaints involving bullying, sexual harassment, school employees or students. Those policies include procedures designed to balance the rights of the person(s) bringing the complaint and the rights of the person against whom the complaint is made. If a complaint about bullying, sexual harassment, school employees or students is brought to the Board during the public forum, the person will be informed as to the applicable complaint procedure.

\* Individuals attending virtually and desiring to speak during public forum, instructions are given on the meeting agenda when it is posted to email their request to the superintendent’s office, including all identifying information, by noon the day of the board meeting.

*Notes: All Board members should be aware that SDCL 22-18-35(3) says any person who intentionally causes serious public inconvenience, annoyance, or alarm to any other person, or creates a risk thereof by disturbing any lawful assembly or meeting of persons without lawful authority is a criminal offense (Class 2 Misdemeanor). This statute could be referenced in extreme situations if a speaker/group fails to respect the decorum expected during a formal governmental meeting*

Adopted: 3/14/2022

MINUTES  
DOUGLAS SCHOOL DISTRICT  
BOARD OF EDUCATION MEETING

Monday, February 10, 2025

The Douglas School District No. 51-1 Board of Education held a Regular meeting on Monday, February 10, 2025 at 5:00 PM in the library conference room at Vandenberg Elementary School, Box Elder, South Dakota. President Tanya Gray presided. Those present were:

Ben Frerichs: Present (via Zoom), Tanya Gray: Present, Amy McGovern: Present, Chris Misselt: Present, Tonya Welch: Present, Jo Anne Mulholland: Associate Member Alternate, present;

All actions in these Minutes were by unanimous vote unless otherwise stated.

President Tanya Gray called the meeting to order at 5:00 p.m.

Last week was National School Counselor Week, Superintendent Kevin Case recognized our school counselors and the work they do supporting our students.

February 17-21 is School Board Appreciation Week. Superintendent Kevin Case thanked each board member for their service and expressed his appreciation for working together as a team.

There was nothing for public forum.

Motion to approve the agenda. This motion, made by Chris Misselt and seconded by Amy McGovern, Carried.

Motion to approve the consent agenda, Items A-F. This motion, made by Amy McGovern and seconded by Chris Misselt, Carried.

Approved Regular School Board Meeting Minutes for January 27, 2025.

Approved Personnel Action for February 10, 2025. (Attachment)

Approved Accounts Payable Report and January 2025 Payroll Report. (Attachments)

There were no conflicts disclosed as defined in SDCL 3-23.

Approved Black Hills Roofing RFP 001 for replacement of metal fascia at Badger Clark in the amount of \$10,680.49.

Acknowledged receipt of the Douglas Education Association letter indicating the desire to enter into negotiations for the 2025-26 school year.

### **Elementary and Secondary Curriculum and Instruction Items:**

Executive Director of Elementary Academics Ann Pettit provided an overview of the middle of the year Acadience assessment data for grades K-5. They are now using a digital platform which shows student scores as soon as the assessment is completed. This allows quicker response to individual student's needs. From the live site, she highlighted student performance trends and identified areas for growth. She discussed current instructional practices in place to support student success, with a focus on aligning teaching strategies to data-driven insights for continuous improvement.

Ann Pettit, Executive Director of Elementary Academics, gave an update on Pre-K and summer school programming. The summer school program was launched with the support of ESSER funding. Now that the ESSER resources have expired, current programming needs have been reassessed and top priorities identified. One key priority is continuing to fund our Pre-K program, which provides year-round services for students and prepares them for kindergarten. While summer school was successful, it only offered services to students for 16 days. As a result, we have made the decision to discontinue summer programming moving forward.

Extended school year (ESY) services will continue to be provided through Special Education funding, and credit recovery options will remain available for high school students.

### **Superintendent Items:**

Motion to approve Student Assignment Requests as recommended. This motion, made by Amy McGovern and seconded by Tonya Welch, Carried.

### **Fiscal Resources Items:**

Motion to approve appointment of Election Workers and Counters as presented. This motion, made by Chris Misselt and seconded by Tonya Welch, Carried.

Election Workers: Tanya Steffens, Kayse Emeline & Robert Hughes

Election Counters: Monica Knapp, Beverly Gabriel & Brenda Johnson

### **Operational Support Services Items:**

Motion to approve Second Reading of Revised Board Policies: GCDB - Criminal Background Checks and IKF-R - Required Courses. This motion, made by Amy McGovern and seconded by Chris Misselt, Carried.

Informational Reading of new Board Policy Exhibit GCPB-E(2) - Acknowledgment of Liquidated Damages

### **Reports:**

Superintendent Kevin Case and Business Manager Trista Olney were in Pierre last week connecting with state legislators and testifying in support of SB 6 and SB 16. There are 42 new legislators this session so have spent time on educating them on Douglas's needs and unique funding situation. Both bills will move to joint appropriations. They will be back in Pierre on February 25.

Superintendent Kevin Case shared information on the parent/caregiver survey being released this week. All buildings have the information and QR code for parents to use to take the short survey. The survey is being used to gather parent information. This is part of the first success measure on the District scorecard.

Committee Reports from Board Members and Comments from Associate Board Members

Ben Frerichs and Tonya Welch attended the Classified Listening Sessions last Friday. It was an opportunity for classified staff to have dialogue on what's going well and what barriers they are facing in their job duties.

Motion to move into executive session at 5:41 p.m. for Superintendent Evaluation according to SDCL 1-25-2.1. This motion, made by Amy McGovern and seconded by Tonya Welch, Carried.

President Tanya Gray brought the Board out of executive session at 6:34 p.m.

Motion to approve a contract extension with Superintendent Kevin Case through June 30, 2028 with final terms and conditions of the contract to be negotiated at a later date. This motion, made by Amy McGovern and seconded by Chris Misselt, Carried.

Motion to adjourn the meeting at 6:40 p.m. This motion, made by Chris Misselt and seconded by Tonya Welch, Carried.

\_\_\_\_\_  
Tanya Gray, President

\_\_\_\_\_  
Trista Olney, Business Manager

\_\_\_\_\_ Initials

\_\_\_\_\_ Date

Published once at the total approximate cost of \_\_\_\_\_.

**DOUGLAS SCHOOL DISTRICT****PERSONNEL ACTION 2/10/2025****Certified Resignations/Terminations**

	<b>Name</b>	<b>Position</b>	<b>Location</b>	<b>Effective Date</b>	
	Keri Flint	1st Grade Teacher	FC	5/23/2025	

**Classified Retirements**

	<b>Name</b>	<b>Position</b>	<b>Location</b>	<b>Effective Date</b>	
**	Lisa Scofield	Bus Driver	Transportation	5/23/2025	

**Certified Voluntary Transfer Request/Assignments**

	<b>Name</b>	<b>From Bldg/Position</b>	<b>To Bldg/Position</b>	<b>Effective Date</b>	
	Kaylee Reinert	MS/Reading Teacher	MS/Counselor	2025-2026	
**	Courtney Crosswait	MS/Principal	CO/Executive Director of Secondary Academics	7/1/2025	
**	Stacey Cowen	MS/Vice Principal	MS/Principal	7/1/2025	Assignment
**	Nathan Batteen	MS/Dean of Students	MS/Vice Principal	7/1/2025	Assignment

**Certified Staff Hiring**

	<b>Name</b>	<b>Location / Position</b>	<b>Wage</b>	<b>Effective Date</b>	
	Rani Mitchell	HS/Counselor	\$63,200.00	2025-2026	
	Sheryl Crofut	HS/CTE	\$63,200.00	2025-2026	
	Patrick Suttiff	FC/Counselor	\$57,950.00	2025-2026	
	Kathy Mraz	HS/ELA	\$63,200.00	2025-2026	

**Classified Staff Hiring**

	<b>Name</b>	<b>Location / Position</b>	<b>Wage</b>	<b>Effective Date</b>	
	Jacqueline Roberts	MS/Instructional Aide	\$17/hr	2/3/2025	
	Patricia Ongaco	VES/Lunchroom Aide	\$15.50/hr	2/5/2025	

\*\* Personnel Action additions and updates made after initial publication and before scheduled school board meeting.

<u>Vendor Name</u>	<u>Check #</u>	<u>Amount</u>
A TO Z SHREDDING	185255	711.96
ACE HARDWARE - BOX ELDER	185256	225.73
AMAZON.COM	185257	6,792.32
AMICK SOUND INC	185258	1,864.11
ANCORA PUBLISHING	185259	14,054.13
APPLE EDUCATION	185260	119.00
ASBSD	185261	25.00
BELLE FOURCHE HIGH SCHOOL	185262	250.00
BEST WESTERN PLUS RAMKOTA HOTEL	185245	192.00
BEST WESTERN WEST HILLS INN	185263	2,225.00
BIG HORN HIGH SCHOOL	185264	444.00
BLACK HILLS CHEMICAL CO	185265	11,005.68
BLACK HILLS STATE UNIVERSITY	185266	300.00
BOX ELDER HARDWARE	185267	276.86
CARNEGIE LEARNING	185268	40.00
CARQUEST AUTO PARTS	185269	107.53
CASH-VES	185270	62.73
CENTRAL HIGH SCHOOL ACTIVITIES	185271	600.00
CENTURYLINK	185273	482.45
CHADRON HIGH SCHOOLS	185274	100.00
CHAMBERLAIN HIGH SCHOOL	185275	290.00
CHILDRENS HOME CHILD ADVOCACY CENTER	185276	107.28
CITY OF BOX ELDER/PUBLIC WORKS DEPT	185277	815.07
COLUMN SOFTWARE PBC	185278	301.02
CRESCENT ELECTRIC	185279	102.45
DAKOTA BUS SERVICE, INC.	185280	6,237.50
DEMCO, INC	185281	114.64
DEPARTMENT OF REVENUE	185250	7.50
DUSTBUSTERS ENTERPRISES INC	185282	2,250.00
EBACH ENTERPRISES	185283	18,420.00
FOUNDATION BUILDING MATERIALS	185284	10,414.08
HAUFF MID-AMERICA SPORTS INC.	185285	379.75
HILL CITY HIGH SCHOOL	185286	150.00
JOHNSON CONTROLS INC	185287	1,021.43
JW PEPPER & SONS, INC.	185288	561.24

KIEFFER SANITATION	211	2,498.07
MATBOSS LLC	185290	259.00
MG OIL COMPANY, INC.	185291	8,614.45
MIDCONTINENT COMMUNICATIONS- AUTO PAY	216	1,519.79
MONTANA DAKOTA UTILITIES COMPANY, INC.	209	25,089.85
MS MAIL	185292	191.90
NORTH CENTRAL BUS & EQUIPMENT CO. INC	185293	1,183.35
PIERRE SCHOOL DISTRICT	185294	100.00
POSITIVE PROMOTIONS INC.	185295	72.90
PRESSURE SERVICES INC	185296	179.90
QUADIENT	185297	182.85
REGION 8 MUSIC CONTEST	185247	317.25
RIVERSIDE TECHNOLOGIES INC	185298	5,800.00
SAM'S CLUB	210	19.98
SANFORD HEALTH OCCMED	185299	129.00
SHERATON HOTEL AND CONVENTION CENTER	185300	440.00
SPARTAN STORES, LLC.	185302	58.55
STEVENS HIGH SCHOOL ACTIVITIES	185304	295.00
TEMPERATURE TECHNOLOGY INC	185305	1,456.41
THINKING COLLABORATIVE, LLC	185306	33.00
TIMMONS MARKET	185307	94.78
ULINE SHIPPING SUPPLY SPEC.	185308	168.00
VERIZON WIRELESS	185310	397.36
VOYAGER FLEET SYSTEMS, INC.	185314	76.14
WAL-MART STORES INC	210	448.00
WEST RIVER ELECTRIC-AUTOPAY	214	4,213.91
WESTERN COMMUNICATIONS, INC.	185311	768.00
WHISLER BEARING COMPANY	185312	67.12
YANKTON HIGH SCHOOL	185313	300.00
<b>GENERAL FUND</b>		<b>136,025.02</b>
AMAZON.COM	185257	24.67
CENTURY BUSINESS	185272	8,411.99
DENNY MENHOLT TOYOTA	185249	25,000.00
<b>CAPITAL OUTLAY</b>		<b>33,436.66</b>
AMAZON.COM	185257	342.50
KIELHOLD, NANCY	185289	30.00

RATWIK, ROSZAK & MALONEY, P.A	185248	667.50
SHINING PATHWAY ABA, LLS	185301	13,800.00
STARFALL EDUCATION	185303	195.00
TIMMONS MARKET	185307	4.58
USD CENTER FOR DISABILITIES	185309	455.00
<b>SPECIAL ED</b>		<b>15,494.58</b>
CITY OF BOX ELDER/PUBLIC WORKS DEPT	185277	26,706.58
<b>FEDERAL PROJECTS</b>		<b>26,706.58</b>
AMAZON.COM	12655	410.44
BLACK HILLS SPECIAL SERVICES COOPERATIVE	12656	60.00
CASH-WA DISTRIBUTING COMPANY, INC.	12657	8,704.74
COCA-COLA BOTTLING CO HIGH COUNTRY	12658	855.00
DAKOTA WAREHOUSE	12646	60.00
PAN-O-GOLD BAKING COMPANY, INC.	12659	1,484.18
PIZZA HUT- BOX ELDER	12648	1,197.00
PRAIRIE FARMS	12661	8,997.67
PROGUARD SERVICE & SOLUTIONS	12662	2,227.92
REINHART FOOD SERVICE LLC	12663	19,180.79
SDRA/SDRA SERVICES COMBINED	12651	760.00
SERVALL TOWEL & LINEN SUPPLY, INC.	12664	281.70
<b>FOOD SERVICE</b>		<b>44,219.44</b>
<b>GRAND TOTAL:</b>		<b>255,882.28</b>

**PAYROLL EXPENDITURES**

**JANUARY 7 2025**

**JANUARY 21 2025**

**TOTALS**

**\$1,231,683.73**

**\$1,159,132.49**

**DOUGLAS SCHOOL DISTRICT  
PERSONNEL ACTION 2/24/2025**

**Certified Resignations/Terminations**

Name	Position	Location	Effective Date
Sherry Oyler	Math Teacher	DHS	5/23/2025

**Classified Resignations/Terminations**

Name	Position	Location	Effective Date
Briana Hernandez	Lunchroom Aide	BC	2/7/2025

**Certified Voluntary Transfer Request/ Assignments**

Name	From Bldg/Position	To Bldg/Position	Effective Date
Amanda Duvall	MS/6th ELA	MS/TOSA Student Success Coach	2025-2026
Kristine Knottnerus	MS/6th Special Education Teacher	BC/Special Education Teacher	2025-2026
Nicole Simmons	MS/6th Reading	MS/6th ELA	2025-2026

**Certified Staff Hiring**

Name	Location / Position	Wage	Effective Date
Susanne McFarland	FC/CRT	\$73,200.00	2025-2026
Kayla Anderson	FC/CRT	\$60,950.00	2025-2026
Shawna Meisman	MS/Reading Teacher	\$58,200.00	2025-2026

**Classified Staff Hiring**

Name	Location / Position	Wage	Effective Date
Mallory Walker	MS/Library Aide	\$17.00	2025-2026
Tabatha Morgan	BC/Lunchroom Aide	\$15.50/hr	2/18/2025

**Temporary Hires**

Name	Position	Salary	Effective Date
Cari Kennedy	Spring Drama Technical	\$15/hr	2024-2025

\*\* Personnel Action additions and updates made after initial publication and before scheduled school board

<b>January 1, 2025 FINANCIAL</b>	<b>GENERAL FUND</b>	<b>CAPITAL OUTLAY</b>	<b>SPECIAL EDUCATION</b>
BALANCE 12/31/24	299,717.06	(432,464.73)	2,341,399.38
RECEIPTS:			
TAXES	30,327.51	18,520.77	9,810.67
INTEREST	1,150.36	0.00	0.00
ADMISSIONS	3,524.00	0.00	0.00
LOCAL	200.88	1,750.00	0.00
COUNTY	9,243.13	0.00	0.00
STATE	1,368,495.00	0.00	305,997.00
FEDERAL	0.00	0.00	36,523.00
OTHER	505.50	53.44	0.00
INTERFUND TRAN.	15,509.12	0.00	0.00
TOTAL RECEIPTS:	1,428,955.50	20,324.21	352,330.67
DISBURSEMENTS:			
VERIFIED CLAIMS	381,718.54	299,337.37	298,543.84
SALARIES	1,707,479.25	0.00	431,682.31
TRANSFERS OUT			
<b>BALANCE 01/31/25</b>	<b>(360,525.23)</b>	<b>(711,477.89)</b>	<b>1,963,503.90</b>
BALANCE 01/31/24	(165,620.14)	1,726,691.63	1,735,621.84

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<b>January 1, 2025 FINANCIAL</b>	<b>FEDERAL PROJECTS</b>	<b>UNEMPLOY- MENT FUND</b>
BALANCE 12/31/24	907,374.52	49,148.70
RECEIPTS:		
LOCAL		
STATE		
FEDERAL	0.00	0.00
REIMBURSEMENTS	13,942.00	
OTHER (LOCAL) -AFROTC	0.00	0.00
INTERFUND TRAN.		
TRANSFER IN		
TOTAL RECEIPTS:	13,942.00	0.00
DISBURSEMENTS:		
VERIFIED CLAIMS	336.99	462.00
SALARIES	101,596.81	0.00
TRANSFERS OUT		
<b>BALANCE 01/31/25</b>	<b>819,382.72</b>	<b>48,686.70</b>
BALANCE 01/31/24	(3,727,652.19)	49,497.51

<b>January 1, 2025 FINANCIAL</b>	<b>DEP CARE</b>	<b>MEDICAL REIMB</b>	<b>IMPACT AID</b>
BALANCE 12/31/24	1,717.56	(6,696.83)	28,438,152.54
RECEIPTS:			
INTEREST	0.00	0.00	15,509.12
FEDERAL	0.00	0.00	(36,523.00)
LOCAL	1,585.44	3,720.56	0.00
OTHER			
INTERFUND TRAN.			
LOANS			
TOTAL RECEIPTS:	1,585.44	3,720.56	(21,013.88)
DISBURSEMENTS:			
VERIFIED CLAIMS	1,771.68	5,081.46	0.00
EXPENDITURES/TRANSFERS OUT	0.00	0.00	15,509.12
<b>BALANCE 01/31/25</b>	<b>1,531.32</b>	<b>(8,057.73)</b>	<b>28,401,629.54</b>
BALANCE 01/31/24	1,690.76	(5,283.33)	26,548,333.54

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<b>January 1, 2025 FINANCIAL</b>	<b>FOOD SERVICE</b>	<b>FIDUCIARY FUNDS</b>
BALANCE 12/31/24	274,556.61	251,204.97
RECEIPTS:		
INTEREST		
SALES	54,727.59	0.00
STATE	0.00	0.00
FEDERAL	58,895.51	0.00
LOCAL	72.20	56,259.82
OTHER	0.00	0.00
INTERFUND TRAN.		
LOANS		
TOTAL RECEIPTS:	113,695.30	56,259.82
DISBURSEMENTS:		
VERIFIED CLAIMS	155,350.71	95,226.21
SALARIES	25,344.12	0.00
<b>BALANCE 01/31/25</b>	<b>207,557.08</b>	<b>212,238.58</b>
BALANCE 01/31/24	387,557.24	260,880.03

## Board Report

<u>Vendor Name</u>	<u>Check #</u>	<u>Amount</u>
A & B WELDING SUPPLY COMPANY INC.	185330	1,129.71
A TO Z SHREDDING	185255	711.96
AASA REGISTRATION	185315	900.00
ACE HARDWARE - BOX ELDER	185256	225.73
AMAZON.COM	185315	6,835.85
AMERICAN AIRLINES	185315	70.00
AMICK SOUND INC	185258	1,864.11
ANCORA PUBLISHING	185259	14,054.13
APPLE EDUCATION	185260	119.00
ASBSD	185261	25.00
BELLE FOURCHE HIGH SCHOOL	185262	250.00
BENNET COUNTY HIGH SCHOOL	185331	100.00
BEST WESTERN PLUS RAMKOTA HOTEL	185332	1,152.00
BEST WESTERN WEST HILLS INN	185263	2,225.00
BIG HORN HIGH SCHOOL	185264	444.00
BJ'S INSTRUMENT REPAIR	185333	80.00
BLACK HILLS CHEMICAL CO	185265	11,005.68
BLACK HILLS ENERGY- AUTO PAY	218	33,104.28
BLACK HILLS ROOFING, INC.	185334	389.00
BLACK HILLS STATE UNIVERSITY	185266	300.00
BLACK HILLS URGENT CARE	185335	500.00
BOX ELDER HARDWARE	185336	412.39
BROAD REACH BOOKS	185337	244.44
BROOKINGS SUPER 8	185338	2,190.11
BURNS, ANTHONY	185339	209.60
CAMPBELL COUNTY HIGH SCHOOL	185340	285.00
CARNEGIE LEARNING	185268	40.00
CARQUEST AUTO PARTS	185341	117.63
CASH-VES	185270	62.73
CENTRAL HIGH SCHOOL ACTIVITIES	185271	600.00
CENTURYLINK	185273	482.45
CHADRON HIGH SCHOOLS	185274	100.00
CHAMBERLAIN HIGH SCHOOL	185275	290.00
CHEYENNE EAST HS	185342	685.00
CHILDRENS HOME CHILD ADVOCACY CENTER	185276	107.28

CIRCLE K	185315	525.89
CITY OF BOX ELDER/PUBLIC WORKS DEPT	185277	815.07
CLUBHOUSE HOTEL & SUITES	185343	226.46
COLUMN SOFTWARE PBC	185344	333.58
CRESCENT ELECTRIC	185279	102.45
CROSSROADS HOTEL	185346	210.50
CRUM ELECTRIC SUPPLY CO INC	185347	329.94
DAKOTA BUS SERVICE, INC.	185348	17,707.50
DAYLIGHT DONUTS	185315	62.50
DAYS INN GILLETTE	185349	539.67
DAYS INN- MITCHELL	185350	452.00
DELTA AIR LINES	185315	568.37
DEMCO, INC	185281	114.64
DOLLAR GENERAL	185315	77.09
DUSTBUSTERS ENTERPRISES INC	185282	2,250.00
EBACH ENTERPRISES	185283	18,420.00
ECONO LODGE BLACK HILLS	185315	80.27
EMPIRICAL RESOLUTION INC	185315	160.00
EVERGREEN OFFICE PRODUCTS	185351	467.00
FAULKNER, MELANIA	185352	85.00
FENWORKS, INC.	185353	300.00
FERGUSON, NICHOLAS	185354	445.00
FIDUCIARY ACCOUNT	185355	14,740.98
FOUNDATION BUILDING MATERIALS	185284	10,414.08
HARRISBURG HIGH SCHOOL SPEECH & DEBATE	185357	1,000.00
HAUFF MID-AMERICA SPORTS INC.	185285	379.75
HERMOSA SCHOOL	185358	35.00
HIGH POINT NETWORKS, LLC	185359	17.00
HILL CITY HIGH SCHOOL	185286	150.00
HOBBY LOBBY CREATIVE CENTER	185315	16.02
HOT SPRINGS SCHOOL DISTRICT	185360	150.00
IDVILLE	185315	249.73
INFINITY MACHINE LLC	185315	73.73
INNOVATIVE OFFICE SOLUTIONS	185361	7,386.08
JOANN FABRIC	185315	148.85

JOHNSON CONTROLS INC	185287	1,021.43
JOSTENS INC	185362	49.00
JW PEPPER & SONS, INC.	185288	636.24
KIEFFER SANITATION, INC.-AUTO PAY	217	2,797.10
LEADERSHIP MATTERS LLC	185364	2,600.00
LOWE'S BUSINESS ACCOUNT	185315	330.76
LYNN JACKSON SHULTZ & LEBRUN PC INC	185365	1,214.00
MARCO'S PIZZA	185315	195.52
MATBOSS LLC	185290	259.00
MG OIL COMPANY, INC.	185366	10,683.48
MS MAIL	185292	191.90
MY PLACE -RAPID CITY	185315	452.27
NORTH CENTRAL BUS & EQUIPMENT CO. INC	185293	1,183.35
PARTS TOWN	185368	1,406.61
PIERRE SCHOOL DISTRICT	185294	100.00
POSITIVE PROMOTIONS INC.	185295	72.90
PRESSURE SERVICES INC	185296	179.90
PRINCIPALS CONFERENCE, THE	185369	200.00
QUADIENT	185297	182.85
RAMADA PLAZA by WYNDHAM SHERIDAN -	185370	720.00
RAPID CITY CHRISTIAN SCHOOL	185371	30.00
RAPID CITY REGIONAL AIRPORT	185315	52.00
REALITYWORKS	185373	67.00
RIVERSIDE TECHNOLOGIES INC	185298	5,800.00
SAM'S CLUB	185315	108.20
SANFORD HEALTH OCCMED	185299	129.00
SCHEELS ALL SPORTS	185315	391.97
SDCTM/SDSTA JPDC	185315	225.00
SHERATON HOTEL AND CONVENTION CENTER	185300	440.00
SOFTWARE UNLIMITED INC	185375	1,332.00
SOUTH DAKOTA SECRETARY OF STATE	185315	80.00
SPARTAN STORES, LLC.	185302	58.55
STAGECOACH WEST BUS INC	185376	3,411.00
STAN HOUSTON EQUIPMENT COMPANY, INC.	185377	393.00
STAYBRIDGE SUITES: SIOUX FALLS SOUTHWEST	185378	122.67

STEVENS HIGH SCHOOL ACTIVITIES	185304	295.00
SUPER 8	185379	464.56
TEMPERATURE TECHNOLOGY INC	185305	1,456.41
THINKING COLLABORATIVE, LLC	185306	33.00
TIMMONS MARKET	185307	94.78
TRACTOR TOOLS DIRECT	185315	98.60
TRIBBY, COURTNEY	185381	1,000.00
ULINE SHIPPING SUPPLY SPEC.	185308	168.00
UNIQUE SIGNS	185382	1,540.01
UNITED AIR LINES	185315	1,235.80
US BANK	185315	202.58
VERIZON WIRELESS	185310	397.36
VOYAGER FLEET SYSTEMS, INC.	185383	431.66
WAL-MART STORES INC	185315	77.95
WESTERN COMMUNICATIONS, INC.	185311	768.00
WESTERN STATES FIRE PROTECTION COMPANY	185384	5,710.00
WHISLER BEARING COMPANY	185312	67.12
WRESTLING CLUB	185385	1,210.00
YANKTON HIGH SCHOOL	185313	300.00
<b>GENERAL FUND</b>		<b>213,013.76</b>
AMAZON.COM	185257	24.67
BLACK HILLS ROOFING, INC.	185334	0.00
CENTURY BUSINESS	185272	8,411.99
CO-OP ARCHITECTURE	185345	15,125.00
FOLLETT CONTENT SOLUTIONS, INC	185356	3,995.07
RIVERSIDE TECHNOLOGIES INC	185374	2,899.00
SARNAFIL SERVICES, INC	185387	140,805.70
TEMPERATURE TECHNOLOGY INC	185380	72,500.00
<b>CAPITAL OUTLAY</b>		<b>243,761.43</b>
AMAZON.COM	185257	342.50
COUNCIL OF ADMINISTRATORS OF SPECIAL	185315	606.88
DELTA AIR LINES	185315	776.36
KIELHOLD, NANCY	185289	30.00
MCDONALDS	185315	65.00
RATWIK, ROSZAK & MALONEY, P.A	185372	1,805.50
SHINING PATHWAY ABA, LLS	185301	13,800.00

STARFALL EDUCATION	185303	195.00
TIMMONS MARKET	185307	4.58
USD CENTER FOR DISABILITIES	185309	455.00
WAL-MART STORES INC	185315	598.29
<b>SPECIAL ED</b>		<b>18,679.11</b>
CITY OF BOX ELDER/PUBLIC WORKS DEPT	185277	26,706.58
ORTON-GILLINGHAM INSTITUE, THE	185367	3,285.00
PIZZA HUT- BOX ELDER	185315	705.00
SAM'S CLUB	185315	134.07
<b>FEDERAL PROJECTS</b>		<b>30,830.65</b>
		<u>506,284.95</u>
CASH-WA DISTRIBUTING COMPANY, INC.	12672	10,373.66
CHILD AND ADULT NUTRITION	12673	1,355.00
COCA-COLA BOTTLING CO HIGH COUNTRY	12674	813.00
FIDUCIARY ACCOUNT	12675	70.00
GENERAL FUND	12676	43,095.78
PAN-O-GOLD BAKING COMPANY, INC.	12677	1,083.38
PIZZA HUT- BOX ELDER	12678	750.50
PRAIRIE FARMS	12679	6,014.52
REINHART FOOD SERVICE LLC	12680	18,348.30
SERVALL TOWEL & LINEN SUPPLY, INC.	12681	187.80
<b>FOOD SERVICE</b>		<b>82,091.94</b>
<b>Grand Total:</b>		<b><u>588,376.89</u></b>

<b>MEMORANDUM OF AGREEMENT BETWEEN</b> _____ the Department of the Air Force (Military Service) <b>AND</b> _____ Douglas School District #51-1 (Name of School District)	Form Approved OMB Number 0704-0680 Expires 02/28/2027
<b>TO ESTABLISH AND OPERATE A JUNIOR RESERVE OFFICERS' TRAINING CORPS UNIT</b>	

The public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to Department of Defense, Washington Headquarters Services, Director of Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to any penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number. Please DO NOT RETURN your form to the above address. Send your form to the appropriate Service Representative

**Privacy Advisory**

Disclosure of this information is voluntary and will be used to provide notice and communication related to this Memorandum of Agreement. When completed, this form contains personally identifiable information and is protected by the Privacy Act of 1974, as amended

This Memorandum of Agreement (MOA) is hereby entered into by and between \_\_\_\_\_ the Department of the Air Force \_\_\_\_\_ (Military Service Name) acting through \_\_\_\_\_ the Holm Center Commander \_\_\_\_\_ (first General/Flag Officer Command above JROTC Program Office), and \_\_\_\_\_ Douglas School District #51-1 \_\_\_\_\_ (School District Name) (collectively the Parties) for the establishment of a Junior Reserve Officers' Training Corps (JROTC) Unit at \_\_\_\_\_ Douglas High School \_\_\_\_\_ (Name of School Hosting the Unit), pursuant to United States Code, Title 10, Subtitle A, Part III, Chapter 102, §§ 2031-2036 and reference I.2. herein.

The purpose of the JROTC program is to instill in students in United States secondary educational institutions the values of citizenship, service to the United States (including an introduction to service opportunities in military, national, and public service), personal responsibility and a sense of accomplishment. Upon execution by \_\_\_\_\_ the Department of the Air Force \_\_\_\_\_ (Military Service Name) on the date of signature below, a JROTC unit is established at \_\_\_\_\_ Douglas High School \_\_\_\_\_ (Host School) consisting of students voluntarily enrolled. This MOA together with the Military Service Addendum herein (reference I.6) contain the Parties' entire agreement and outlines terms and responsibilities for both the Military Service and the School District.

- I. REFERENCES.** The following references are incorporated herein and apply to both Parties:
1. 10 U.S.C. §§ 2031-2036
  2. Department of Defense (DoD) Instruction 1205.13 "Junior Reserve Officers' Training Corps Program"
  3. Department of Defense Education Activity (DODEA) Administrative Instruction 1443.02 "Prohibited Sexual, Sex-Based, and Other Related Abusive Misconduct Reporting and Response"
  4. DD Form 3200, Junior Reserve Officers' Training Corps Instructor Prohibited Activities Acknowledgment
  5. DD Form 3203, Junior Reserve Officers' Training Corps Student/Parent/Guardian Acknowledgment of Expected Standards Of Conduct And Participation
  6. \_\_\_\_\_ AFJROTC MOA Addendum (March 2024)  
 (Name of Military Service-specific Addendum)

**II. STATEMENT OF NON-DISCRIMINATION.** The DoD is committed to creating and maintaining a safe and trusted learning and work environment free from discrimination and harassment (including sexual harassment as defined by the US Department of Education in Sexual Harassment Guidance 2020). The DoD does not condone and will not tolerate hostile environments, including any created by sexual harassment, sexual assault, problematic sexual behavior in children and youth (PSB-CY) as defined in [DoD Instruction 6400.01](#), or other related abusive misconduct of, or by, employees, students, other beneficiaries (to include and when applicable, volunteers, students, support personnel, student teachers, contractors, and parents/guardians), or anyone within the School District jurisdiction in JROTC-conducted or sponsored education and training programs and activities, committed both on and off school premises.

The following School District and Host School office handles inquiries regarding the non-discrimination policies:  
 \_\_\_\_\_ 420 Patriot Drive, Box Elder, SD 57719 \_\_\_\_\_ (Address). The following School District and Host School office handles Title IX inquiries and complaints: \_\_\_\_\_ Tim Kosters \_\_\_\_\_ (Host School District's Title IX Coordinator/ Office Address/Contact Information). Any JROTC student, instructor, or other beneficiary who reports that they, or someone they know, has been subjected to a violation of this MOA, including reference I.6, has the right to prompt response and intervention by an appropriate DoD/JROTC official or School District official to ensure the safety and welfare of those individuals involved. [Refer to Sections III.5 and IV below]

- III. UNDERSTANDINGS OF THE PARTIES.**
1. **Nondiscrimination.** Neither party shall discriminate in conducting a JROTC program. This includes denying participation in or the benefits derived from the JROTC program (e.g., admission of students, hiring of JROTC instructors who meet statutory requirements, or subsequent participation of students and instructors) on the basis of race, color, religion, sex (including pregnancy and gender identity), national origin, political affiliation, sexual orientation, marital status, disability, genetic information, age, membership in an employee organization, retaliation, parental status, military service, or other non-merit factor in its employment, programs and activities.
  2. **Retaliation Prohibited.** Retaliation against an individual/individuals reporting, either verbally or in writing, an allegation or suspicion of violation of this MOA or reference I.6, or who participates in or cooperates with an investigation of such report or suspicion, is strictly prohibited.
  3. **Partnership/Certification Relationship and Background Checks.** JROTC instructors serve two chains of authority and shall be responsible to both the Military Service (their certifier) and the School District (their employer) for properly operating the JROTC program and for their own professional conduct. In addition to the School District's requirements, JROTC instructors have mandatory responsibilities levied upon them by their Military Service as described in reference I.6.
    - a) Both parties shall provide JROTC instructors with relevant training and their policy prohibiting harassment and abuse (e.g., annual instructor/teacher anti-harassment training, DD Form 3200, "JROTC Instructor Prohibited Activities Acknowledgment") and inform each other on all significant personnel matters (such as suspensions or terminations) concerning instructor certification and employment. The Host School shall maintain the signed DD Form 3200 and signed DD Form 3203 and make available for review per paragraph 6.b.

b) Although the Military Service is not a party to the instructor's employment contract, the Military Service is the certifying authority for JROTC instructors and maintains an inherent need-to-know regarding any information related to performance, conduct, and employment status. As such, the Military Service shall:

- (1) Conduct and fund initial and on-going background checks on JROTC instructor for certification purposes.
- (2) Childcare National Agency Check with Inquiries (CNACI) investigation (re-verified every 5 years, or when triggered by an instructor's adverse credit check, any adverse instructor information identified, or a break in instructor service of more than 24 months)
- (3) JROTC instructors will complete JROTC Initial Qualification Training (JIQT) prior to certification.
- (4) Require all JROTC instructors to authorize the release to the Military Service of any information the School District determines is necessary to ensure compliance with the terms of this MOA related to the JROTC instructor's employment and/or conduct.
- (5) Immediately suspend the certification of JROTC instructors and/or begin decertification procedures based on any violation of this MOA by the instructor, adverse investigation findings, or reference I.6.

c) The School District shall:

- (1) Interview and employ only approved JROTC instructors as required by reference I.6.
- (2) Perform state and local background checks at their own expense in accordance with applicable federal, state, and local requirements.
- (3) Provide JROTC instructors a contract of employment with the School District as the employing agency and in accordance with reference I.6.
- (4) Provide a copy of this certified MOA to JROTC instructors.
- (5) Provide JROTC students and parents/guardians at the beginning of each academic year, and upon request, JROTC promotional and pertinent administrative materials to ensure they are aware of their rights under this MOA. This must include both parties' contact information in Section IV and the proper procedures for reporting and responding to allegations of violations.

4. **Monitoring Instructor Performance.** The Military Service holds the certification of all JROTC instructors, and therefore maintains an inherent right to monitor instructor behavior and performance. They must receive any necessary information from the School District regarding instructor performance, professional conduct, and employment status.

a) The Military Service shall:

- (1) Ensure instructors receive performance counseling and/or professional development within thirty (30) days of the effective date of employment with the School District, and then annually, usually at the beginning of each school semester.
- (2) Mentor, monitor and counsel all instructors concerning their educational requirements under this MOA and reference I.6.
- (3) Assess the instructional performance of at least one instructor per school.

b) The School District shall:

- (1) Communicate with the Military Service on all matters concerning instructor performance, conduct, and employment as permitted by state law. School districts wishing to transfer or reassign a JROTC instructor between JROTC host schools may do so in accordance with district policies and reference I.6., with consent of the JROTC instructor and with prior written approval from the Military Service.
- (2) Conduct annual JROTC instructor evaluations/assessments and provide them, by electronic copy, to the Military Service point of contact in Section IV.
- (3) Notify the Military Service in writing of any instructor evaluation that does not meet School District requirements within three (3) business days.
- (4) Include the Senior Military Service instructors in meetings where policies, recommendations, or decisions affecting the JROTC Program are made, including the employment or discharge of JROTC instructors.
- (5) Have effective and timely procedures in place to ensure the Military Service AFJROTC Chief of Instructor Management (POC) is advised of any disciplinary or administrative action levied upon a JROTC instructor (i.e., administrative leave, suspensions, letters of admonishment), the initiation of any investigation into alleged JROTC instructor misconduct (school, civil, or criminal), or any changes in the employment status of an JROTC instructor. If any of the aforementioned items occur, the School District shall notify the Military Service in writing within one (1) business day. The Host School shall include enough information to provide the Military Service a comprehensive understanding of the nature and scope of any allegations, investigation, or complaint.

5. **Preventive, Corrective, and Disciplinary Actions.** Both parties shall take all necessary and appropriate action needed to prevent, correct, and, if necessary, discipline behavior which violates this MOA concurrent with or independent of any outside investigations and action that may be taken by appropriate external enforcement entities, where applicable. The host institution will address any violation by Instructor, Trainer, or participating student in accordance with their school district's student and personnel policies. Violations may not be ignored or dismissed by either party, JROTC instructors, or program volunteers, especially if a student is being sexually harassed, sexually assaulted, or subjected to other related misconduct by any adult (welcome or unwelcome), or if anyone is touching or trying to touch a juvenile in a sexual way against their will or without lawful consent.

a) **Mandatory Reporting.** Child abuse, neglect, sexual assault and sexual harassment must be reported by JROTC instructors and program volunteers. Minor incidents of sexual harassment and other related abusive misconduct, even if it has been successfully resolved in the moment by addressing the harasser directly, must still be reported to the appropriate School District, Host School, and Military Service personnel to create a record in case the misconduct occurs again. The Military Service cannot take action to stop harassing, assaultive, problematic, and abusive misconduct if they are unaware it is happening.

b) **Response.** School District and Host School shall report preventative, corrective, and disciplinary actions in accordance with state, local, School District, and Host School policy.

6. **Program Evaluations.** The parties shall perform program evaluations for trend analysis and to monitor the effectiveness of response and resolution and facilitate ongoing recommendations for improvements to the JROTC program.

a) The Military Service shall:

- (1) Make annual visits to the Host School, either announced or unannounced, per reference I.2, to evaluate the operation, administration, and effectiveness of the JROTC program and ensure continued compliance with this MOA and Military Service standards in reference I.6.

- (2) Evaluate compliance with this MOA (e.g., the number, nature, and resolution of reported violations) periodically throughout the fiscal year.
  - (3) Include the JROTC Program in its Management and Internal Controls Program to review, assess, and report on the effectiveness of internal control.
- b) The School District shall maintain and make available for review all JROTC instructor evaluations and program records during program visits and for a period of ten (10) years following the expiration or termination of this MOA. Failure to adhere to this requirement may result in decertification of the instructor, placement of the JROTC Program in a probationary status, or Program disestablishment.
7. **Minimum Number of Enrolled Students.** The School District and Host School shall ensure that each unit maintains a minimum student enrollment of at least (A) 10 percent of the Host School's student population (grades 8-12 or 9-12, whichever is applicable), or (B) 100 students, whichever is less, as required by 10 U.S.C. § 2031(b)(1). Actual enrollment shall only be determined by counting those students who voluntarily meet, and subsequently maintain acceptable standards of academic achievement and conduct, as prescribed by the Secretary of the military department concerned, as required by 10 U.S.C. § 2031(b)(4). The JROTC unit shall be placed on probation if these requirements are not met.
8. **Voluntary Student Enrollment.** The School District and Host School shall only permit voluntary student enrollment in the JROTC program. The School District shall fully inform prospective JROTC students that the program is voluntary and of all mandatory JROTC enrollment requirements before authorizing enrollment into the JROTC program. Only students who voluntarily choose to meet and maintain acceptable JROTC standards in reference I.6 shall be enrolled into, and permitted to remain in, the JROTC program. The Host School shall ensure all enrollments of students into the JROTC program are conducted with the prior knowledge and endorsement of the Military Service per reference I.6. If a JROTC instructor senses a student has been involuntarily enrolled, they must inform both the Senior Military Service instructor and Host School Principal.
9. **JROTC Cadet Health/Wellness Participation Waiver.**
- a) The Host School will:
    - (1) Collect and maintain a medical release and Parent/Guardian acknowledgement of the risk(s) associated with all physical activity sessions (e.g., walking, running, calisthenics, drills) and acknowledging any risk associated with any physical activity.
    - (2) Inform its JROTC faculty of anything that should keep a student from participating in the JROTC Cadet Health/Wellness Program. The JROTC Senior Instructor shall make the enrollment decision for any student who has a permanent disability that inhibits full participation in physical activity sessions. Only students who complete and submit the required JROTC Cadet Health/Wellness Program release and acknowledgement shall be enrolled into, and permitted to remain in, the JROTC program. The JROTC Cadet Health/Wellness Program is designed to improve physical fitness.
  - b) The Military Service shall:
    - (1) Ensure that all physical activity sessions shall be supervised and monitored by at least one JROTC instructor.
    - (2) Identify any Health/Wellness training requirements (refer to reference I.6).
10. **Prohibitions on Fundraising.** The School District shall not permit any fundraising for external entities while using government equipment or while in uniform. Fundraising and grants in support of the JROTC unit are authorized as governed by state and local policies. The acceptance of any grants and/or funds by the School District and/or Host School does not reflect an endorsement by the Department of Defense.
11. **Information Technology (IT) support.** The School District and Host School shall provide the appropriate IT support to include access to third-party websites that are required for instructors, other school employees and district employees to perform routine tasks. Third party-websites include any website in support of administrative, budgetary, and curriculum delivery and support, and testing services. Required websites shall be provided by JROTC headquarters staff to the School District and Host School upon request.
12. **Facilities.** The Host School shall provide the partner Military Service with adequate facilities for classroom instruction, storage of non-lethal arms and other equipment which may be furnished in support of the unit, and adequate drill areas at or in the immediate vicinity of the institution, as determined by the Secretary of the military department concerned, as required by 10 U.S.C. § 2031(b)(2). Additionally, the Host School shall provide administrative office(s), office equipment, including telephone service capable of electronic data transmission, instructional supplies (other than those provided by the Service), and utilities. The Host School shall pay for the cost and maintenance of these facilities thereof.
13. **Military Instruction.** The School District and Host School shall provide a course of military instruction of not less than three academic years' duration and which may include instruction or activities in the fields of science, technology, engineering, and mathematics, as prescribed by the Secretary of the military department concerned, as required by 10 U.S.C. § 2031(b)(3).
14. **Storage and Safekeeping of Government Property.** The Host School shall provide secure and adequate storage areas for the protection and security of Government Furnished Property and comply with all applicable regulations relating to the issue, care, use, safekeeping, turn-in, and accounting for such property. The School District shall promptly replace, or repair at its cost and to the satisfaction of the Military Department any such item that is lost or sustains damage directly or indirectly attributable to the conduct of the School District or Host School. The School District shall furnish to the Military Departments a bond or insurance policy from a financial institution satisfactory to the Military Department in an amount equal to the replacement value of Government-furnished Property. The School District shall ensure that the bond or insurance remains in effect for the requisite amount at all times during the term of this Agreement and, thereafter, so long as any Government-Furnished Property remains in the School District's custody. If the School District elects to provide an insurance policy, it shall name the United States as an additional insured and provide a certificate to that effect to the Military Department.

**IV. POINTS OF CONTACT.** The following points of contact will be used by the Parties to provide any notice required under this MOA. Each Party may change its point of contact in writing upon 10 business days' notice to the other Party.

**1. For the School District**

**Primary:**

Title: Douglas School District 51-1 Superintendent

Address: 400 Patriot Drive, Box Elder, SD 57719

Email: Kevin.Case@k12.sd.us

Telephone Number: 605-923-0000

**Alternate:**

Title: Douglas School District 5-1 Business Manager

Address: 400 Patriot Drive, Box Elder, SD 57719

Email: Trista.Olney@k12.sd.us

Telephone Number: 605-923-0000

**2. For the Military Service**

**Primary:**

Title: AFJROTC Headquarters Support Division

Address: 60 West Maxwell Blvd, Maxwell AFB, AL 36112

Email: jrotc.jrs.support@au.af.edu

Telephone Number: 334-953-XXXX

**Alternate:**

Title: AFJROTC Chief of Instructor Management

Address: 60 West Maxwell Blvd, Maxwell AFB, AL 36112

Email: jrotc.jri@au.af.edu

Telephone Number: 334-953-7742

**V. GOVERNING LAW.** This MOA is governed by and shall be construed under all applicable Federal, state, and local Laws. However, compliance with state and local laws by the military service is voluntary.

**VI. MODIFICATION OF MOA.** This MOA may only be modified by written agreement of both Parties, and duly signed by their authorized representatives. This MOA shall be reviewed for currency in accordance with the Military Service's policy, who reserves the right to require renewal of this MOA by both parties if significant program changes occur.

**VII. NO WAIVER.** Unless expressly stated in writing, signed by the Military Service, the waiver by the Military Service of any act, duty, or obligation required of the institution hereunder shall not be construed as a waiver of any other, or of any future act, duty, or obligation to be performed by the School District or Host School.

**VIII. ENTIRE AGREEMENT.** It is expressly understood and agreed that this MOA together with reference I.6. constitutes the entire agreement between the Parties and supersedes and replaces any prior agreement, understandings, or representations between the parties. Regardless of changes to the employment status of the original signatories, this MOA shall remain in effect until officially terminated.

**IX. CONFLICTS.** In the event of any conflict between this MOA and reference I.6, this MOA takes precedence.

**X. REPRESENTATIVE AUTHORITY.** Each undersigned representative of the parties to this MOA certifies he or she is fully authorized to enter into the terms and conditions of this MOA and to execute the same so as to effectively bind each party to its terms.

**XI. SEVERABILITY.** If any term, provision, or condition of this MOA is held to be invalid, void, or unenforceable by a governmental authority and such holding is not or cannot be appealed further, then such invalid, void, or unenforceable term, provision, or condition shall be deemed severed from this MOA and all remaining terms, provisions, and conditions of this MOA shall continue in full force and effect. The Parties shall endeavor in good faith to replace such invalid, void, or unenforceable term, provision, or condition with valid and enforceable terms, provisions, or conditions which achieve the purpose intended by the Parties to the greatest extent permitted by law.

**XII. TERMINATION.** This MOA may be terminated by either Party by giving at least 30 days' written notice to the other Party. This MOA shall remain in effect throughout the semester/trimester, and the termination date of this agreement may only occur during non-instruction periods in the academic calendar year.

**XIII. TRANSFERABILITY.** This MOA is not transferable.

**XIV. ANTI-DEFICIENCY ACT.** Nothing in this MOA shall be construed as obligating the Military Service, its officers, employees, or agents to expend any funds in excess of appropriations authorized for such purposes in violation of the Federal Anti-Deficiency Act (31 U.S.C. § 1341).

**XV. EFFECTIVE DATE.** This MOA takes effect as of the date on which it has been certified by the Military Service.

**XVI. CANCELLATION OF PREVIOUS MOA.** This MOA cancels and supersedes any prior agreement by the Parties.

FOR THE SCHOOL		
<b>TYPED NAME (Last, First, Middle Initial) AND TITLE</b> Kevin E. Case, Superintendent	<b>SIGNATURE</b>	<b>DATE SIGNED (YYYYMMDD)</b>
FOR THE MILITARY SERVICE		
<b>TYPED NAME (Last, First, Middle Initial) AND TITLE</b> Tipton, Matthew E., Colonel, Director, AF/SF JROTC	<b>SIGNATURE</b>	<b>DATE SIGNED (YYYYMMDD)</b>
THE FOLLOWING AGREEMENT AND INFORMATION IS TO BE CONSIDERED AS PART OF THIS CONTRACT		
DATA PERTAINING TO HOST SCHOOL		
<b>a. NAME OF HOST SCHOOL (No abbreviations)</b> Douglas High School	<b>b. HOST SCHOOL'S COMPLETE MAILING ADDRESS (Include ZIP code)</b> <i>(If P.O. Box must also provide street address for shipping purposes)</i> 420 Patriot Drive Box Elder, SD 57719	
<b>c. TYPE OF SCHOOL (Check appropriate box)</b> <input checked="" type="checkbox"/> Public <input type="checkbox"/> Private <input type="checkbox"/> Military Academy		
<b>d. PRINCIPAL'S NAME</b> Baeu Voegeli      Beau Voegeli		
<b>e. TELEPHONE NUMBER</b> 605/923-0030		
<b>f. FAX NUMBER</b>		
<b>g. EMAIL ADDRESS</b> beau.voegeli@k12.sd.us		
<b>PERTAINING TO SCHOOL DISTRICT</b>		
<b>a. NAME OF SCHOOL DISTRICT (No abbreviations)</b> Douglas School District#51-1		
<b>c. SUPERINTENDENT'S NAME</b> Kevin E. Case		
<b>d. TELEPHONE NUMBER</b> 605/923-0000		
<b>e. FAX NUMBER</b> 701/857-4432		
<b>f. EMAIL ADDRESS</b> kevin.case@k12.sd.us		
<b>LIST ACCREDITING AGENCY</b>		
<b>a. REGIONAL</b>	<b>b. STATE</b>	<b>c. OTHER</b>
<b>TOTAL ENROLLMENT OF HOST SCHOOL</b>	<b>ESTIMATED NO. OF QUALIFIED STUDENTS WHO WILL ENROLL IN THE JROTC PROGRAM</b>	





# Planning for the Future

Douglas School District  
Enrollment Analysis  
February 2025



# RSP & Associates

## RSP Quick Facts:

- Founded in 2003
- Professional educational planning firm
- Expertise in multiple disciplines (GIS, Planning, Facilitation)
- Over 20 years of planning experience
- Over 80 years of education experience
- Over 20 years of GIS experience
- Projection accuracy of 97% or greater

## RSP Clients:

RSP was started with the desire and commitment to assist school districts in long-range planning.

RSP has served over **130** clients in:

- Arkansas
- Colorado
- Iowa
- Illinois
- Kansas
- Minnesota
- Missouri
- Nebraska
- North Dakota
- Oklahoma
- South Dakota
- Tennessee
- Wisconsin

## RSP Planning Team:

### Robert Schwarz, CEO

- Military, County, City, and School District Planner
- University of Kansas – Master of Urban Planning (MUP)
- American Institute of Certified Planners (AICP)
- Certified Education Facilities Professional (CEFP)

### Ginna Wallace, Planner

- University of Kansas – Master of Urban Planning (MUP)
- American Institute of Certified Planners (AICP)

## RSP Recent Projects:

### Grand Forks Public School District

- Enrollment Analysis, 2024/25
- Boundary Analysis, 2024/25

### Williston-Basin School District 7

- Enrollment Analysis, 2024/25
- Boundary Analysis, 2024/25

### Minot Public School District

- Enrollment Analysis, 2024/25

# Expectations

Thank you to Douglas School District, Meade and Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, Census Bureau, and ESRI



## Helpful Hints to Read the Report:

- Slides with the flagged star symbol are SIGNATURE SLIDES, the most important variables in this unique analysis.
- Each variable is analyzed as an indicator of future student population. Use the PLUS (student growth) and MINUS (student loss) icons to note how each indicator contributes to the analysis.
- Click the APPENDIX symbol on a page to reference additional analysis on this topic.

### Timeline:

The project timeline is a result of ensuring student data could be represented as close as possible to the Official County Data with attributes that would allow RSP to forecast enrollment at a parcel-level geography.

### Findings:

The findings were not focused on supporting or contradicting any past internal or outsourced studies. This analysis is based on data, data, and more data.

### Study:

This study factored in many different data sets to provide data-driven analysis that is the foundation of the RSP Statistical Forecast Model (SFM).

### Change:

Enrollment change in the community is influenced by, but not limited to, the birth rate, demographics, types of development and/or housing affordability.

### Facts:

The study does not provide specific information about which site would be best suited for a new facility or for that matter should the district build any new facility – this analysis is one portion of how to make that decision. This analysis is based on the same grade configuration and educational programming expectations the patrons have for each student. Projecting enrollment is not a science – like life in general some assumptions happen that may lead to greater enrollment while others toward a smaller enrollment.

**The goal of this study is to help the board, administration, and public understand how to make the best decision for the students at the classroom level.**

# Discussion Points

## Part 1:

### Enrollment & Demographics

Executive Summary

Sophisticated Forecast Model

Past Enrollment & Changes

Student Analysis Maps & Data

## Part 2:

### Development & Growth Trends

Population and Demographics

Student Yield Rate

Housing Market Maps & Data

Potential Growth Analysis

## Part 3:

### Projections

Past, Current, & Future Enrollment

Building Level Projections

Grade Level Projections

## Part 4:

### Next Steps

Facility Challenges and Solutions

Next Steps and Key Considerations

## Appendix

Additional Student Analysis Maps

Definitions

### HELPFUL HINTS TO READ THE REPORT:



Slides that have the flagged star symbol are SIGNATURE SLIDES



PLUS: indicator of student growth



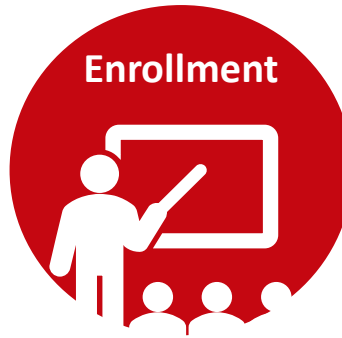
MINUS: indicator of student loss



Click the APPENDIX symbol on a page to reference additional analysis

# Executive Summary

An overview of what is most notable for your school district, students, and community.



**District wide enrollment forecasted to increase by about 230 students over the next 5 years**

- **Elementary forecasted to increase by about 120 students**
- **Middle School forecasted to increase by over 50 students**
- **High School forecasted to increase by almost 60 students**



**Capacity was provided by the district and analyzed in regard to projected enrollment for schools:**

Capacity challenges can be expected at the **Elementary and Middle School levels over the next five years**



**Development activity is expected to increase to accommodate the expected growth at Ellsworth AFB (continue monitoring project)**

- 87 single-family and 15 multi-family units were built in 2024
- Over 7,500 units were identified for potential development



# Past Enrollment and Demographics

Things to Consider


Student Analysis Maps & Data

Sophisticated Forecast Model

Demographics

Past Enrollment & Change

# District Boundary and City Limits Map



**Douglas School District**

**District Boundary**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**List of Schools**

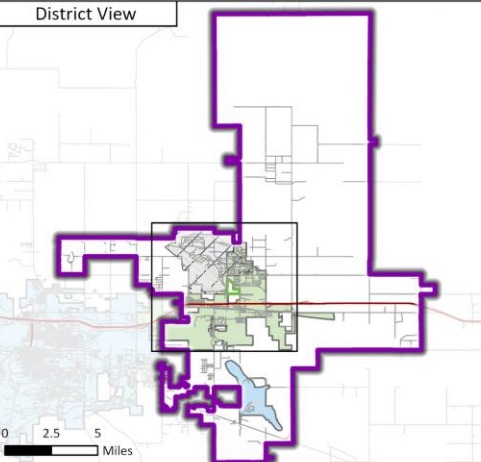
1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

**Cities**

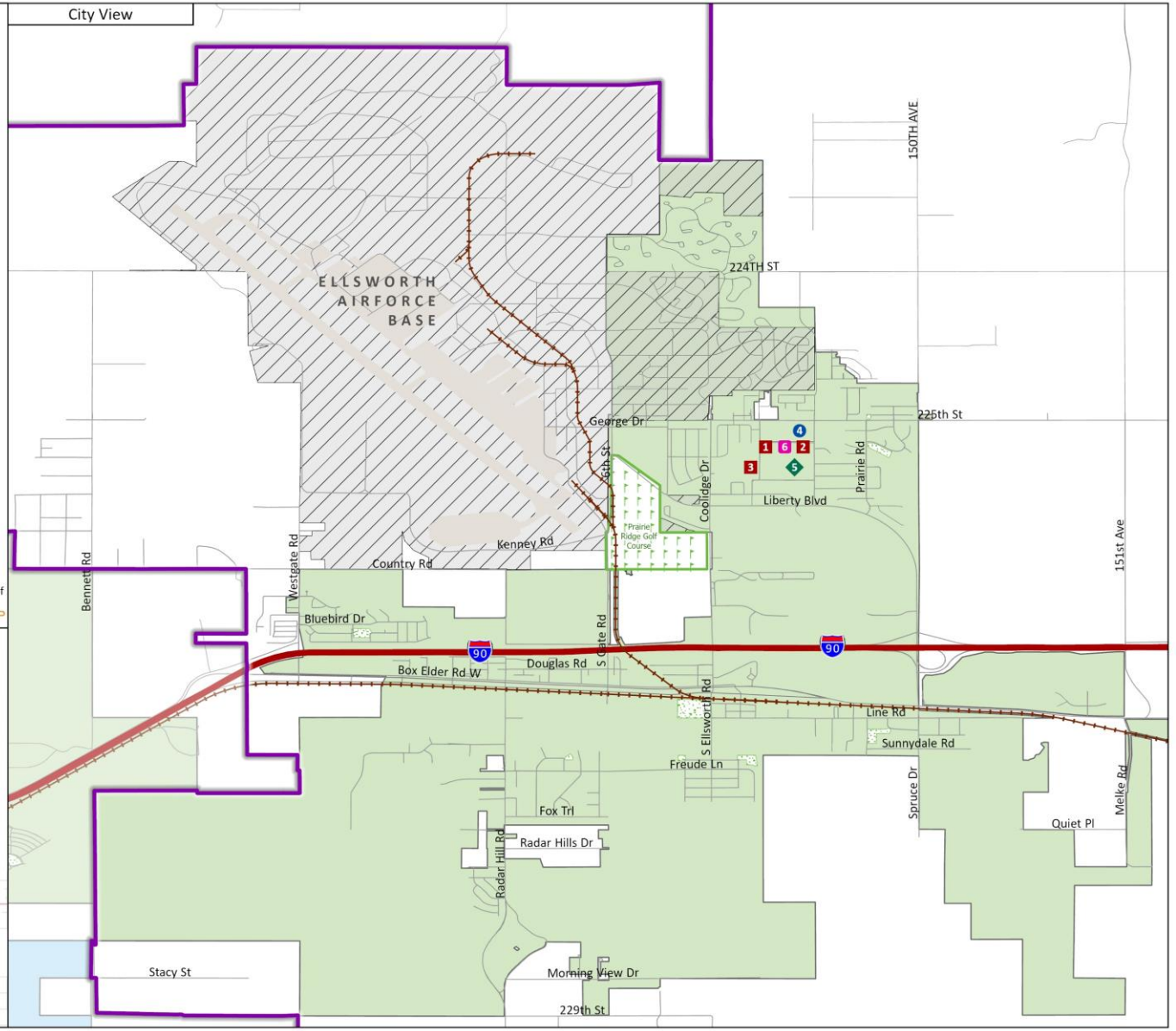
- Box Elder Boundary
- Rapid City Boundary

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.

**District View**



0 2.5 5 Miles



# RSP Planning Areas

## Map Details

- Census Block Groups: **Yellow Line**
- RSP Planning Areas: **Green Lines**
- RSP analyzed over **100** Planning Areas in this study
- Planning Areas are created from: Census block groups and city geographies, land use and residential density, natural and manmade features and school attendance areas
- Planning Areas are more granular than census block groups enhancing the statistical connection between students and geography
- Each planning area had a different outlook based on indicators such as value of housing, square footage of housing unit, when the housing product was constructed, as well as access to amenities such as shopping, parks, trails, and roads

## RSP Planning Areas

### List of Schools

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

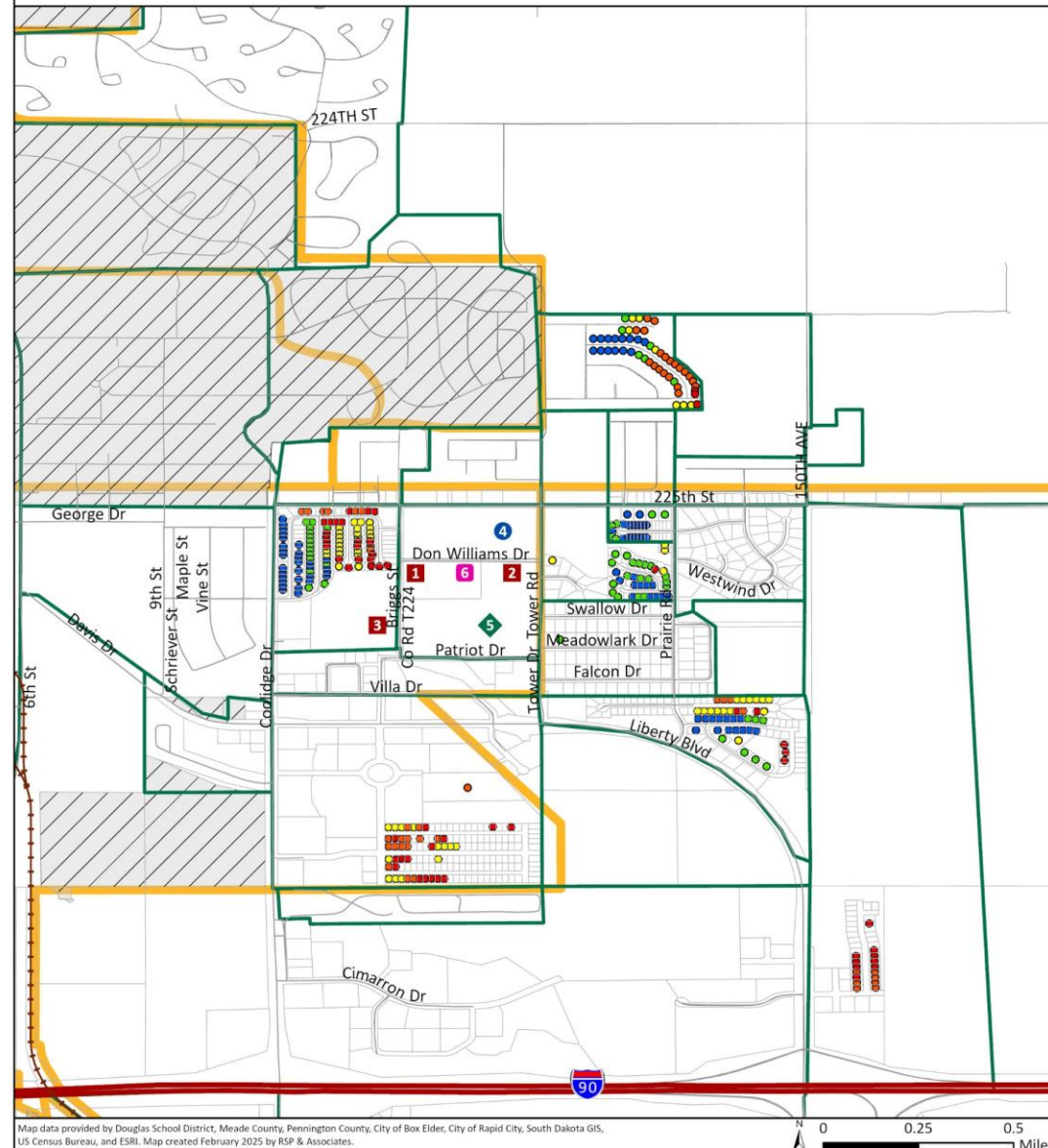
### Planning Areas

 Planning Areas

 Census Block Groups

### Year Built

- 2020: 162 Units
- 2021: 149 Units
- 2022: 121 Units
- 2023: 316 Units
- 2024: 112 Units



Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI. Map created February 2025 by RSP & Associates.

# Sophisticated Forecast Model

**Built-Out**  $S_{c,t,x} = S_{c-1,t-1,x} * GC$

Let:

- S = The number of students, either an actual count or a projected count
- x = A subscript denoting an attendance area in the School District
- c = Grade level
- t = Time (years)
- GC = Growth component either modeling enrollment increase or decrease based on historical information, expressed as a real number

**Developing**  $S_{c,t,x} = S_{c-1,t-1,x} + (BP_{t,x} * R_{c,x})$

**Where:**  $BP_{t,x} = \left( \frac{(CP_x)(BT_x)(A_x)}{\sum_x (CP_x)(BT_x)(A_x)} \right) * CT$

Let:

- S = The number of students, either an actual count or a projected count
- x = A subscript denoting an attendance area in School District
- c = Grade level
- t = Time (years)
- BP = Building permit forecast as given by the Building Permit Allocation Model (BPAM) model
- R<sub>c,x</sub> = Student Enrollment ratio of cohort c in planning area x
- CP = Capacity of a planning area as expressed by available housing units
- BT = Building history trend of planning area
- A = An index which models the likelihood of development
- CT = Building permit control total forecast

This is the **central focus** of everything RSP does.

The model is based on what is happening in a school district. The best data is statistically analyzed to provide an accurate enrollment forecast. The District will be able to use RSP's report and maps to better understand demographic trends, school utilization, and the timing of construction projects.



The SFM is...

- a social science... not an exact science; it identifies behavior trends to determine the propensity of them to be recreated
- valuable in how our team created and analyzes the geography at a planning area level for any commonality which while help produce an accurate forecast

Some variables examined for each planning area (but not limited to) are...

- natural cohort (district data)
- planning area subdivision lifecycle (a RSP variable)
- the value of homes (county assessor data)
- type of residential units like single-family, multi-family, townhome, mobile home, etc. (county assessor data)
- year units were built
- estimated female population (census data)
- estimated 0-4 population (census data)
- existing land use (county and city data)
- future land use (county and city data)
- capital improvement plan (county and city data)
- future development (county and city data)
- in-migration of students (district data) & out-migration of students (district data)

Each variable is analyzed as an indicator of the future student population:

-  Indicator of Student Growth
-  Indicator of Student Loss

# Understanding the Model

RSP Recommended to continually monitor the following indicators:

Enrollment may decrease more than forecasted if...	Enrollment may increase more than forecasted if...
⊖ Decreasing share of live births	⊕ Increasing share of live births
⊖ Current housing stock does not re-green (continues to age)	⊕ Current housing stock re-greens (turns over)
⊖ Housing development experiences minimal potential growth	⊕ Housing development experience more potential growth
⊖ Economic indicators challenge the ability for new homeowners and affordability aspects of the district	⊕ Economic indicators improve the ability for new homeowners and the affordability aspects of the district
⊖ Demographic shifts in community and/or surrounding communities	⊕ Demographic shifts in community and/or surrounding communities
⊖ Incoming Kindergarten class smaller than outgoing senior class	⊕ Incoming Kindergarten class larger than outgoing senior class

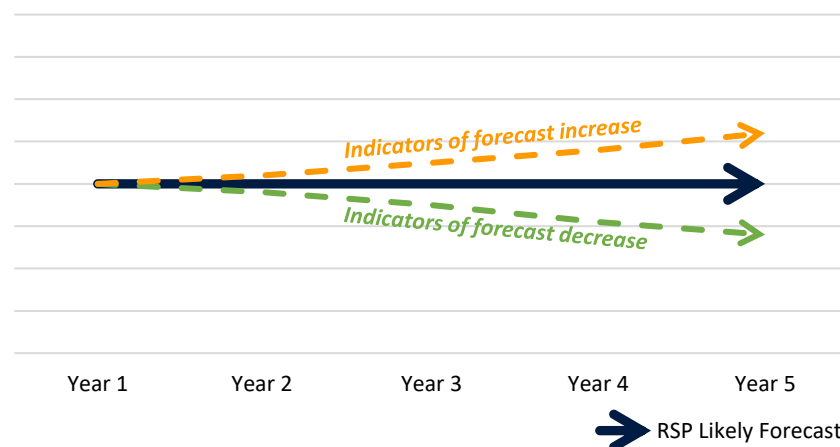
See graphic below to illustrate how the different variables may impact forecasted enrollment outlook:

## Main Takeaway:

- These factors are not all positive or negative. Each have a different impact on future outlooks.
- State education policy change may impact enrollment outlook. This analysis assumes policies will continue as they currently operate throughout the projection time frame.
- It is important to continue to monitor these factors – RSP modeling attempts to find the most likely outcome:

**The goal of this study is to help the board, administration, and public understand how to make the best decision for the students at the classroom level.**

## Example of Forecast Evolution

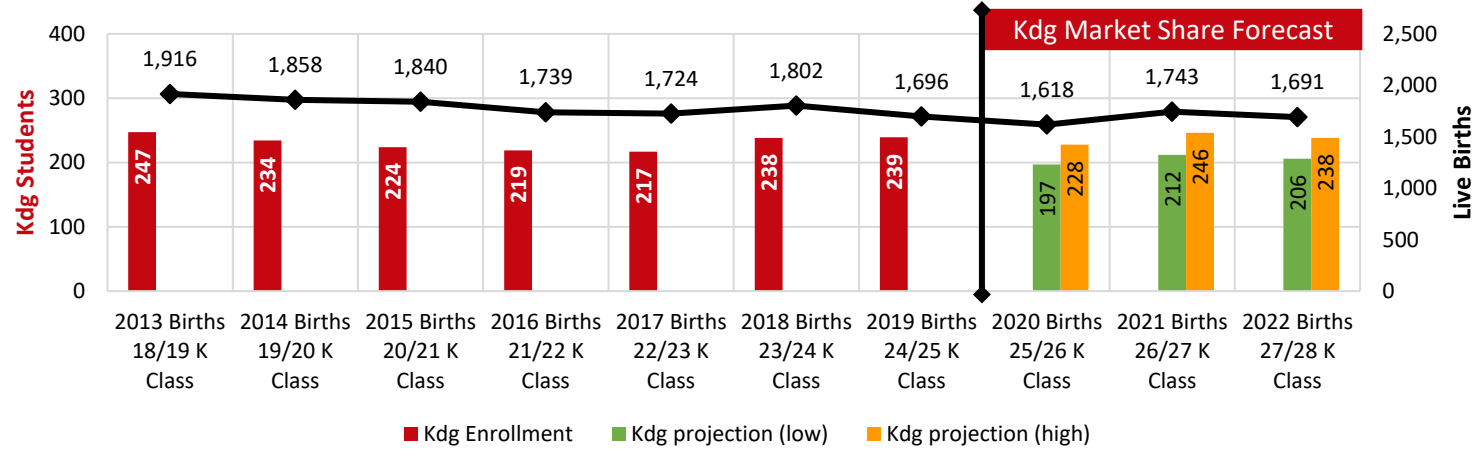




# Birth Rate Visuals



## Regional Live Births V.S. Kindergarten Students 5 Year Later (market share)

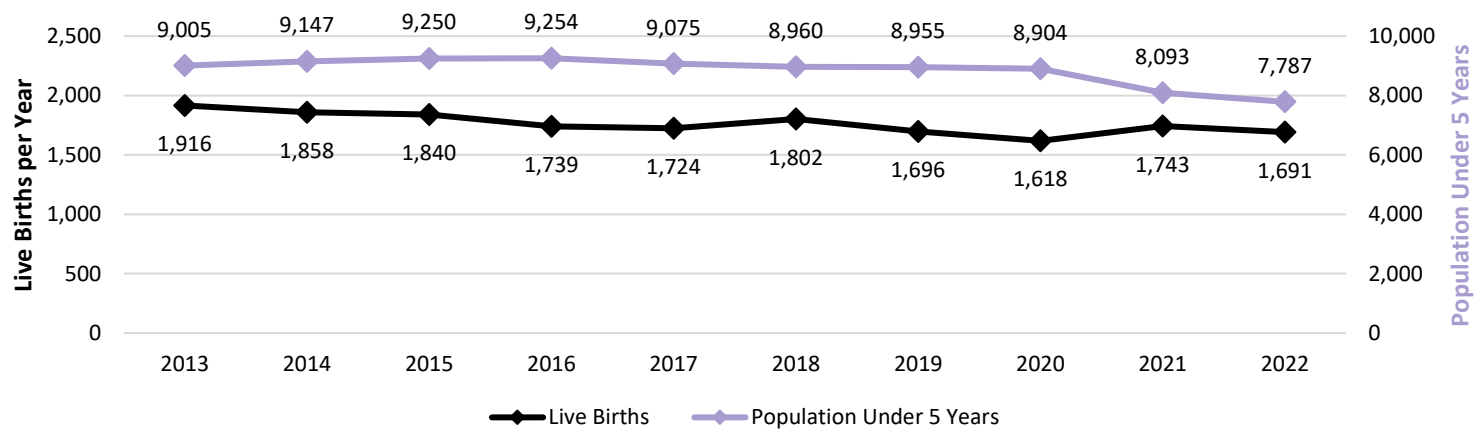


### Observations:

- Tables includes Meade and Pennington county data
- Birth rate in the region has decreased limiting Kdg enrollment
- The District reports a 12-14% market share of regional live births
- Kdg enrollment has increased to 239 students this year
- Market share declines impact the future kindergarten projected enrollment
- 2022 reported 225 less births than 2013 (-12%)
- 2022 reported 1,218 less persons in age group than 2014 (-14%)

Source: South Dakota Department of Health (Meade and Pennington Counties) and Douglas School District

## Live Births and Population Under 5 Years of Age



Source: South Dakota Department of Health (Meade and Pennington Counties), US Census, and Douglas School District

**Main Takeaway:** The live birth rate and population under 5 years of age have been decreasing. If this trend continues, it will likely limit the District's growth at the elementary level. Increasing the market share or attracting more in-migration of students are ways to offset this variable.

# Past Enrollment by Grade

## Observations:

- Enrollment increased by 20 students from last year totaling 2,777 K-12 students
  - Largest K-12 class in 2024/25: **9<sup>th</sup> grade with 248 students**
  - Smallest K-12 class in 2024/25: **12<sup>th</sup> grade with 145 students**
- Graduating senior class is smaller than the incoming Kindergarten class which tends to **increase total enrollment**
  - Grades at the Elementary level tend to be larger than those located at the High School level
- Largest total enrollment since 2012/13 occurred in 2017/18 with enrollment of 2,922 students
  - Largest historical increase was from 2016/17 to 2017/18 with increase of 136 students (+4.9%)

## SOUTH DAKOTA SCHOOL DISTRICT - Dept of Education

### Enrollment By Grade

Year	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	K-12		
														Total	Change	% Change
2012/13	232	223	225	203	202	207	159	215	181	212	197	143	132	2,531		
2013/14	250	231	230	234	223	204	208	164	219	207	181	169	135	2,655	124	4.9%
2014/15	250	235	232	227	216	223	201	206	167	224	169	160	163	2,673	18	0.7%
2015/16	258	252	241	229	219	232	208	206	206	202	198	154	153	2,758	85	3.2%
2016/17	230	234	254	238	240	229	238	212	197	232	167	180	135	2,786	28	1.0%
2017/18	265	237	244	254	235	245	225	258	226	212	197	157	167	2,922	136	4.9%
2018/19	247	242	248	241	245	226	241	225	245	249	202	158	138	2,907	-15	-0.5%
2019/20	234	248	217	230	232	240	217	233	201	269	202	157	155	2,835	-72	-2.5%
2020/21	224	208	237	200	213	235	232	203	227	242	211	180	143	2,755	-80	-2.8%
2021/22	219	238	215	241	228	213	242	219	198	276	197	161	157	2,804	49	1.8%
2022/23	217	230	232	211	245	198	221	222	225	238	211	160	138	2,748	-56	-2.0%
2023/24	238	224	236	238	205	237	208	206	209	254	187	174	141	2,757	9	0.3%
2024/25	239	238	236	235	244	210	247	199	188	248	201	147	145	2,777	20	0.7%

Source: South Dakota Department of Education and Douglas School District (2012/13 to 2024/25)

# Cohort Student Change

## Observations:

- Cohort changes that align with grade confirmation changes (5<sup>th</sup> to 6<sup>th</sup>, 8<sup>th</sup> to 9<sup>th</sup>) tend to increase at a greater rate likely due to students living in the region transferring into Douglas School District for secondary programming options
  - Largest 3-year average K-12 class cohort increase: **8<sup>th</sup> to 9<sup>th</sup> grade +36.0 students**
  - Largest 3-year average K-12 class cohort decrease: **9<sup>th</sup> to 10<sup>th</sup> grade -56.3 students**
- Overall percent change from previous year of **0.7% (increase of 20 students)**
  - Instructional Modality will have to be monitored to determine if the students who are not attending the district still reside in the district and if or how many return to receive services in the future years

## Enrollment Grade Change

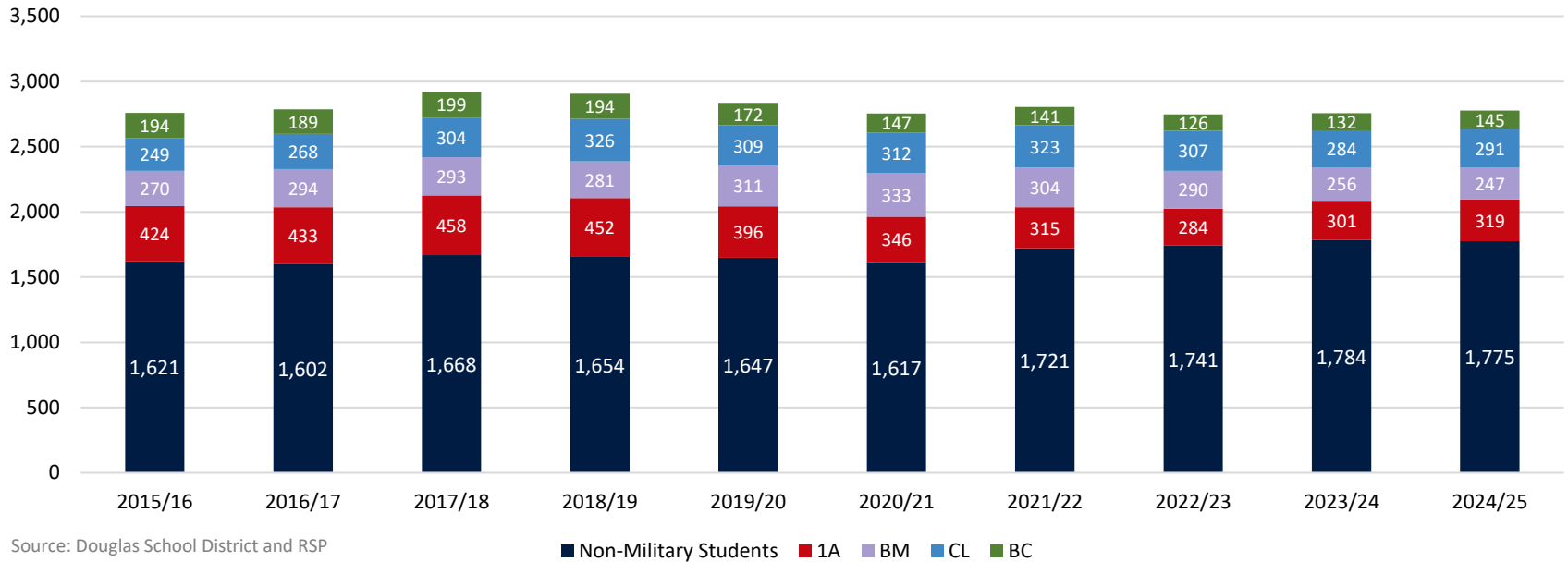
From	To	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	K-12	
		1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Change	% Change
2012/13	2013/14	-1	7	9	20	2	1	5	4	26	-31	-28	-8	124	4.9%
2013/14	2014/15	-15	1	-3	-18	0	-3	-2	3	5	-38	-21	-6	18	0.7%
2014/15	2015/16	2	6	-3	-8	16	-15	5	0	35	-26	-15	-7	85	3.2%
2015/16	2016/17	-24	2	-3	11	10	6	4	-9	26	-35	-18	-19	28	1.0%
2016/17	2017/18	7	10	0	-3	5	-4	20	14	15	-35	-10	-13	136	4.9%
2017/18	2018/19	-23	11	-3	-9	-9	-4	0	-13	23	-10	-39	-19	-15	-0.5%
2018/19	2019/20	1	-25	-18	-9	-5	-9	-8	-24	24	-47	-45	-3	-72	-2.5%
2019/20	2020/21	-26	-11	-17	-17	3	-8	-14	-6	41	-58	-22	-14	-80	-2.8%
2020/21	2021/22	14	7	4	28	0	7	-13	-5	49	-45	-50	-23	49	1.8%
2021/22	2022/23	11	-6	-4	4	-30	8	-20	6	40	-65	-37	-23	-56	-2.0%
2022/23	2023/24	7	6	6	-6	-8	10	-15	-13	29	-51	-37	-19	9	0.3%
2023/24	2024/25	0	12	-1	6	5	10	-9	-18	39	-53	-40	-29	20	0.7%
3-Year Average		6.0	4.0	0.3	1.3	-11.0	9.3	-14.7	-8.3	36.0	-56.3	-38.0	-23.7	-9.0	-0.3%
3-Year Weighted Average		4.2	7.0	0.8	1.7	-5.2	9.7	-12.8	-12.3	35.8	-54.3	-38.5	-24.7	3.7	0.1%

Source: South Dakota Department of Education and Douglas School District (2012/13 to 2024/25)

# Military Student Population

Updated 02/19/2025

## Student Population by Military Affiliation Over Time



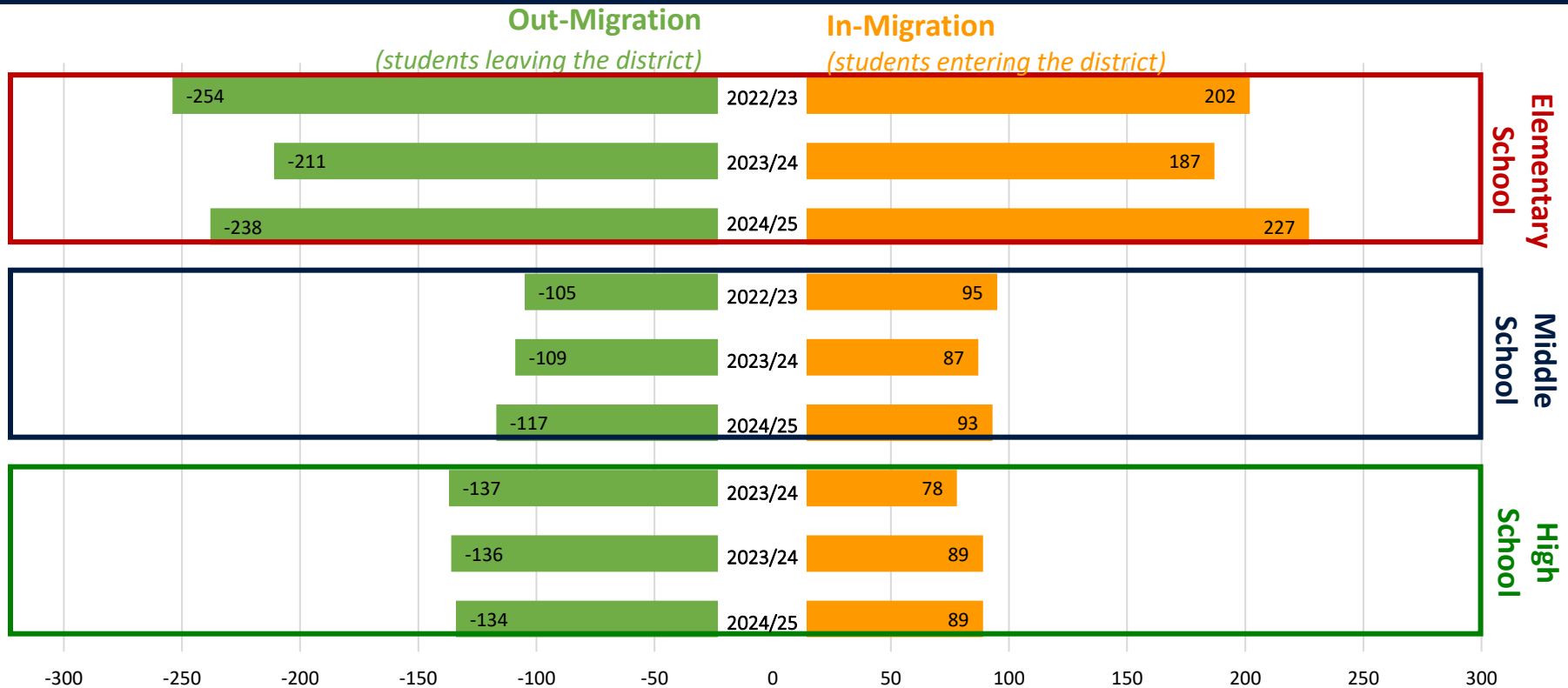
### Observations:

- Military students include the students with student data designation associated with the military
  - **1A:** students with military families living on base
  - **BM:** students with military families living off base
  - **CL:** student within civilian families that work off base but live on base
  - **BC:** students with civilian families that work on base
- The population of military students has decreased to less than 1,100 students the past four years
  - 1,002 students this year are military students (36.08% of total enrollment)
- On average, 40.25% of Douglas students are affiliated with military families

**Main Takeaway:** As Ellsworth AFB expands in the coming years, the proportion of military to non-military students will provide valuable insights into how enrollment growth aligns with community expectations.

# All Student Migration Trend (3-Years of Data)

Updated 02/19/2025



Source: Douglas School District and RSP

## Definition

**Out-Migration:** Shows number of students in grade K to 11<sup>th</sup> that were attending the District in the previous year, but are not attending the District in the current year.

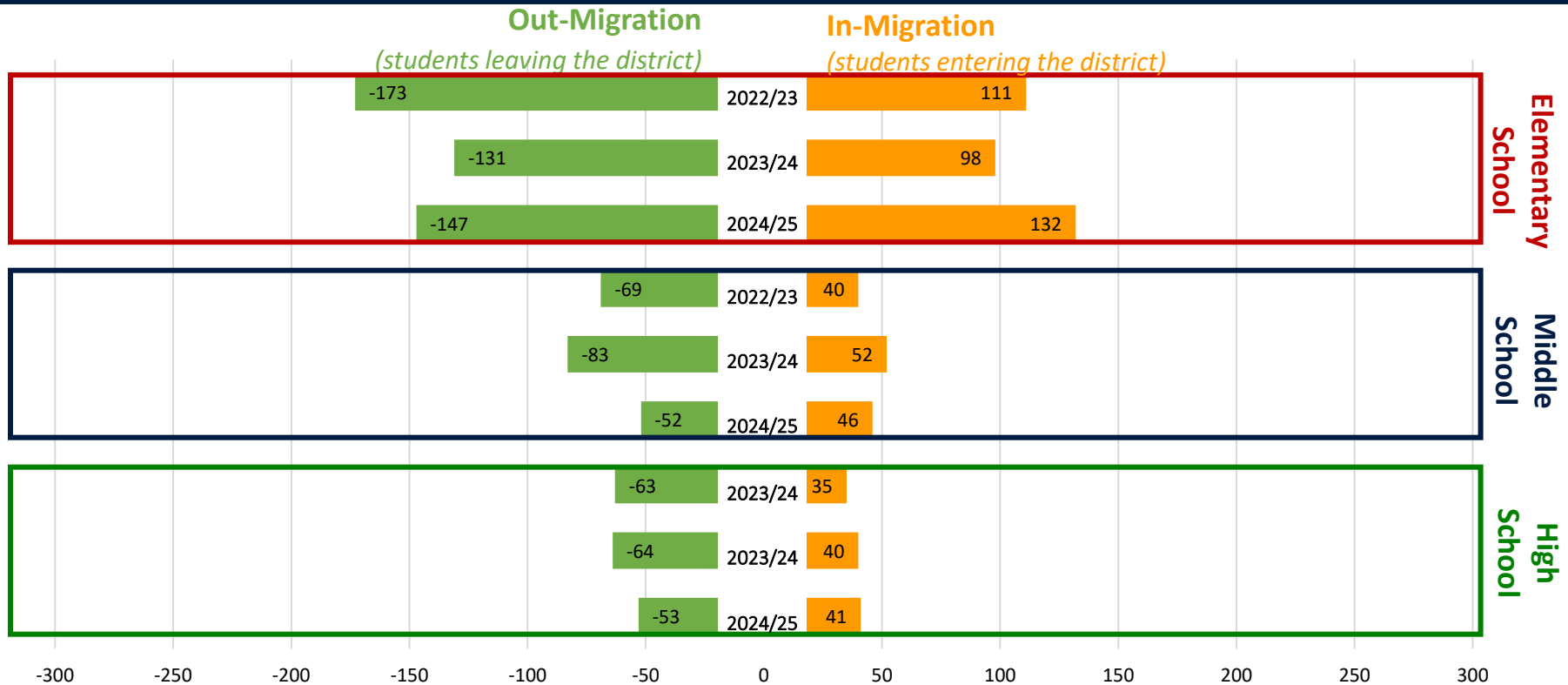
**In-Migration:** Shows number of students in grade 1<sup>st</sup> to 12<sup>th</sup> that are attending the District in the current year, but were not attending the District in the previous year.

## Observations

- 2022/23 lost 496 students and gained 375 students; **NET: -121**
- 2023/24 lost 456 students and gained 363 students; **NET: -93**
- 2024/25 lost 489 students and gained 409 students; **NET: -80**
  - Military students (1A, BM, BC, CL) contributed 54% of total In-Migration in 2024/25

**Main Takeaway:** The District had a negative net loss from students transferring in and out for the past three years, but in-migration of student increased to over 400 students this year.

# Military Student Migration Trend (3-Years of Data)



Source: Douglas School District and RSP

## Definition

**Out-Migration:** Shows number of students in grade K to 11<sup>th</sup> that were attending the District in the previous year, but are not attending the District in the current year.

**In-Migration:** Shows number of students in grade 1<sup>st</sup> to 12<sup>th</sup> that are attending the District in the current year, but were not attending the District in the previous year.

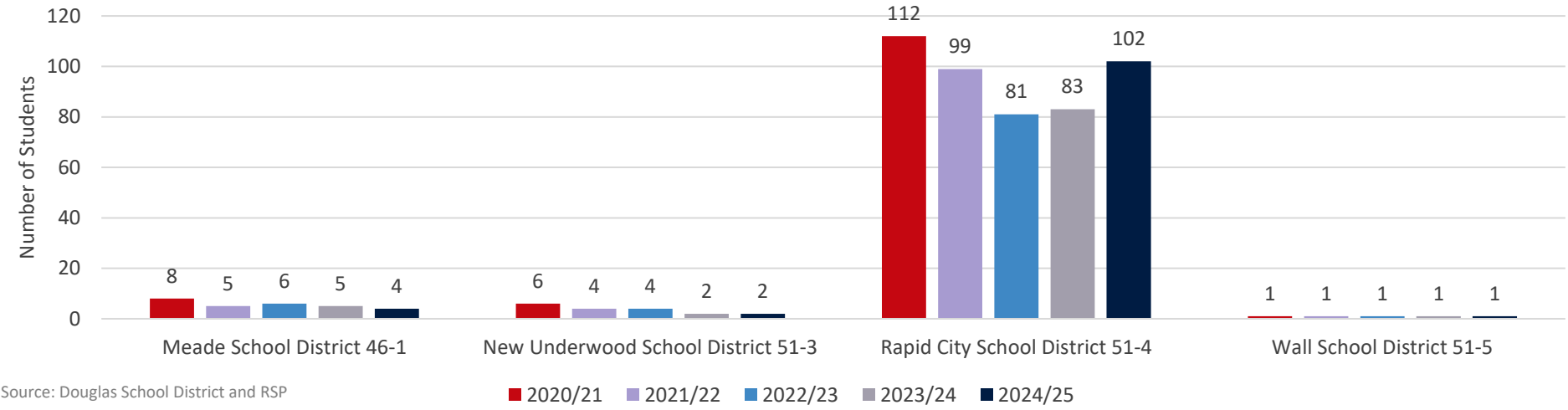
## Observations

- Visual includes students with the following designations: 1A, BC, BM, CL
- 2022/23 lost 305 students and gained 186 students; **NET: -119**
- 2023/24 lost 278 students and gained 190 students; **NET: -88**
- 2024/25 lost 252 students and gained 219 students; **NET: -33**

**Main Takeaway:** The number of military students transferring in and out of the District increased this year creating the lost net less from the past three years.

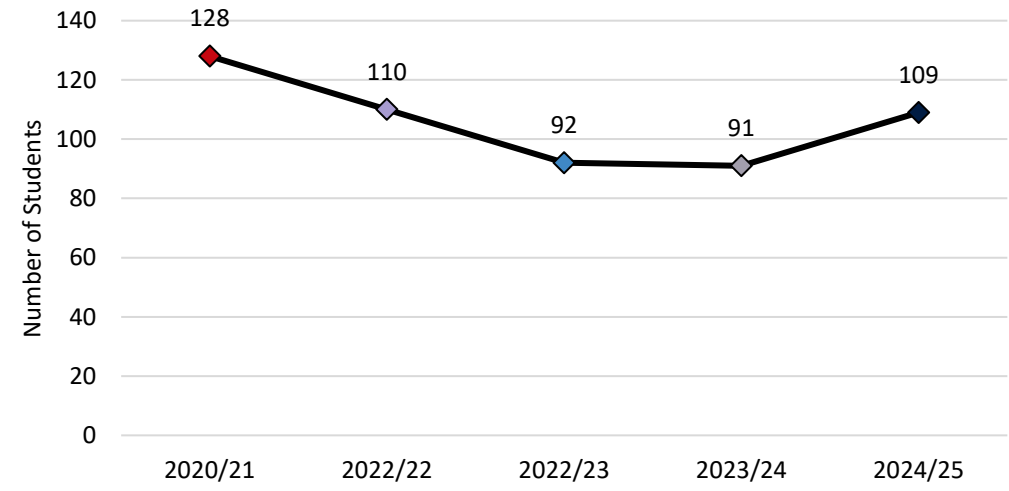
# Out of District Student Analysis

Out of District Students by Residing School District (Top 4)



Source: Douglas School District and RSP

Total Out of District Students per Year



Source: Douglas School District and RSP

## Observations

- Out of district enrollment increased this year after four years of consecutive decrease
- 109 total students reside out of the district boundary
- Rapid City School District tends to contribute the largest share of out of district students

Note: Analysis includes the number of students RSP has geocoded residing out of the district boundary. It may not align with district totals of out-of-district transfers, but provides count of students with addresses outside of the district at the time of Official Count provided data.

**Main Takeaway:** Monitoring the current market share of out of district students is important to understanding changes in student choices. Changes to State policy could impact the outlook of this variable.



# K-12 Student Count Change Map

**Douglas School District**

**Student Count Change from 2020/21 to 2024/25 in Grades K-12**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

Decrease in Students (Green icon)      Increase in Students (Orange icon)

Count Change is the number of students in 2024/25 subtracted by the number in 2020/21 in each Planning Area.

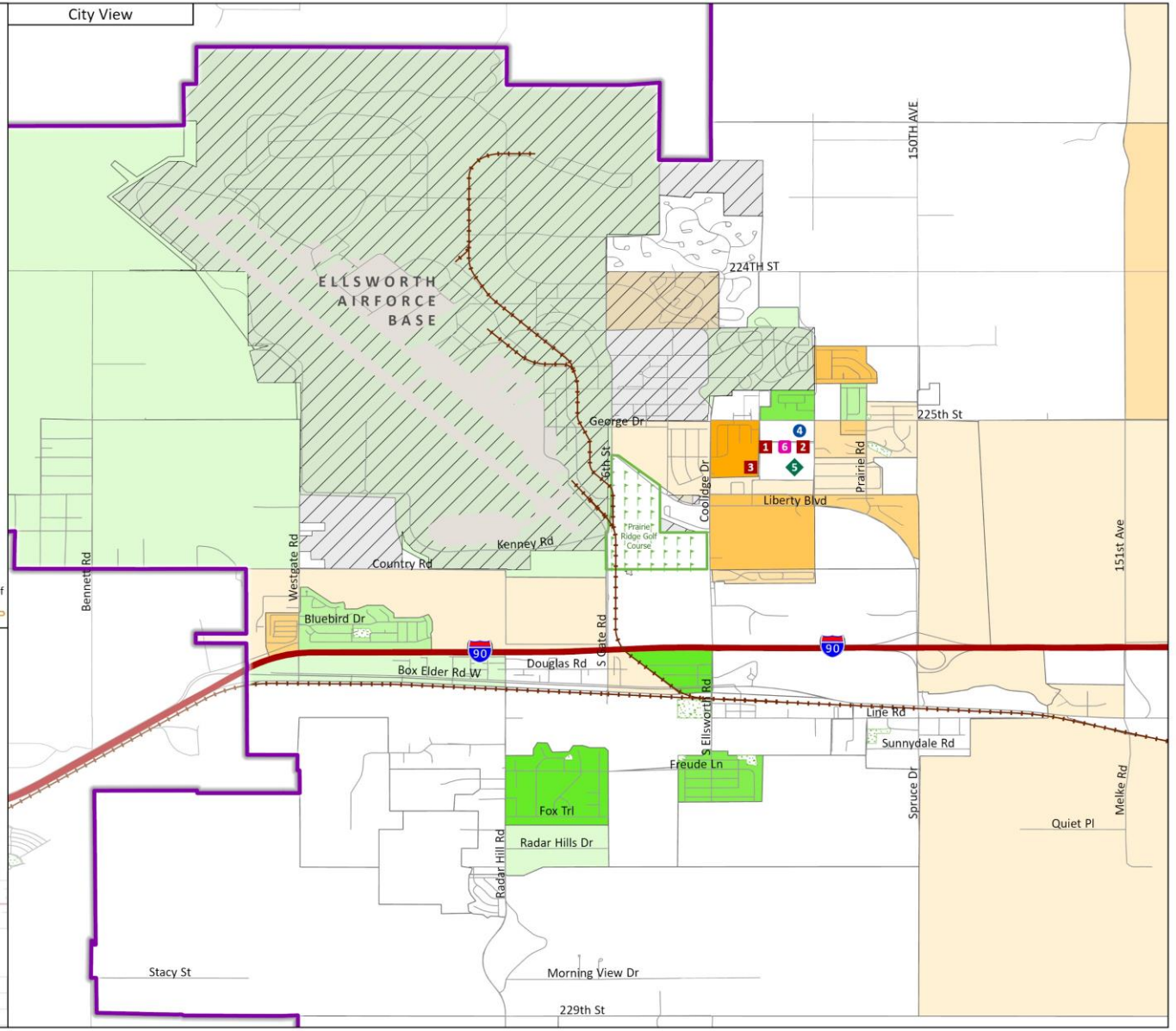
0 1 2 Miles

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.

Map created February 2025 by RSP & Associates.

**District View**

0 2.5 5 Miles





# K-12 Student Heat Density Map

**Douglas School District**

**Student "Heat" Density in 2024/25 in Grades K-12**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**List of Schools**

1. Badger Clark Elementary
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**Student Density**

Low Density (Green)

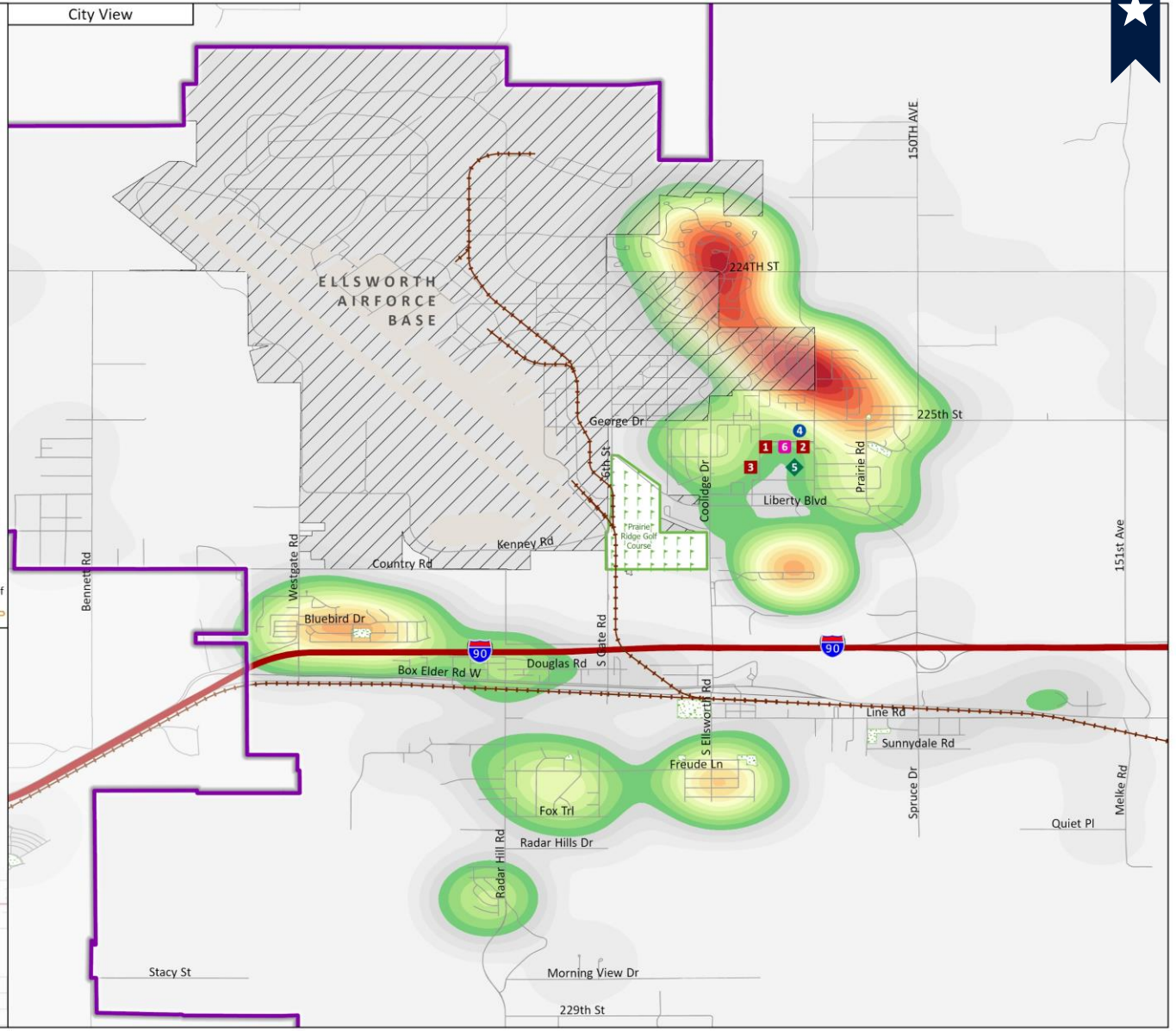
High Density (Red)

Student "Heat" is determined by calculating the number of students that are clustered within close proximity of one another. Overlapping of points (2 or more students residing at the same address) are handled using a weighting of coincident points. This weighted data is calculated by relational distance, which helps to visually depict the areas of high student clustering.

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.

**City View**

**District View**



# Enrollment Observation and Conclusion



Live births in the region have been decreasing – *limitation to student growth*

- The past four years, there has been less than 1,800 births reported in Meade and Pennington County
- With less births per year, the population under five years of age as started decreasing creating a lower market share of potential kindergarten students for the District



District enrollment increased by 20 students from last year – *indicator of student growth*

- Most grades are larger than 200 students this year, only four grades are less than 200 students
- Cohort changes that align with grade confirmation changes (5<sup>th</sup> to 6<sup>th</sup>, 8<sup>th</sup> to 9<sup>th</sup>) tend to increase at a greater rate likely due to students living in the region transferring into Douglas school for secondary programming options



Graduating senior classes are smaller than the incoming kindergarten classes – *indicator of student growth*

- When the incoming grades can organically replace the exiting grades, district enrollment will continue to increase
- Kindergarten enrollment will need to maintain 240+ students the next three years to replace the future senior classes exiting the system



The District tends to experience greater out-migration than in-migration – *limitation to student growth*

- There has been a net loss of students for the past three years from migration trends
- Although still a net loss, the number of students migrating into the district increased this year

## Conclusion of Section:

- RSP & Associates monitors over 100 planning areas for demographic, development, and enrollment data sets enhancing the statistical accuracy of projection modeling
- Understanding proximity and density of students illustrates where neighborhoods are at in their subdivision lifecycle
  - Neighborhoods near the school campuses have been increasing in student count at a greater rate likely as new housing is added to the district
  - North of 225<sup>th</sup> Street has the greatest student density in the District
- 1,002 students are military affiliated this year; the percentage of military students has generally decreased the past ten years
- Changes to state policies (open enrollment, student choice, etc.) have an impact on enrollment outlook and potential market share of students – RSP recommends continuing to monitor these items



# Development and Growth Trends

Population, Development, & Enrollment

Student Yield Rate

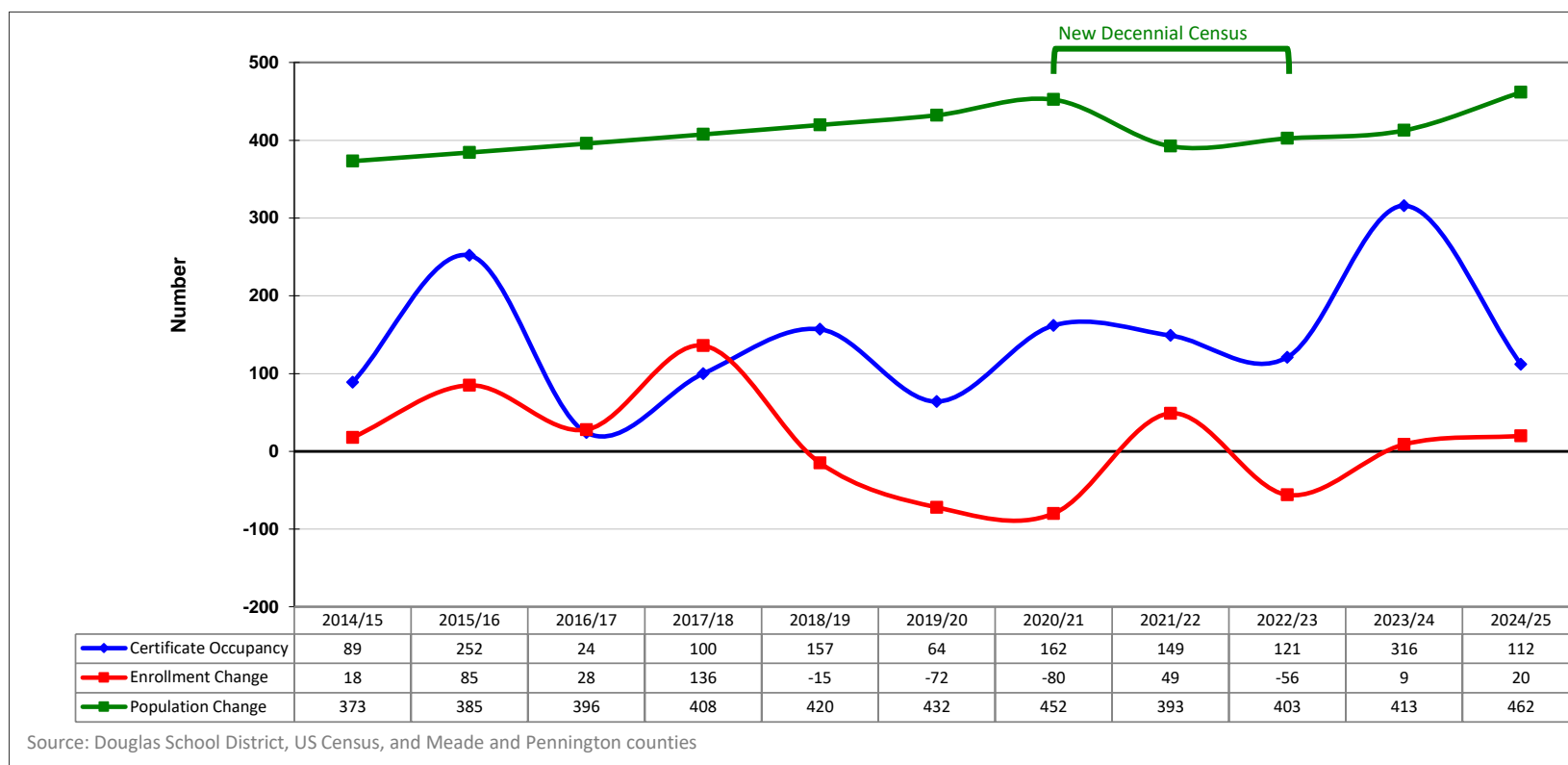
Housing Market Maps & Data

Potential Growth Analysis

# Population, Development, & Enrollment

## Observations:

- **BLUE LINE:** Building activity has averaged about 140+ units a year
- **GREEN LINE:** Census data indicates an increasing population (+400 people per year)
  - Population shows the estimate growth of the whole decade, new decennial census often affect year-to-year change
- **RED LINE:** Student enrollment has increased by 122 students since 2014/15



**Main Takeaway:** Graphic provides benchmark data to determine if there is a correlation between population change, building activity, and school enrollment. As housing and population increase, enrollment will like continue along this trajectory.

# Demographic Summary



## Population

Percent Change of Annual Rate

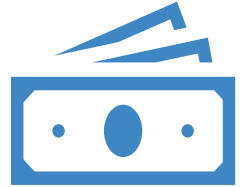
- 2000 to 2010: 0.90%**
- 2010 to 2020: 2.98%**
- 2020 to 2024: 2.45%**
- 2024 to 2029: 1.72%**



## Housing

Percent Change of Annual Rate of Housing Inventory

- 2000 to 2010: 2.10%**
- 2010 to 2020: 3.19%**
- 2020 to 2024: 2.44%**
- 2024 to 2029: 1.90%**



## Income

Percent Change of Income per Capita

- 2024: \$29,199**
- 2029: \$33,803**
- 2024 to 2029: 2.97%**



## Workforce

Key Variables

- 2.2% unemployment**
- 297 businesses**
- 2,706 employees**

Source: US Census BAO and ESRI  
Note: Demographic information includes all persons residing in the school district boundary (not just student data)

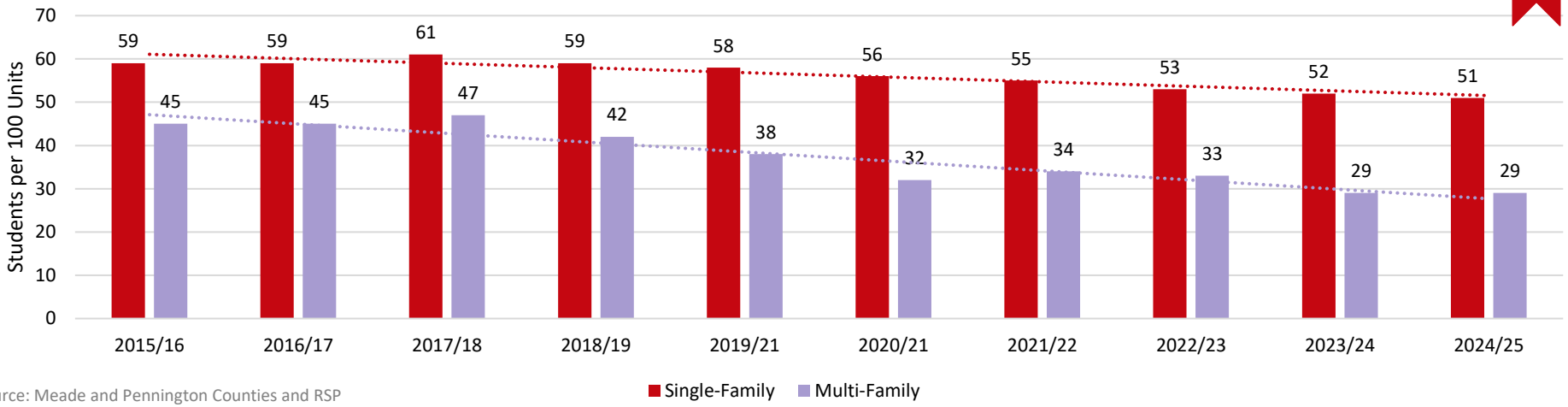
### Observations:

- The rate of population and housing growth is still increasing, but at a slower rate than past years indicating a slow down of growth in the community
- Income has increased in the district and is forecasted to surpass \$30K by 2029
- The unemployment rate is higher than the State of South Dakota



# K-12 Yield Rate Comparison Over Time

## Yield Rate Comparison Graph




### Observations

- Bar graph shows the number of students per 100 units by year and by housing unit type (single-family or multi-family)
- District sees on average 56 K-12 students per 100 single-family households
  - The yield rate for single-family units has been decreasing over time
  - 2024/25 yielded 51 students per 100 SF units (8 students less per 100 units than 2015/16)
- District sees on average 37 K-12 students per 100 multi-family households
  - The yield rate for multi-family units has been decreasing over time
  - 2024/25 yielded 29 students per 100 MF units (16 students less per 100 units than 2015/16)
- Adding new housing inventory can impact the yield rates:
  - There were **1,097 single-family** homes built from 2015 to 2024
  - There were **449 multi-family** homes built from 2015 to 2024

**Main Takeaway:** As more units have been added to the District, the generation of students from these units has decreased. Single-family and multi-family units are yielding less students per unit which is a limitation to enrollment outlook.

# Student Yield Rate Analysis Map



**Douglas School District**

**Yield Rate Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**Yield Rate**

- < 5
- 6 to 25
- 26 to 50
- 51 to 80
- > 80

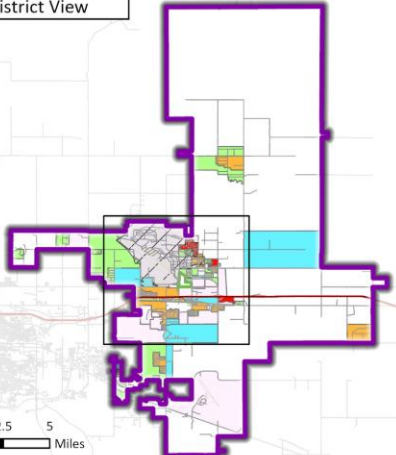
**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

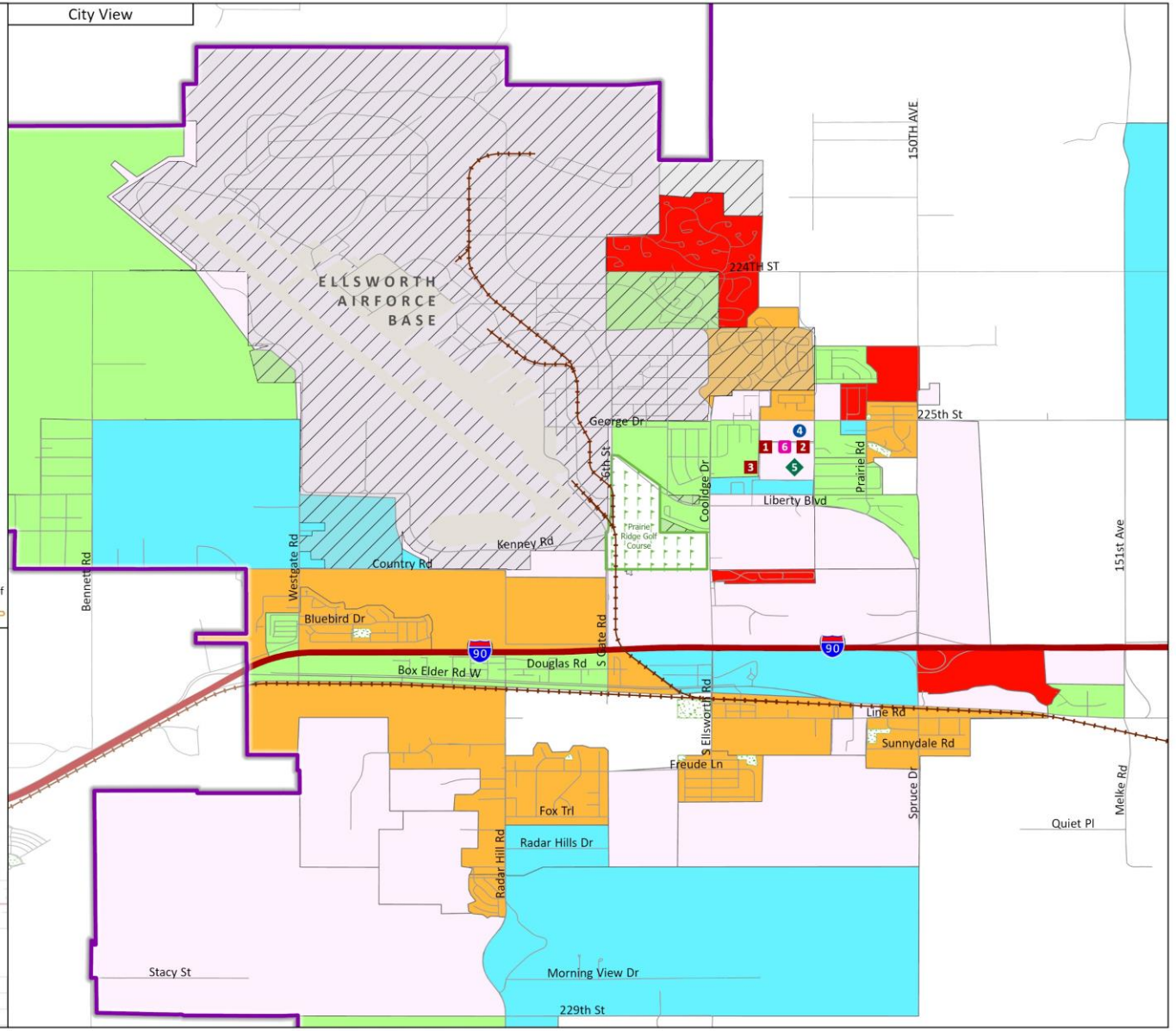
Year built data is provided by Pennington and Meade County Assessor's Office. Yield Rate displayed by planning area. Yield Rate describes the number of K-12 students for every 100 units.

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.


**District View**



0 2.5 5 Miles



# Average Year Built Map



**Douglas School District**

**Average Year Built**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Air Force Base
- Golf Course
- Park & Recreation

**Average Year Built**

- No Residential Data
- < 1990
- 1991 to 2000
- 2001 to 2010
- 2011 to 2020
- > 2020


**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
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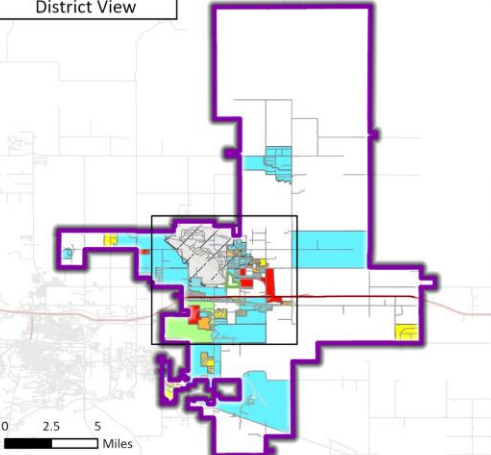
Year Built provided by Pennington and Meade County. Average Year Built displayed by planning area.

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.

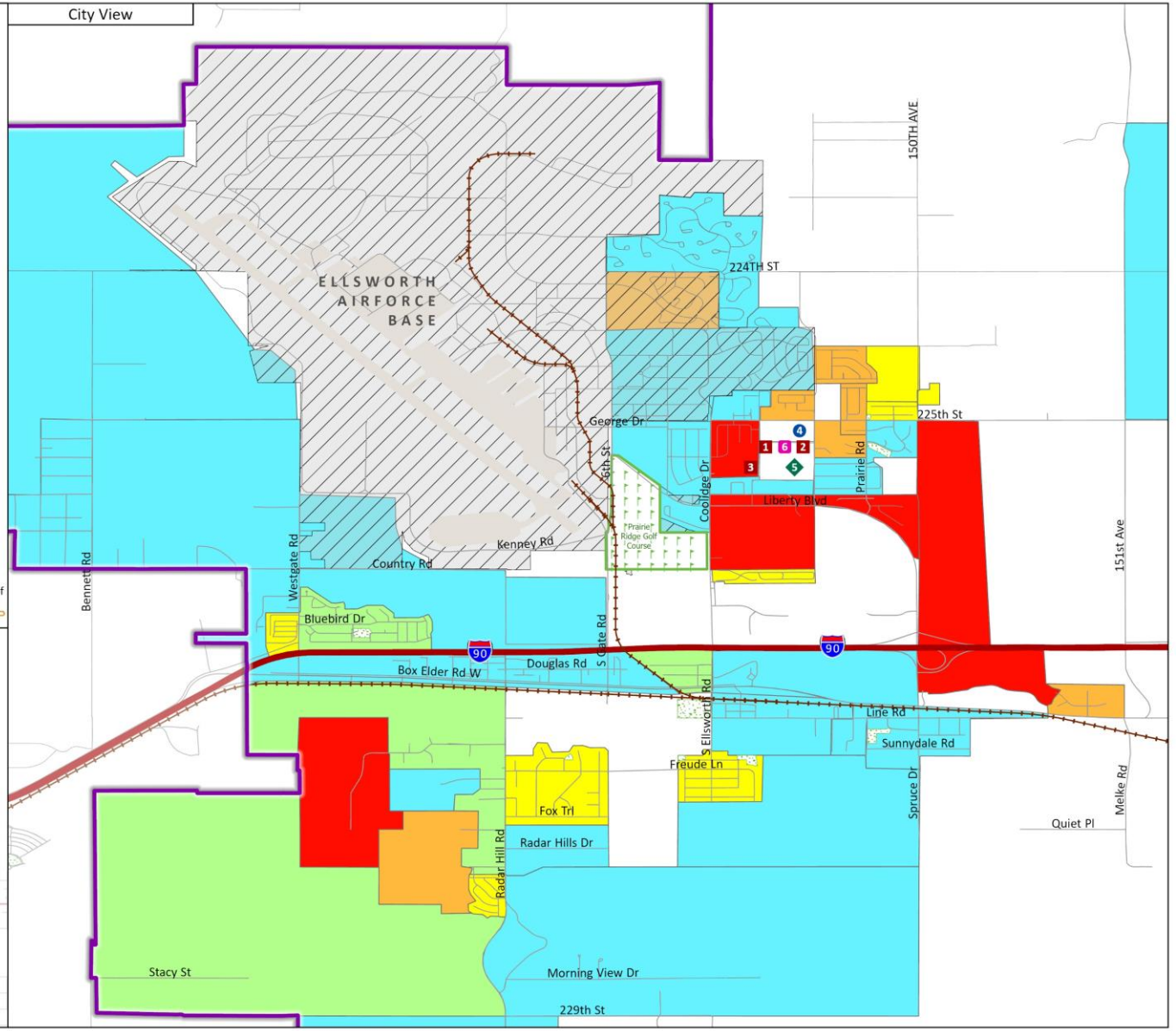
Map created February 2025 by RSP & Associates.




**District View**



0 2.5 5 Miles



# Median Home Value Map



**Douglas School District**

**Median Home Value Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**Median Home Value**

- No Residential Value
- < \$75,000
- \$75,000 to \$125,000
- \$125,001 to \$200,000
- \$200,001 to \$300,000
- > \$300,000

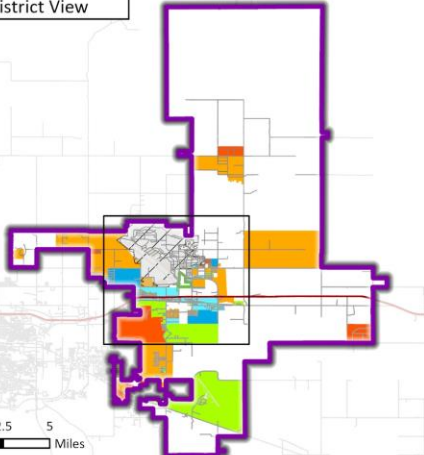
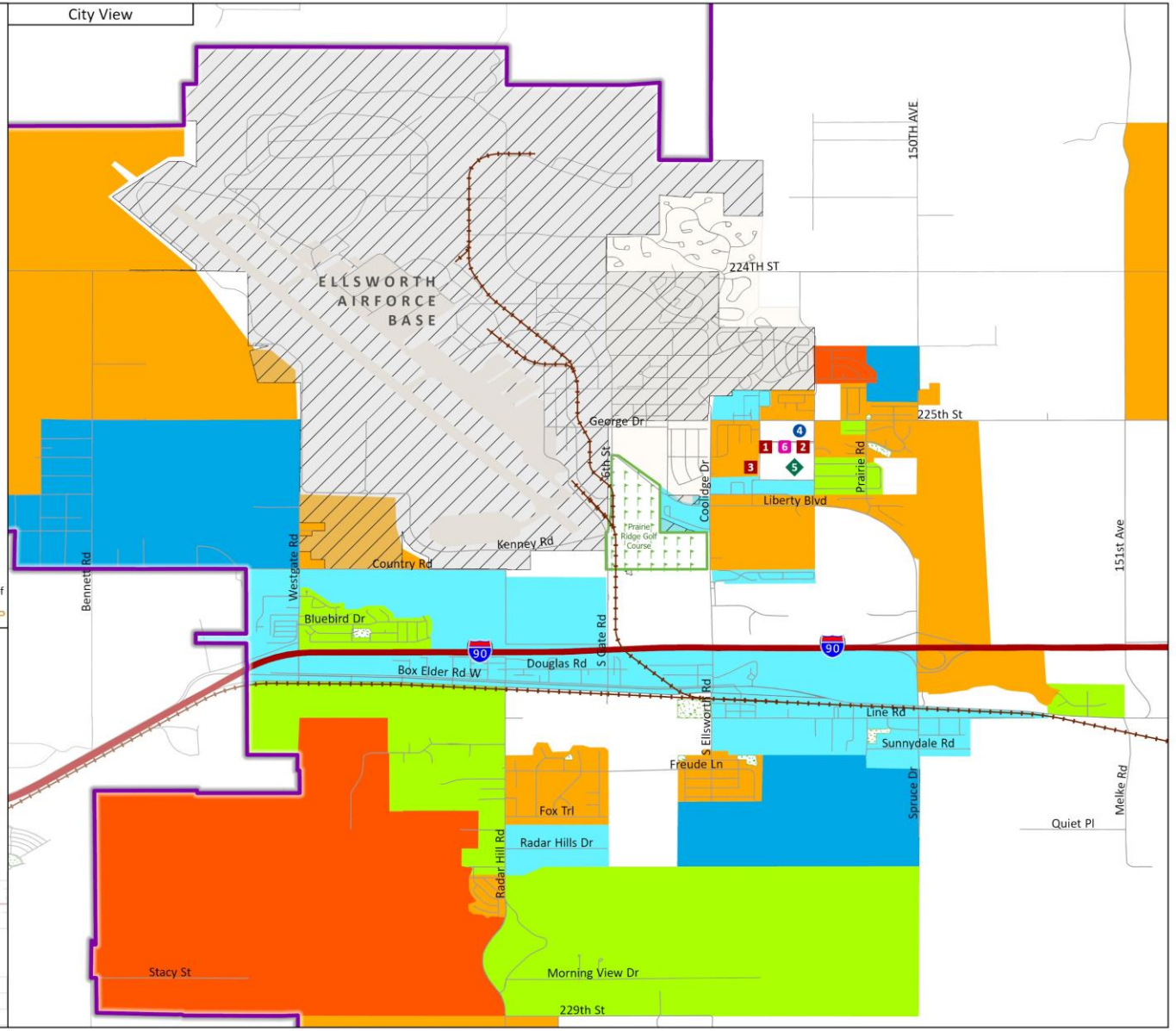
**List of Schools**

1. Badger Clark Elementary
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Property values provided by Pennington and Meade County. Median Home Values displayed by planning area.

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.

**District View**

# Recent Year Built Map



**Douglas School District**

**Residential Year Built**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**Year Built**

- 2020: 162 Units
- 2021: 149 Units
- 2022: 121 Units
- 2023: 316 Units
- 2024: 112 Units


**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
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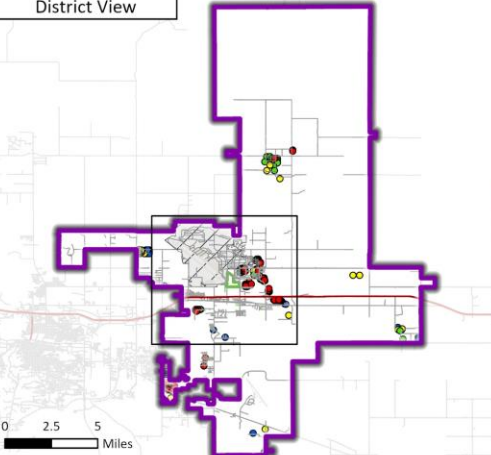
Year built data is provided by Pennington and Meade County Assessor's Office.

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.

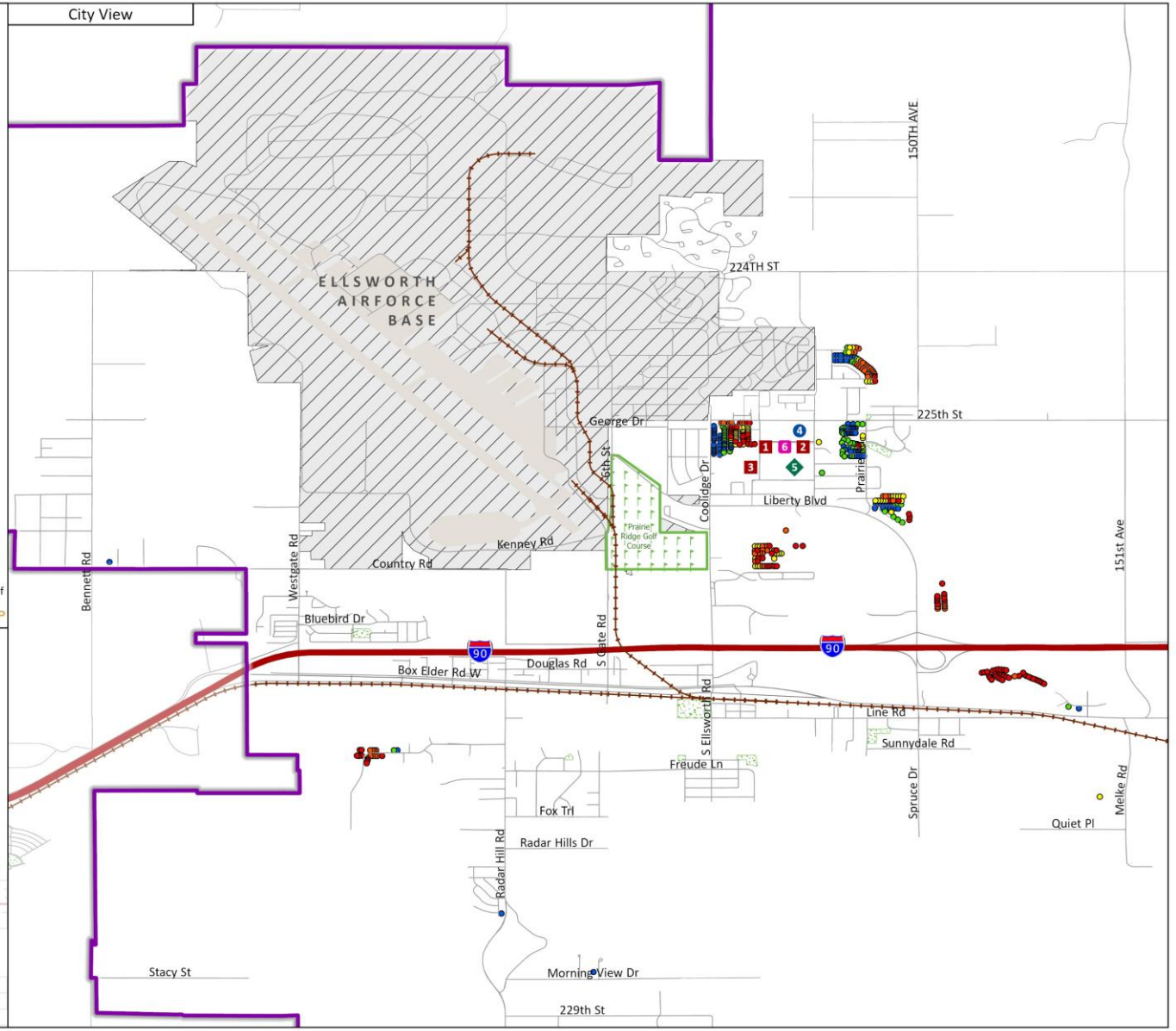
Map created February 2025 by RSP & Associates.



**District View**




0 2.5 5 Miles



# Growth Area Map





## Douglas School District

**Growth Areas**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**Growth Area**


- Current
- 5 Year
- 10 Year

**List of Schools**

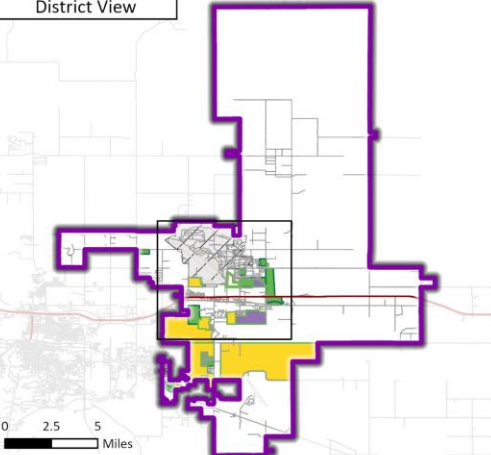
1. Badger Clark Elementary
2. Francis Case Elementary
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5. Douglas High
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N 0 0.94 1.87 Miles

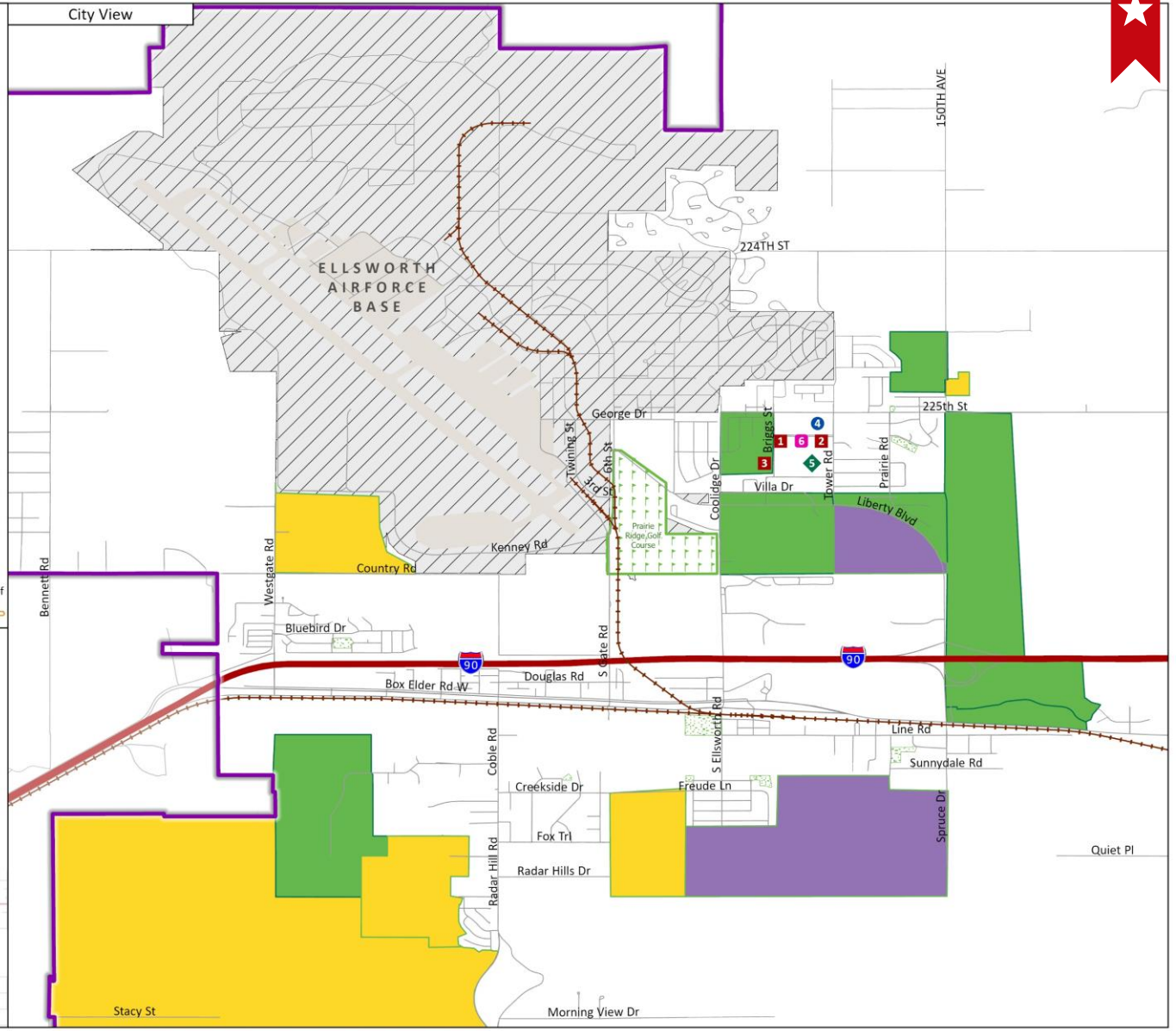
Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.

Map created February 2025 by RSP & Associates. 

**District View**



0 2.5 5 Miles



# Development Table

RSP Plan Area Name: Identified Growth Areas	Current Development Type	Timing of Growth	Existing Units	Potential Units
Springfield Subdivision	Single Family	Current	200	15
Valley Heights Estates	Single Family	Current	163	69
Alpha Omega Phase 1	Single Family	Current	18	118
Freedom Estates	Single Family	Current	35	86
AFB Raider Pointe	Single Family	Current	116	29
Bridle Ridge	Single Family	Current	44	11
Red Feren	Multi Family	Current	16	308
AFB Liberty Plaza	Multi Family	Current	271	58
Civil Way	Single Family	Current	105	31
Murphy Ranch	Single Family	Current	10	127
Freedom Landing Phase 4	Single Family	Current	2	90
Freedom Estates Multi-Family	Multi Family	Current	0	100
Future Infrastructure Connector	Multi Family	5 Year	2	1364
Cheyenne Pass	Single Family	5 Year	1	38
West of Radar Hill Road	Single Family	5 Year	6	700
North of Longview Road	Rural	5 Year	11	2000
E of Andrews	Single Family	5 Year	7	400
Area at end of Fox Trail	Single Family	5 Year	0	332
Apple Valley	Single Family	5 Year	6	399
Eagle Property Rezoning	Multi Family	5 Year	1	60
South of Edelweiss Lane	Single Family	10 Year	2	1000
E of Liberty Plaza	Single Family	10 Year	0	186
Current Growth Area Potential:			980	1,042
5-Year Growth Area Potential:			34	5,293
10-Year Growth Area Potential:			2	1,186
<b>Total Growth Area Potential:</b>			<b>1,016</b>	<b>7,521</b>

Source: Meade and Pennington counties, Cities of Box Elder and Rapid City, and RSP

## Observations:

- Growth areas are created from existing land use, future land use, capital improvement plan, zoning, and city staff input
  - **Green:** identifies where development activity is happening
  - **Yellow:** identifies possible areas that could develop within a 5-year range
  - **Purple:** identifies possible areas that could develop within a 10-year range
- The market demand and property owners desire to build guides the timing and type of development
- Some growth areas may require infrastructure improvements
- There is no guarantee any of these growth areas will develop or that other areas not shown as a growth area will develop

*Note: "Timing of Growth Areas" are general estimates indicating phase of development status: some current projects may continue to develop for 5+ years and 5 to 10 Year potential projects may happen faster or slower than stated in table*

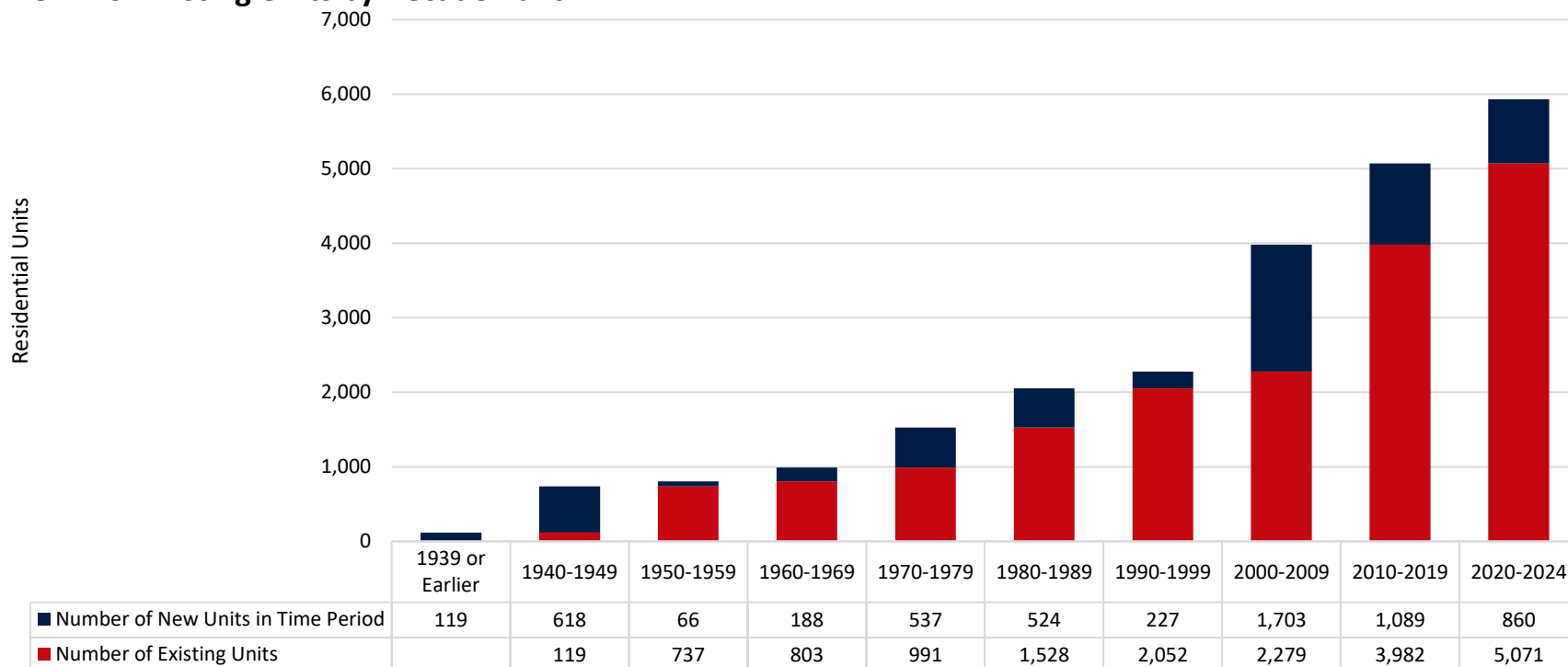
**Main Takeaway:** Over 7,500 potential units identified for development over the next ten years

# Development Activity Over Time

## Observations:

- Table has been created to illustrate the number of units by year built throughout time
  - 2000 to 2009 decade add the most units to the district
  - The average year for all units built is 1983 and median year built is 2005
- Since 2020, the District has added 860 units to the residential inventory
  - The district is on track to see a similar total number of units built in the current decade as 2000 to 2009 surpassing the activity from 2010 to 2019

## New V.S. Existing Units by Decade Built

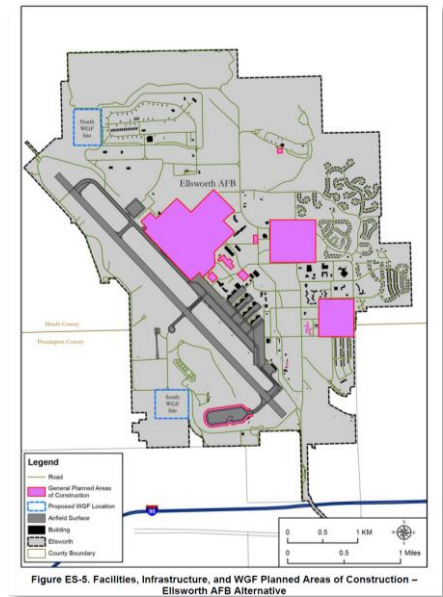
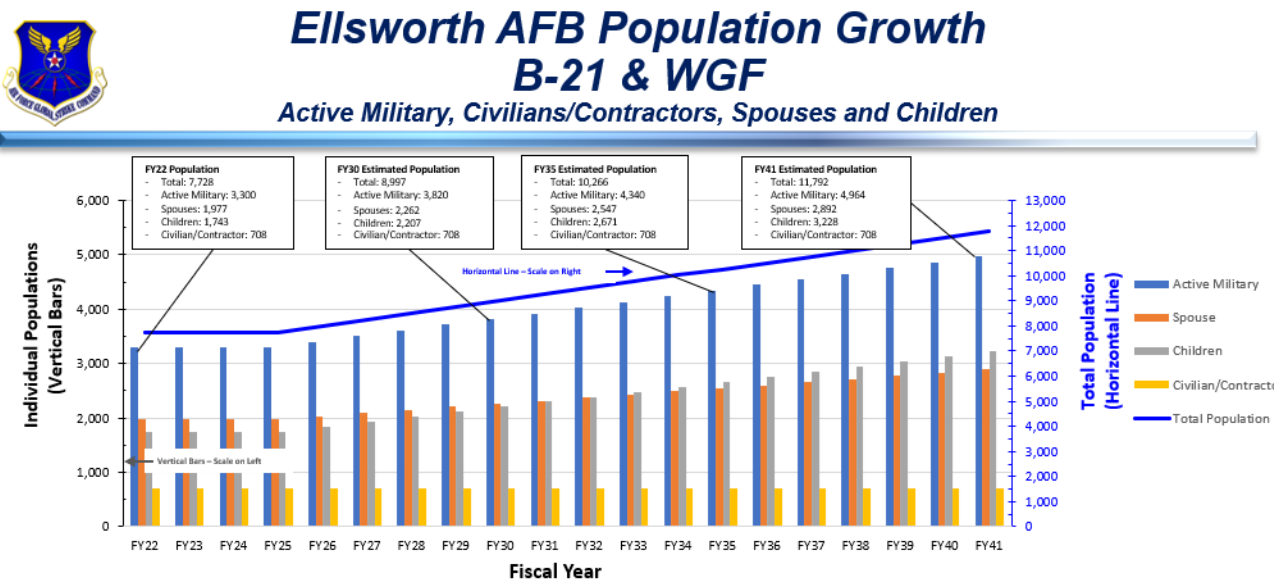


Source: Meade and Pennington Counties and ESRI

# Ellsworth AFB Expansion

## Observations:

- Ellsworth AFB was selected to become the new primary training center for the B-21 Raider Project
- The B-21 mission personnel required would include pilot instructors, maintenance instructors, contractor support personnel and their families
- The base is expected to bring an economic boom for South Dakota and estimated to bring over 3,000 AFB personnel to the area (total of over 7,500 people accounting for children and spouses) as of FY22 with future growth planned until FY41
- The bomber squadron leaves February 2025 and returns December 2025 to complete runway construction project
  - Families will remain in area as they are working on a schedule for that to happen
- Enrollment will likely see greater growth from this variable starting in 2027/28 school year – **CONTINUE TO MONITOR**
  - There are currently 30-35 bid packages with the State of South Dakota and Federal Government to assist in funding of future facilities to prepare for expected growth



Areas in pink are planned areas of construction

# Development Observation and Conclusion



Over 7,500 units identified for potential development within the next 10+ years – **indicator of student growth**

- Development potential is picking up with the assumption of population growth due to B-21 project
- There are over 1,000 units in current/active stages of development
- Current growth areas are located north of I-90, while the areas for potential long-term growth are more densely located on the south side of I-90 and await infrastructure connectivity (project funding utilizes Tax Increment Financing (TIF) and State of South Dakota funding opportunities)



Building activity and population growth have started slow down – **limitation to student growth**

- In 2024, there were less than 200 new units built (lower than 2023); opportunities of residential growth exist throughout the district – however recent developments have not had significant impacts on increasing enrollment
- Monitor local factors that may affect development timing and economic outlook to gauge how the new decade of residential growth will play out



Single-family have higher propensity to have school aged students than multi-family units – **indicator of student growth**

- 2024 reported 87 new single-family units built and 25 multi-family units built
- Tracking the types of development is important to understand the yield rate of students for every part of the community – there are varying yield rates with all developments



Expansion of Ellsworth AFB is expected to increase total population for the region – **indicator of student growth**

- Continue to monitor this project for more information on timing and level of impact

## Conclusion of Section:

- With decreasing yield rates, there is a lower level of impact housing has on enrollment, resulting in a limited growth model. Monitor local factors that may affect development timing and economic outlook to gauge new decade of residential growth:
  - As of February 2022, construction costs have increased over 100% from August 2020; home values increases could potentially slow the single-family subdivision life cycle
  - Residential development will continue if the housing product is affordable and have active residential projects – infrastructure connectivity also plays a role in the desirability and timing of residential development
  - Potential for a change in unit production with a national election year (2025); If development starts to slow down, it will impact the enrollment outlook
  - Recent natural disasters throughout the country (East Coast Hurricane, West Coast Forest Fires, etc.) may impact the speed and cost of building activity limiting outlook of residential development projects



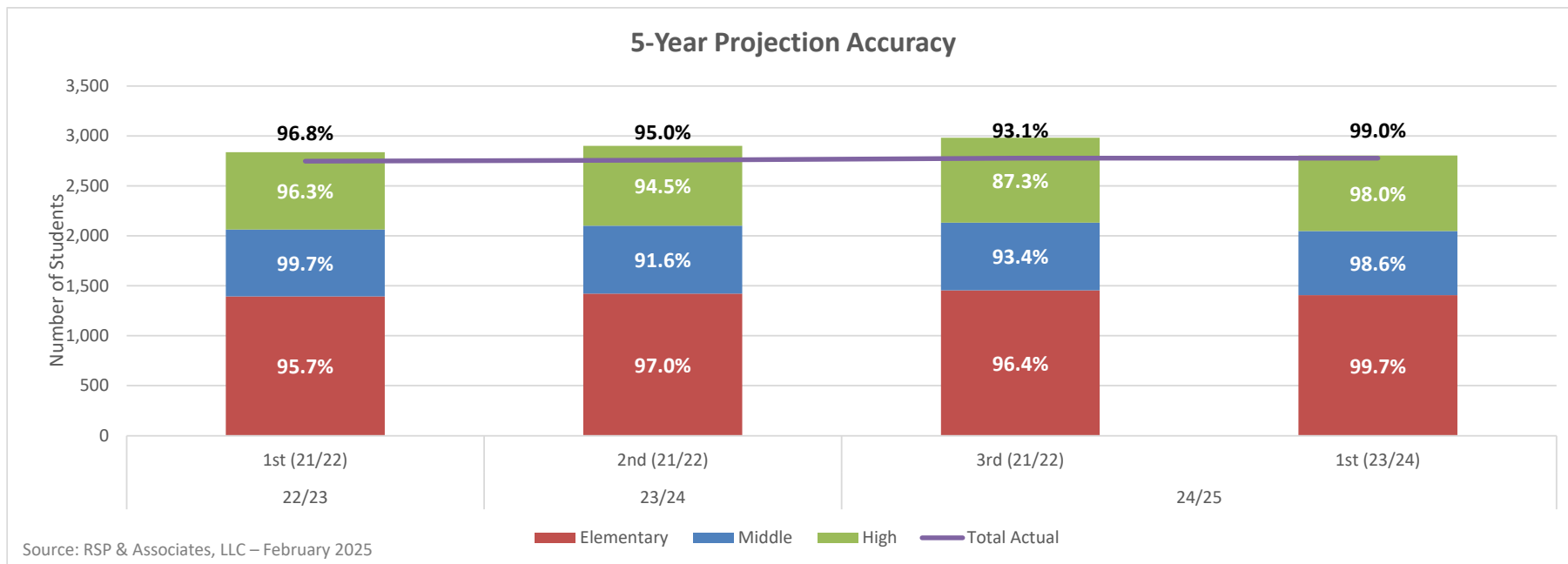
# Student Projections

Past, Current, & Future Enrollment

Building Projections

Grade Level Projections

# Projection Accuracy Over Time



## Observations:

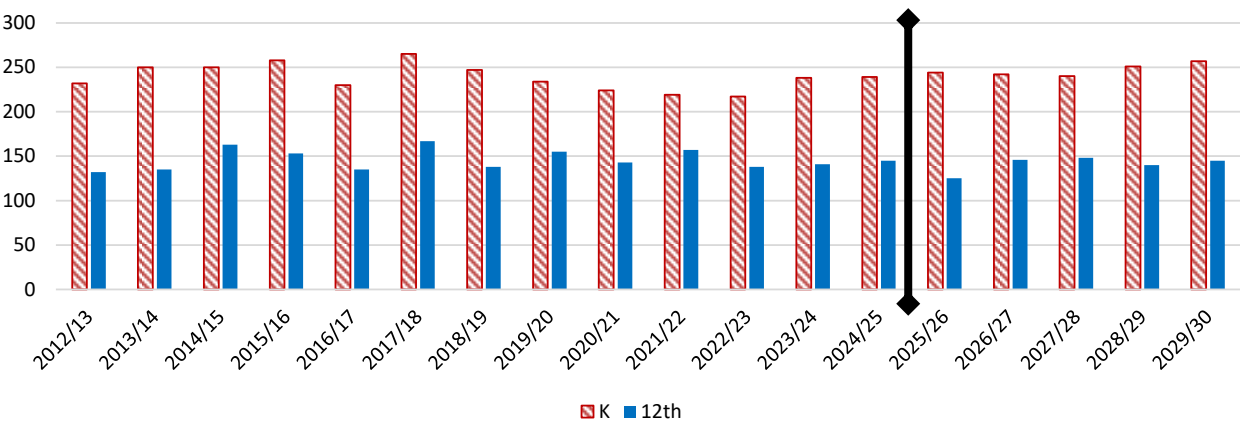
- Understanding the Graph: For each school year, represented at the bottom of the chart, there were up to 3 projections made:
  - 1<sup>st</sup> Year projections represent the projections made in the previous year
  - 3<sup>rd</sup> Year projections represent the projections made 3 years ago
- Projections tend to be more accurate as they get closer to the year that they are projecting
  - Example: 3<sup>rd</sup> Year projections had an accuracy of 93.1% while 1<sup>st</sup> Year projections average an accuracy of 97.9%

**Main Takeaway:** The 2023/24 Enrollment Analysis projection for 2024/25 was **99.0% accurate**

- Projections were most accurate at the Elementary level (99.7%) and least accurate at the High level (98.0%)

# Class Size Comparisons

Kindergarten and 12th Grade Size

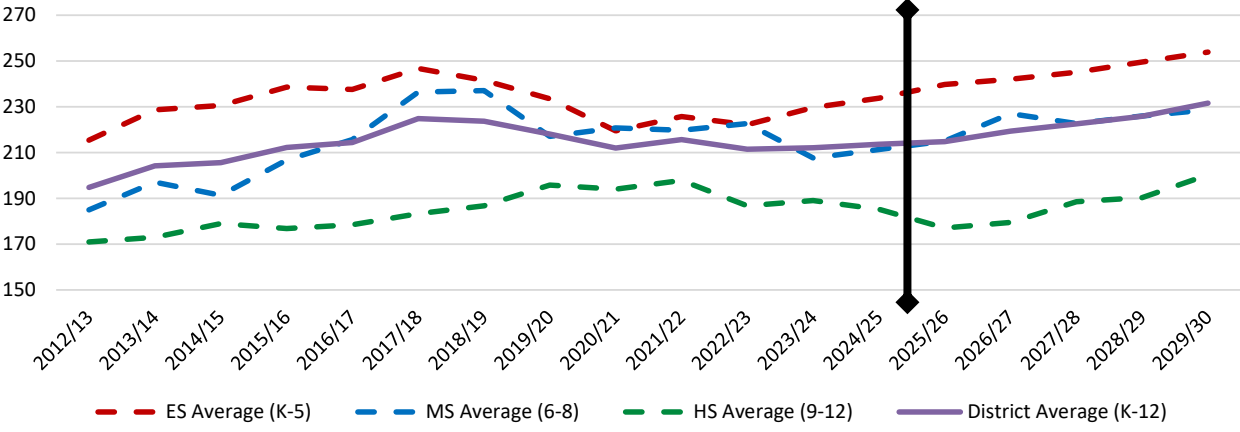


Source: RSP & Associates – February 2025

## K and 12<sup>th</sup> Grade Comparisons:

- Current Kdg grade class is 94 students larger than the current 12<sup>th</sup> grade class
- Smaller exiting classes make it more likely for growth to occur (when small grades move out, they are more than fully replaced by the kindergarten class)
- Over the next 5 years, the kdg class is projected to **increase** to around 247 students while the average 12<sup>th</sup> grade class is projected to remain stable at 140 students

Grade Size Comparison



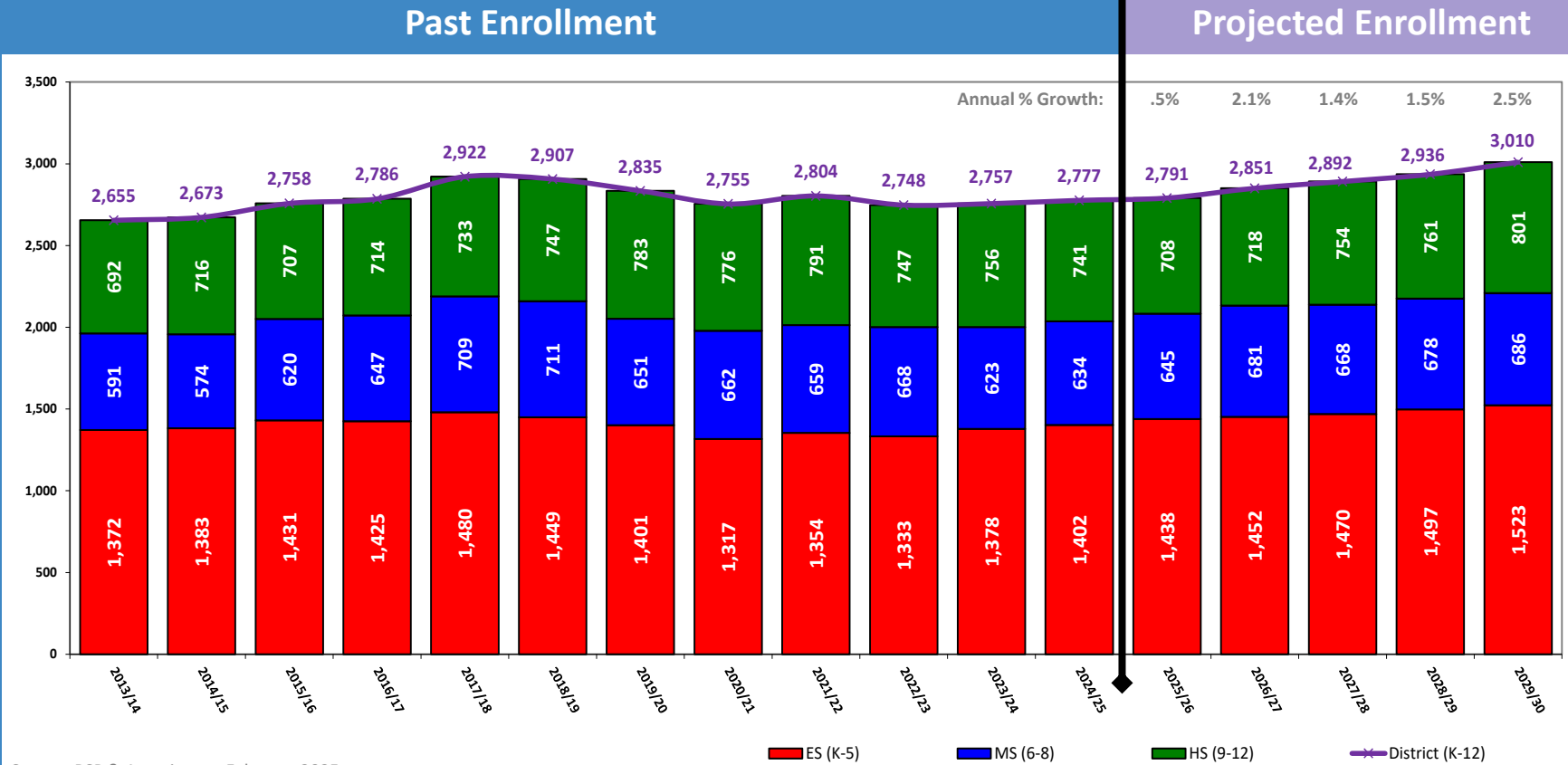
Source: RSP & Associates – February 2025

## Average Class Sizes

- The average elementary grade is 48 students larger than the average high school grade
- As the average elementary grade size has increased by 6.5% since 2020/21, while the average middle and high school grade size has decreased by -4.2 and -4.5%
- Over the next 5 years, all levels are projected to **increase by over 8%**
  - The largest increases are expected at the elementary level with 8.6% growth

# Past, Current, & Future Enrollment

Market Forecast



Note: Enrollment data includes out of district students

## Observations:

- District enrollment is forecasted to increase by 233 students by 2029/30; totaling enrollment to 3,010 (+8.4%)
- Elementary enrollment is forecasted to increase by 121 students by 2029/30; totaling enrollment to 1,523 (+8.6%)
- Middle School enrollment is forecasted to increase by 52 students by 2029/30; totaling enrollment to 686 (+8.2%)
- High School enrollment is forecasted to increase by 60 students by 2029/30; totaling enrollment to 801 (+8.1%)

# Projection Notes and Clarifications

## Past and Projected Enrollment is shown one way:

- **Attend:** Based on both a student residing in the district and attending and students not residing in the district attending

## Capacity

- Building capacity was provided by the District for school facilities
- Capacity should be annually examined to ensure appropriate education space is available for students
- Carrousel houses the PK students and can serve about 118 students (PK is not included in enrollment projections)

## Other Items

- Enrollment Grade Configuration in Student Forecast Model (K-5, 6-8, 9-12)
- Students not receiving services from the district are not shown in any of the information presented in the analysis
- Out of District student trends are assumed to follow District policy and follow similar trends as the last few years
  - The district does operate an Open Enrollment or Transfer Policy – through an application process
- Projection accuracy is limited by the number of years of student data which matches the State enrollment
  - There are more students residing in the district that are not part of the forecast – the forecast is the likely school district enrollment of students physically attending each school
  - Enrollment changes from day to day – the enrollment forecast is based on the enrollment from the 1st quarter of each school year
- Housing challenges that may result in a slowdown in new housing starts and challenges with the economy as it adapts to a “New Normal” of supply challenges, cost increases, and other housing policy changes

# Projections by Buildings

## Douglas School District Projections By School

Market Forecast	School	Educational Capacity	Enrollment Type (Past)	Past School Enrollment				Projections Based on Residence (1-5 years)					5-Year Utilization Percent
				2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
	Douglas Elementary Schools K to 5th	1,350	Attend	1,354	1,333	1,378	1,402	1,438	1,452	1,470	1,497	1,523	128%
	Douglas Middle Schools 6th to 8th	600	Attend	659	668	623	634	645	681	668	678	686	114%
	Douglas High School 9th to 12th	1,050	Attend	791	747	756	741	708	718	754	761	801	76.3%
	<b>DISTRICT TOTALS</b> K to 12th	<b>3,000</b>	<b>Attend</b>	<b>2,804</b>	<b>2,748</b>	<b>2,757</b>	<b>2,777</b>	<b>2,791</b>	<b>2,851</b>	<b>2,892</b>	<b>2,936</b>	<b>3,010</b>	<b>100.3%</b>

Source: RSP & Associates, LLC - February 2025

- Note 1: Student Projections are based on the residence of the student.
- Note 2: The Enrollment Model is based on a Head count of students by Planning Area at each facility
- Note 3: Transfers between Facilities are shown with Attend Projections
- Note 4: The Enrollment Model assumes ES(K-5) MS(6-8) and HS (9-12)
- Note 5: Each planning area is assigned the 2024/25 boundary
- Note 6: School capacity provided by the District
- Note 7: Attend is based on which facility the student attends

### School Utilization Legend

- Over 100% School Capacity
- Under 70% School Capacity

### Observations:

- Capacity challenges are forecasted to be experienced at:
  - Douglas Elementary Schools from 2025/26 to 2029/30; school growth rate projected at 8.63%
  - Douglas Middle School from 2025/26 to 2029/30; school growth rate projected at 8.20%

**Main Takeaway:** District wide there are capacity concerns at the Elementary level and Middle School level for the next 5 years. Additional capacity is needed to ensure adequate space for enrollment growth. By 2029/30, District-wide enrollment is forecasted to surpass total capacity (K-12).

# Capacity Outlook 5-Year

Douglas School District Capacity by Level															Enrollment Totals			
Period	Year	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	ES	MS	HS	District
Past 5 years	2020/21	224	208	237	200	213	235	232	203	227	242	211	180	143	1,317	662	776	2,755
	2021/22	219	238	215	241	228	213	242	219	198	276	197	161	157	1,354	659	791	2,804
	2022/23	217	230	232	211	245	198	221	222	225	238	211	160	138	1,333	668	747	2,748
	2023/24	238	224	236	238	205	237	208	206	209	254	187	174	141	1,378	623	756	2,757
	2024/25	239	238	236	235	244	210	247	199	188	248	201	147	145	1,402	634	741	2,777
Future 5 years	2025/26	244	245	243	237	236	233	220	234	191	227	192	164	125	1,438	645	708	2,791
	2026/27	242	250	248	245	240	227	245	208	228	229	179	164	146	1,452	681	718	2,851
	2027/28	240	248	254	250	248	230	240	226	202	271	180	155	148	1,470	668	754	2,892
	2028/29	251	246	252	256	253	239	242	218	218	241	222	158	140	1,497	678	761	2,936
	2029/30	257	257	250	255	261	243	249	228	209	262	197	197	145	1,523	686	801	3,010

Source: RSP & Associates, LLC 2024/25 Student Forecast Model

Period	Year	Enrollment Totals				Capacity Totals				Capacity Percentage			
		ES	MS	HS	District	ES	MS	HS	District	ES	MS	HS	District
Past 5 years	2020/21	1,317	662	776	2,755	1,350	600	1,050	3,000	97.6%	110.3%	73.9%	91.8%
	2021/22	1,354	659	791	2,804	1,350	600	1,050	3,000	100.3%	109.8%	75.3%	93.5%
	2022/23	1,333	668	747	2,748	1,350	600	1,050	3,000	98.7%	111.3%	71.1%	91.6%
	2023/24	1,378	623	756	2,757	1,350	600	1,050	3,000	102.1%	103.8%	72.0%	91.9%
	2024/25	1,402	634	741	2,777	1,350	600	1,050	3,000	103.9%	105.7%	70.6%	92.6%
Future 5 years	2025/26	1,438	645	708	2,791	1,350	600	1,050	3,000	106.5%	107.5%	67.4%	93.0%
	2026/27	1,452	681	718	2,851	1,350	600	1,050	3,000	107.6%	113.5%	68.4%	95.0%
	2027/28	1,470	668	754	2,892	1,350	600	1,050	3,000	108.9%	111.3%	71.8%	96.4%
	2028/29	1,497	678	761	2,936	1,350	600	1,050	3,000	110.9%	113.0%	72.5%	97.9%
	2029/30	1,523	686	801	3,010	1,350	600	1,050	3,000	112.8%	114.3%	76.3%	100.3%

Source: RSP & Associates, LLC 2024/25 Student Forecast Model

**Specific areas to monitor for enrollment to increase from the forecast:**

- Development happens at differing rates
- Potential development continues as forecasted
- New economic or residential projects
- Live birth rates
- Out of District students
- Updated capacity for each grade level

**Main Takeaway:**

- Enrollment forecast assumes the same attraction for Out-of-District enrollment over the next five years
- With more variables of limitation in this year’s report, the enrollment forecast for 2028/29 is 11 students lower than last years

# Projection Observations and Conclusion



## **Enrollment is forecasted to increase at all grade levels over the next five years**

- Elementary enrollment forecasted to increase by 121, Middle School enrollment forecasted increase by 52, and High School enrollment forecasted increase by 60 students
- District capacity can accommodate the forecasted growth at the high school level, but will likely require additional capacity at the elementary and middle school level

## **RSP recommends District administration and Board of Education to annually review enrollment projections, demographics, and development trends as it relates to available building capacity**

- Enrollment projections are assuming the Ellsworth AFB potential growth happens as forecasted; this variable needs to be **continually monitored** as more information continues to be released
- There are multiple variables in the community that are limitations to enrollment outlook: decreasing live births, lower student yield rates, slowing of unit production, etc.
- Recent natural disasters throughout the country (East Coast Hurricane, West Coast Forest Fires, etc.) may impact the speed and cost of building activity limiting the outlook of residential development projects

## **RSP enrollment forecasting is based on the best-known information at the time**

- Recent economic indicators have been in-flux (interest rates, housing prices, supply chain)
- Live birth data continues to be lower than it has been in the last decade which impacts future kindergarten enrollment
- Potential changes to state or national policy with 2025 President Election may impact the enrollment outlook

## **Utilize the enrollment model to assist with planning for staffing needs at each facility for the following school year which will address how quickly areas are “Regreening” and “Emerging”**

- The type of residential development and how affordable it is will determine the likely location and number of students
- Utilizing current student density, count change visuals and potential developments, RSP has calculated the likely subdivision lifecycle for neighborhoods and their generation of students

## **Conclusion of Section:**

- For enrollment to increase at the projected rate, the following must happen:
  - Ellsworth AFB expansion creates greater population growth and in-migration of students increases
  - Residential development continues and there are +100-250 units added to District inventory per year
- Kindergarten enrollment growth and continued positive cohort changes are key indicators to understand how future enrollment is tracking with these variables



# Next Steps

Moving Forward

Next Steps

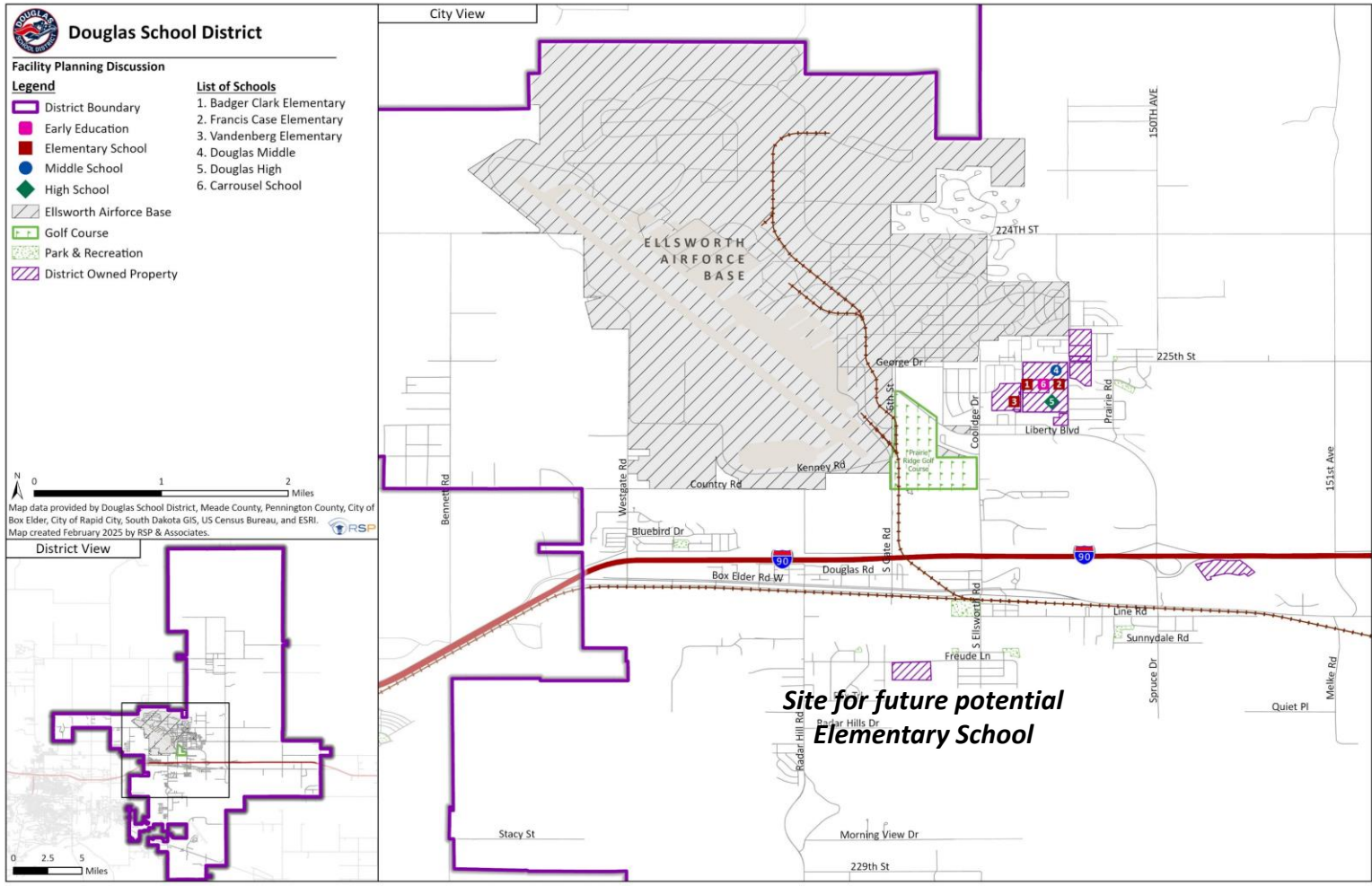
Key Considerations

# Douglas School Future Facility Plan

The District is currently waiting on federal funding to support construction of a new Elementary School.

The \$42M appropriation for Elementary School #1 is expected to pass in March 2025.

RSP is assisting the district in planning for implementation of new facility capacity.





## Annually Review and Update Projected Enrollment Outlook

- The District is forecasted to experience increase of about 233 students in five years (8.4% change); continue evaluation of enrollment will ensure future student population's needs are met by the District.
- There are more limitations to enrollment outlook than in past reports that will likely contribute to stabilization of growth until Ellsworth AFB Expansion is fully felt.

**ACTION:** Review enrollment outlook for the 2025/26 school year



## Integrate Enrollment Analysis Results with Future Facility Planning

- Utilize enrollment projections to inform decisions related to staffing, boundary adjustments, and anticipated student distribution for the potential new elementary school.
- Plan for long-term solutions as enrollment pressures are expected to continue at both the elementary and middle school levels over the next five years. Explore additional options for increasing capacity beyond the planned elementary school.

**ACTION:** Conduct a thorough review of RSP boundary analysis reports to guide the planning process for the new elementary school



## Communicate Results with General Public

- Integrate findings into any potential future facility planning; Future programming and building plans will impact household choices.
- Create targeted marketing strategies to inform households about the extensive educational programs available within the District.

**ACTION:** Expand resources for community outreach and information transparency to prepare community for potential changes in school enrollment

# Report Conclusion

Enrollment is expected to increase at all levels:

- ❑ District-wide enrollment to increase by 233 students in five years totaling 3,010 students
- ❑ Elementary School enrollment to increase by 121 students in five years totaling 1,523 students
- ❑ Middle School enrollment to increase by 52 students in five years totaling 686 students
- ❑ High School enrollment to increase by 60 students in five years totaling 801 students

**Enrollment is forecasted to surpass total capacity at the Elementary and Middle School level – MORE CAPACITY NEEDED**

## Main Limitations to Student Growth

- Decreasing regional live births
- Decreasing population under five years of age
- Net loss of student migration
- Decreasing residential yield rates

## Main Indicators of Student Growth

- Continued population and housing growth
- Cohort growth between grade levels year after year
- Increasing total enrollment for the past two years
- Over 7,500 potential units identified for development
- Ellsworth AFB Expansion is expected to increase population and enrollment over the next five years

## Conclusion of Section:

- ✓ RSP is currently analyzing potential boundary realignment scenarios that adjusts the number of elementary facilities in the district would utilize to improve **enrollment distribution, capacity utilization, and class size balance**
- ✓ Financial and facility challenges may influence community conversations toward creating a **more efficient utilization of schools** ranging from grade configuration, number of buildings, attendance boundaries, etc.
- ✓ The analysis is making assumptions about future increases of population and housing in preparation for the B21 project at Ellsworth AFB; if these items do not happen, the outlook on future student **growth is limited**
- ✓ With many unknown variables, annual analysis of enrollment will help ensure the **adequate and appropriate space** is allocated for **programming needs for all students** (Core, Elective, SPED, ELL, Support Services, Staff/Office, etc.)



# Appendix

Additional Student Analysis Maps

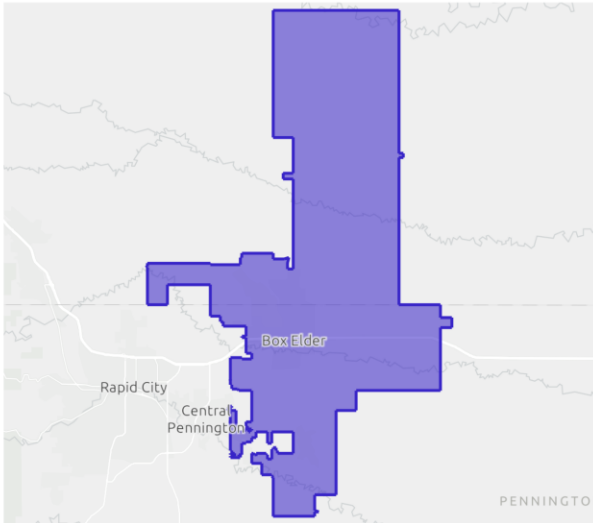
# Comparative Regional Demographics

Demographic Outlook	Douglas School District 51-1	Meade School District 46-1	Rapid City School District 51-4	Meade County, SD	Pennington County, SD	South Dakota
Unemployment Rate	2.2%	1.7%	1.3%	2.2%	1.2%	1.7%
Average Household Size	2.85	2.41	2.3	2.55	2.33	2.44
Median Age	30.1	43.7	39.1	37.4	39.2	38.1
Total Population	17,066	20,806	104,140	31,477	115,646	926,163
Median Household Income	\$67,371	\$75,436	\$66,579	\$76,516	\$66,470	\$72,722
Total Housing Units	6,064	9,436	46,773	12,957	52,561	413,492
Owner Occupied Housing	3,356	6,583	27,814	8,652	30,814	245,122
Renter Occupied Housing	2,359	1,956	15,763	3,301	17,198	121,520
Vacancy Rate	5.8%	9.5%	6.8%	7.7%	8.7%	11.3%
Population by Race/Ethnicity	Douglas School District 51-1	Meade School District 46-1	Rapid City School District 51-4	Meade County, SD	Pennington County, SD	South Dakota
White	72.4%	88.0%	74.7%	83.7%	74.7%	78.5%
Black	2.9%	0.4%	1.2%	1.3%	1.2%	2.1%
American Indian/Alaskan	6.4%	2.3%	10.5%	2.7%	10.2%	8.3%
Asian	1.8%	0.6%	1.5%	1.1%	1.5%	1.7%
Pacific Islander	0.4%	0.0%	0.1%	0.2%	0.1%	0.1%
Other Race	0.5%	0.2%	0.4%	0.3%	0.4%	0.2%
Two or More Races	8.1%	4.9%	6.2%	5.8%	6.3%	4.1%
Hispanic	7.4%	3.5%	5.4%	4.9%	5.5%	4.9%

Source: U.S. Census, ESRI BAO

- Notes:
- Demographic attribute information for Douglas School District is similar to City of Rapid City
  - The Median Age is 21.0% lower in Douglas School District when compared to the state of South Dakota
  - The Unemployment Rate is highest in Douglas School District when comparing all neighboring geographies.
  - The Average Household Size is highest in Douglas School District when compared to all neighboring geographies.

# Census Demographic Overview

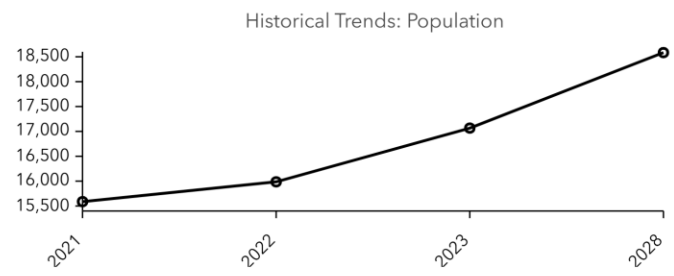


## POPULATION TRENDS AND KEY INDICATORS

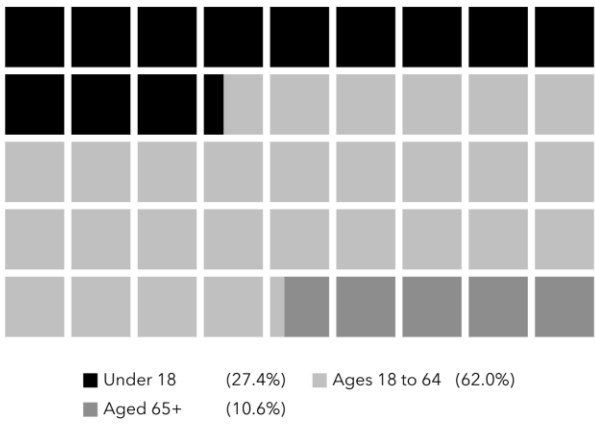
Douglas School District 51-1  
Area: 150.9 square miles

<b>17,066</b>	<b>5,715</b>	<b>2.85</b>	<b>30.1</b>	<b>\$67,371</b>	<b>\$284,391</b>	<b>54</b>	<b>91</b>	<b>50</b>
Population	Households	Avg Size Household	Median Age	Median Household Income	Median Home Value	Wealth Index	Housing Affordability	Diversity Index

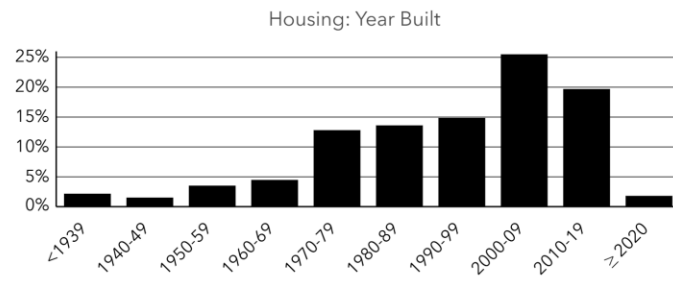
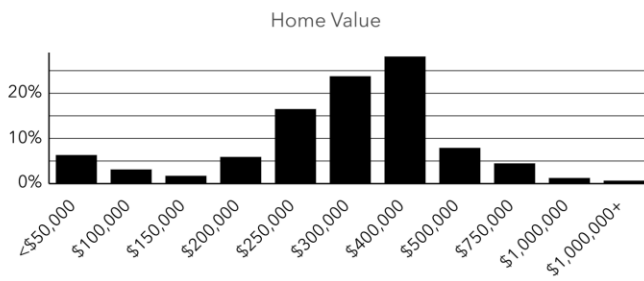
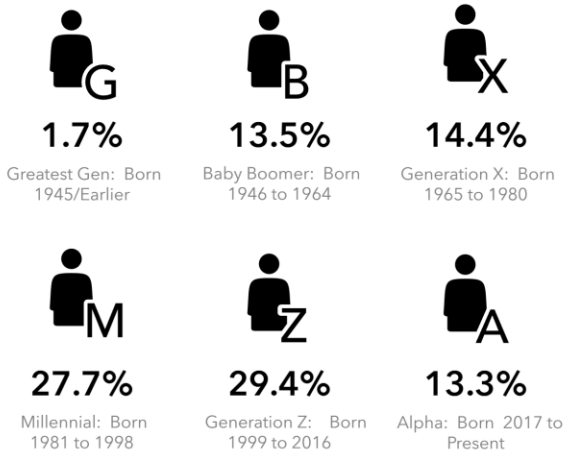
### MORTGAGE INDICATORS



### POPULATION BY AGE



### POPULATION BY GENERATION



Source: This infographic contains data provided by Esri (2024, 2029), Esri-U.S. BLS (2024), ACS (2018-2022). © 2025 Esri

Source: US Census BAO and ESRI  
Note: Demographic information includes all persons residing in the school district boundary (not just student data)

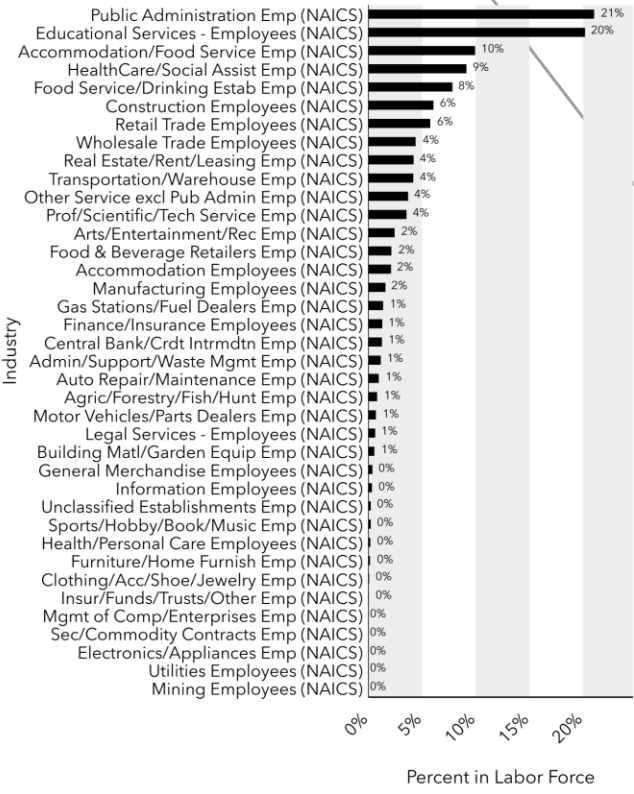
# Census Employment Outlook

## Economic Development Profile

Douglas School District 51-1

Area: 150.9 square miles

### 2024 The North American Industry Classification System (NAICS)

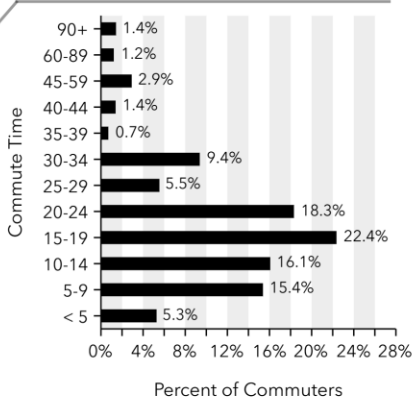


Services Blue Collar White Collar Employment

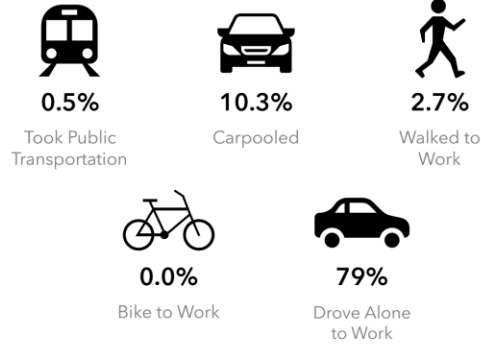
### Workforce Overview



### Commute Time: Minutes



### Transportation to Work



Source: This infographic contains data provided by Esri (2024), Esri-Data Axle (2024), ACS (2018-2022).

© 2025 Esri

Source: US Census BAO and ESRI  
 Note: Demographic information includes all persons residing in the school district boundary (not just student data)

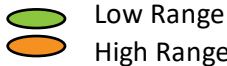
# Meade County Birth Rate Information

## Meade County Live Births and Kindergarteners 5 Years Later

Calendar Year	# Live Births	Birth Change	% Birth Change	School Year	Meade County Kdg	%Kdg of Live Births
2011	314			2016/17	93	29.6%
2012	327	13	4.1%	2017/18	113	34.6%
2013	320	-7	-2.1%	2018/19	94	29.4%
2014	318	-2	-0.6%	2019/20	97	30.5%
2015	304	-14	-4.4%	2020/21	91	29.9%
2016	269	-35	-11.5%	2021/22	91	33.8%
2017	258	-11	-4.1%	2022/23	93	36.0%
2018	261	3	1.2%	2023/24	92	35.2%
2019	245	-16	-6.1%	2024/25	98	40.0%
2020	244	-1	-0.4%	2025/26	73	98
2021	252	8	3.3%	2026/27	75	101
2022	294	42	16.7%	2027/28	88	118
3-Year Average	263.3	16				
3-Year Weighted Average	271.7	23.5				

**Main Takeaway:** The decline of live births can potentially result in smaller kindergarten classes. To keep similar or greater enrollment, the district will need to experience an increase in the market share of future kindergarten students.

RSP recommends continuing to monitor this variable for more understanding on demographic trends as propensity of county live births enrolling in the District.



Source: South Dakota Department of Health and Douglas School District

### Live Birth Observations

- Tracks the number of Meade County live births and the corresponding number of kindergarten students five years later
- The number of live births have been decreasing. This is consistent with national and state trends.
  - There were 20 less live births in 2022 than in 2011 (-6.4%)
  - 3-year average of 16 more live births per year
- The District enrolls around has a range of 30-40% of Meade County live births enrolled in kindergarten five years later (market share)
  - Market Share decline impacts the future kindergarten projected enrollment
- Based on this variable and range of market share, the kindergarten classes moving forward are forecasted to be between:
  - 73 to 88 students on the low end
  - 98 to 118 students on the high end

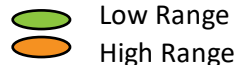
# Pennington County Birth Rate Information

## Pennington County Live Births and Kindergarteners 5 Years Later

Calendar Year	# Live Births	Birth Change	% Birth Change	School Year	Pennington County Kdg	%Kdg of Live Births
2011	1,502			2016/17	137	9.1%
2012	1,532	30	2.0%	2017/18	152	9.9%
2013	1,596	64	4.2%	2018/19	153	9.6%
2014	1,540	-56	-3.5%	2019/20	137	8.9%
2015	1,536	-4	-0.3%	2020/21	133	8.7%
2016	1,470	-66	-4.3%	2021/22	128	8.7%
2017	1,466	-4	-0.3%	2022/23	124	8.5%
2018	1,541	75	5.1%	2023/24	146	9.5%
2019	1,451	-90	-5.8%	2024/25	140	9.6%
2020	1,374	-77	-5.3%	2025/26	116	133
2021	1,491	117	8.5%	2026/27	126	144
2022	1,397	-94	-6.3%	2027/28	118	135
3-Year Average	1,420.7	-18				
3-Year Weighted Average	1,424.5	-20.8				

**Main Takeaway:** The decline of live births can potentially result in smaller kindergarten classes. To keep similar or greater enrollment, the district will need to experience an increase in the market share of future kindergarten students.

RSP recommends continuing to monitor this variable for more understanding on demographic trends as propensity of county live births enrolling in the District.




Source: South Dakota Department of Health and Douglas School District

### Live Birth Observations

- Tracks the number of Pennington County live births and the corresponding number of kindergarten students five years later
- The number of live births have been decreasing. This is consistent with national and state trends.
  - There were 105 less live births in 2022 than in 2011 (-7.0%)
  - 3-year average of 18 less live births per year
- The District enrolls around has a range of 8-9% of Pennington County live births enrolled in kindergarten five years later (market share)
  - Market Share decline impacts the future kindergarten projected enrollment
- Based on this variable and range of market share, the kindergarten classes moving forward are forecasted to be between:
  - 116 to 126 students on the low end
  - 133 to 144 students on the high end



# Middle School Student Count Change Map



## Douglas School District

**Student Count Change from 2020/21 to 2024/25 in Grades 6-8**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

Decrease in Students Increase in Students

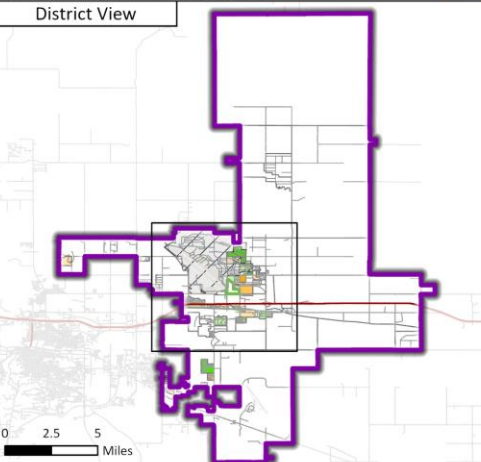
Count Change is the number of students in 2024/25 subtracted by the number in 2020/21 in each Planning Area.

N Miles

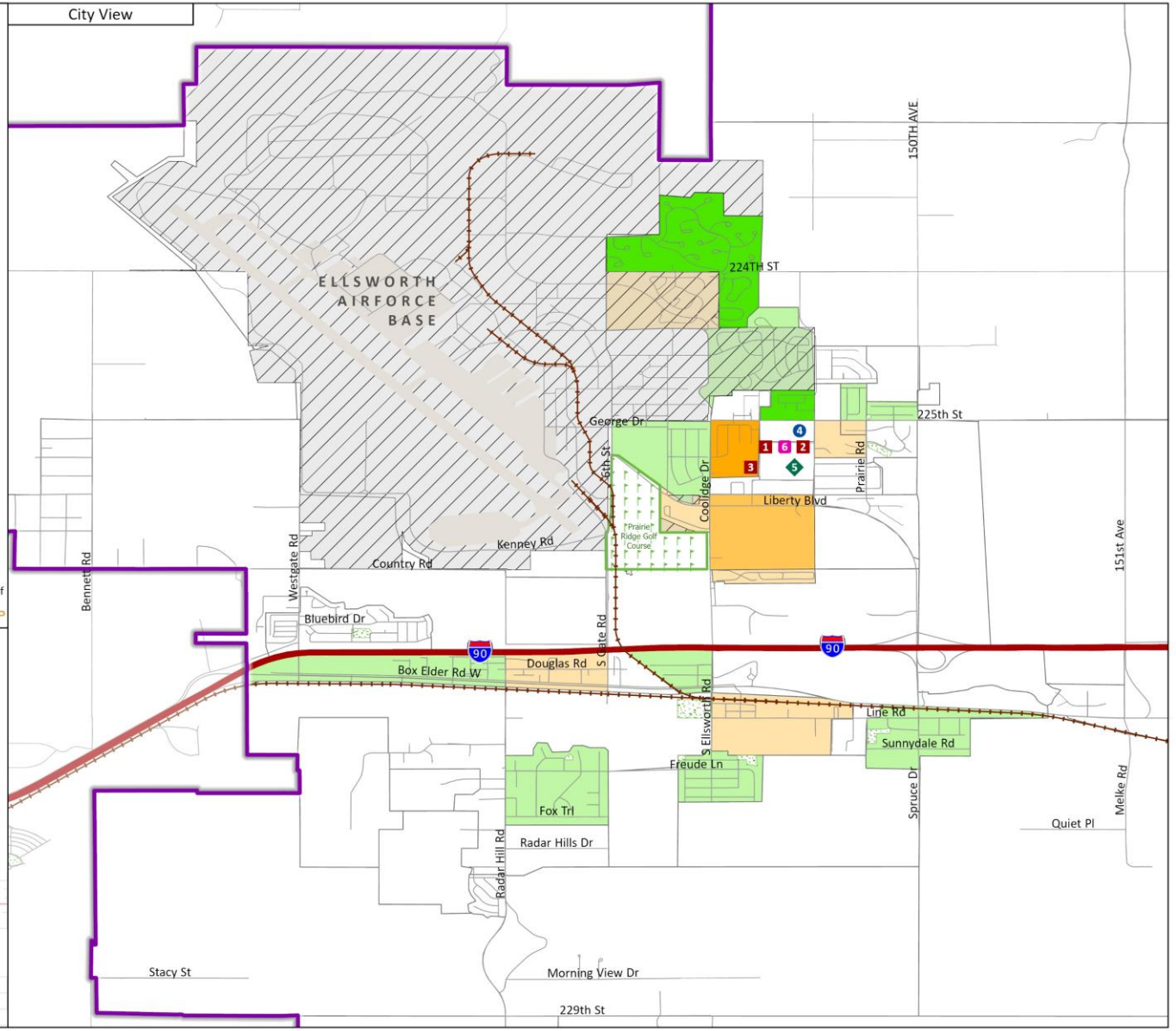
Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.

Map created February 2025 by RSP & Associates.


**District View**



Miles



# High School Student Count Change Map



**Douglas School District**

**Student Count Change from 2020/21 to 2024/25 in Grades 9-12**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

Count Change is the number of students in 2024/25 subtracted by the number in 2020/21 in each Planning Area.

Decrease in Students (Green icon)

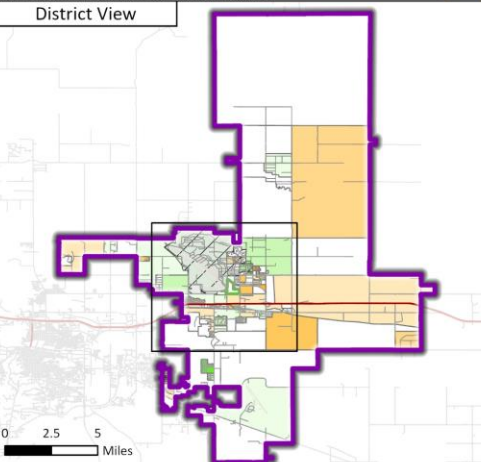
Increase in Students (Orange icon)

0 1 2 Miles

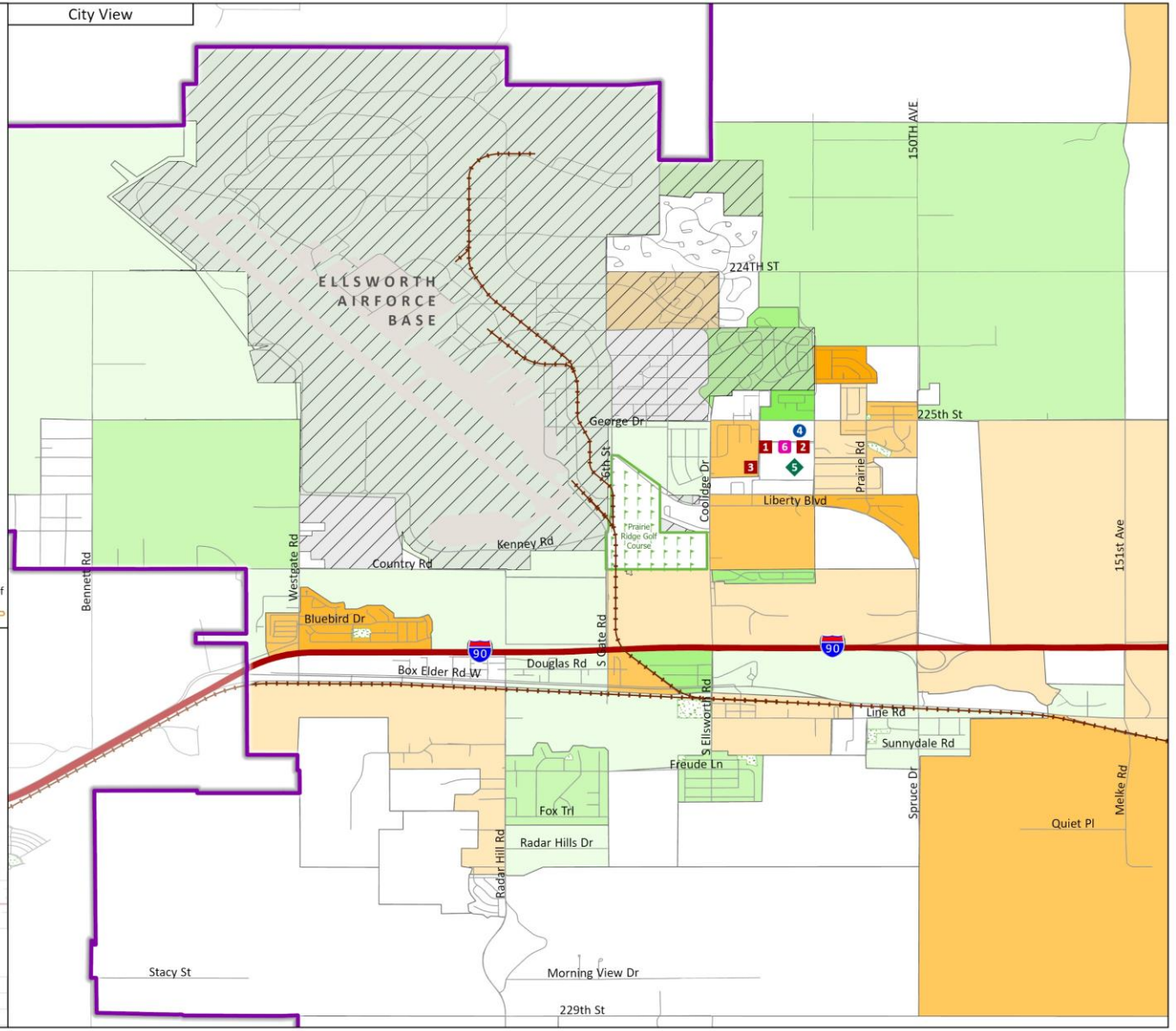
Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.

Map created February 2025 by RSP & Associates.

**District View**



0 2.5 5 Miles



# Student Density Change Map

## Douglas School District

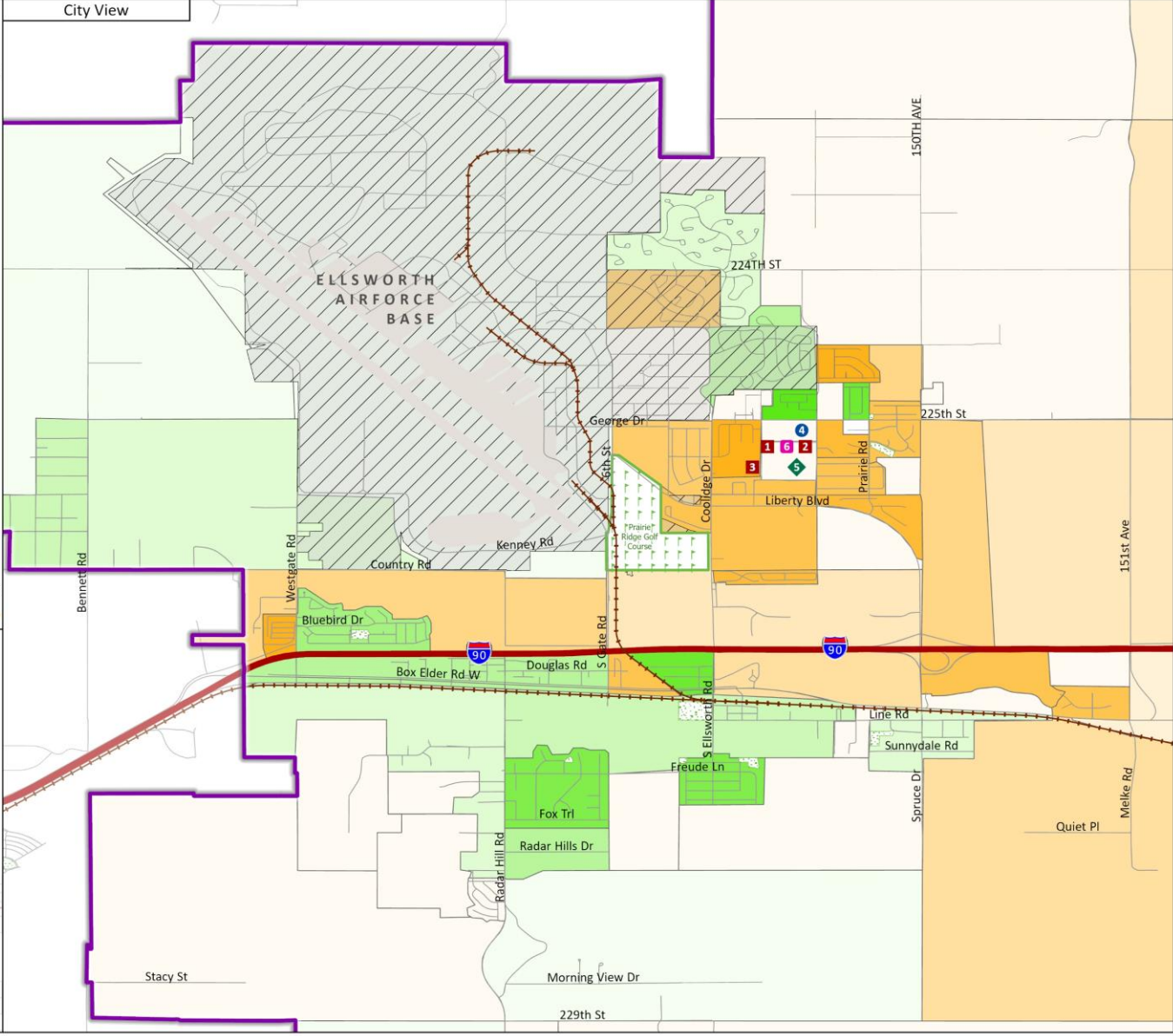
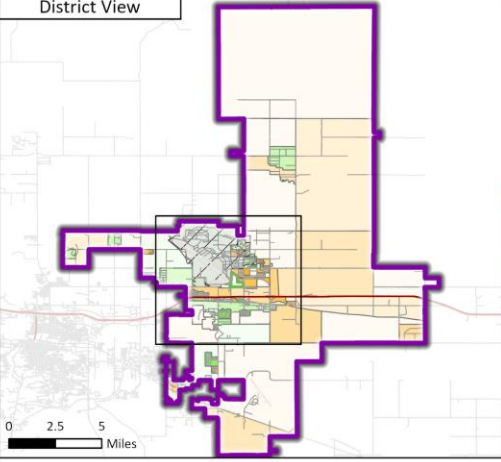
Student Density Change from 2020/21 to 2024/25 in Grades K-12

- Legend**
- District Boundary
  - Early Education
  - Elementary School
  - Middle School
  - High School
  - Ellsworth Airforce Base
  - Golf Course
  - Park & Recreation
- List of Schools**
1. Badger Clark Elementary
  2. Francis Case Elementary
  3. Vandenberg Elementary
  4. Douglas Middle
  5. Douglas High
  6. Carrousel School




Density Change is the number of students within each Planning Area in 2024/25 subtracted by the number in 2020/21 represented per square mile.

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.



# 2020/21 Student Density Map



**Douglas School District**

**2020/21 Student Density in Grades K-12**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

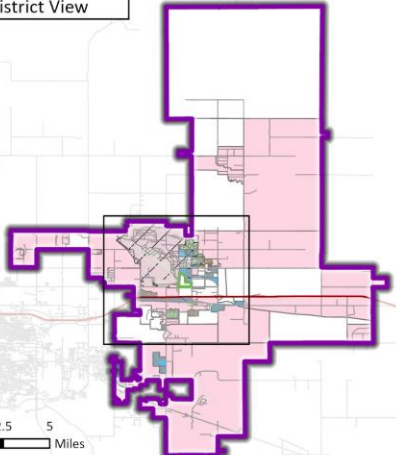
**Student Density**

- 0
- 1 to 100
- 101 to 500
- 501 to 1,000
- 1,001 to 2,000
- > 2,000

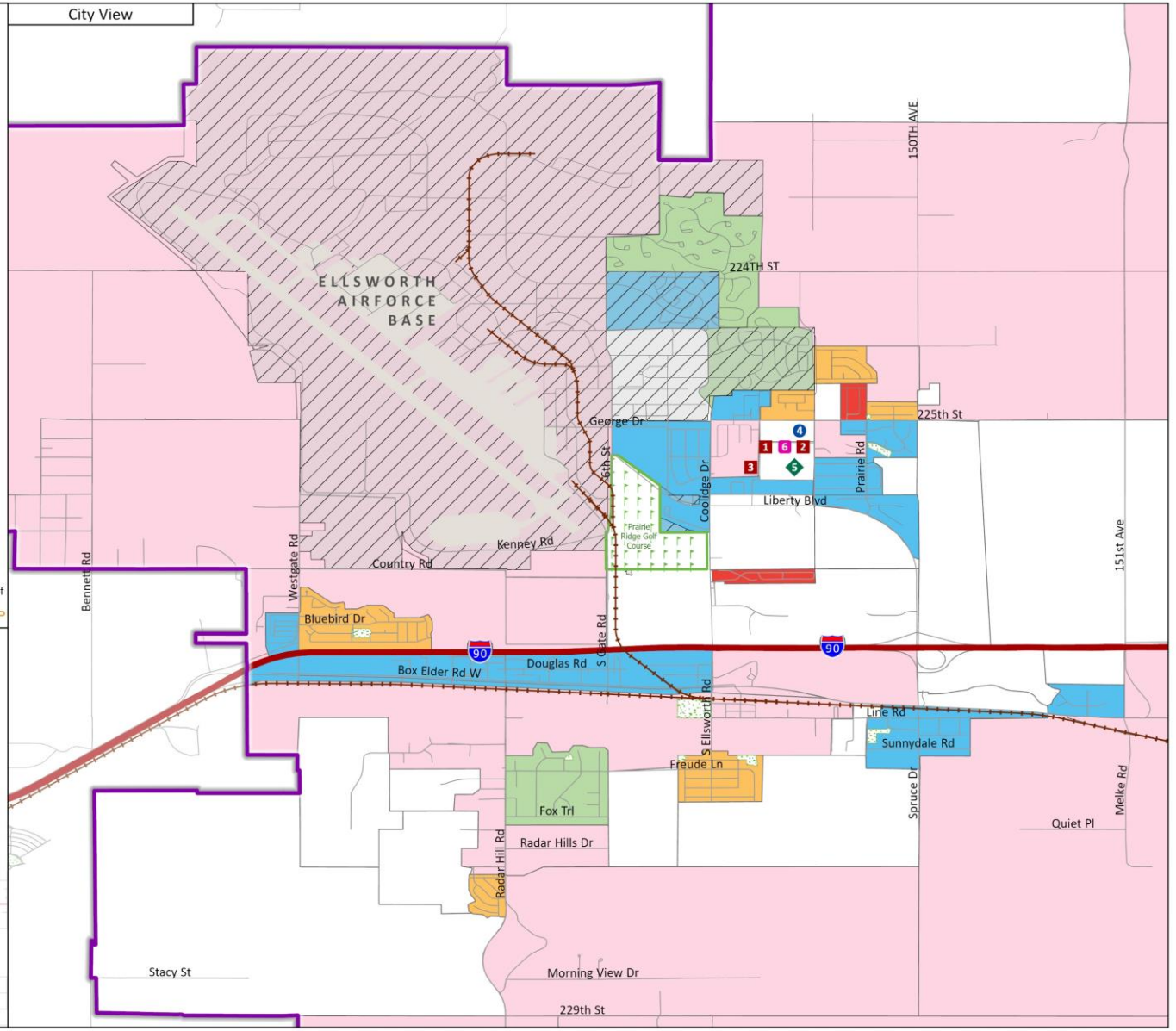
Student Density is the number of students per square mile within each Planning Area.

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.


**District View**



0 2.5 5 Miles



# 2024/25 Student Density Map



**Douglas School District**

**2024/25 Student Density in Grades K-12**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Air Force Base
- Golf Course
- Park & Recreation

**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

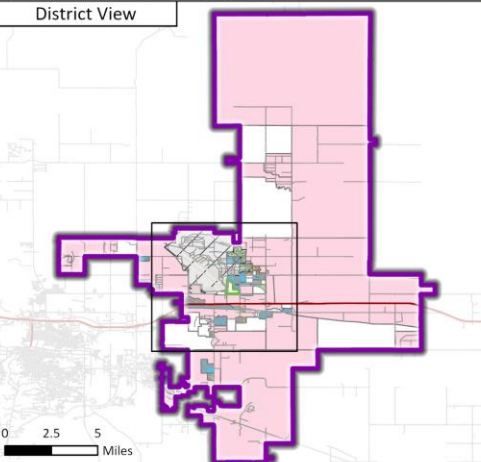
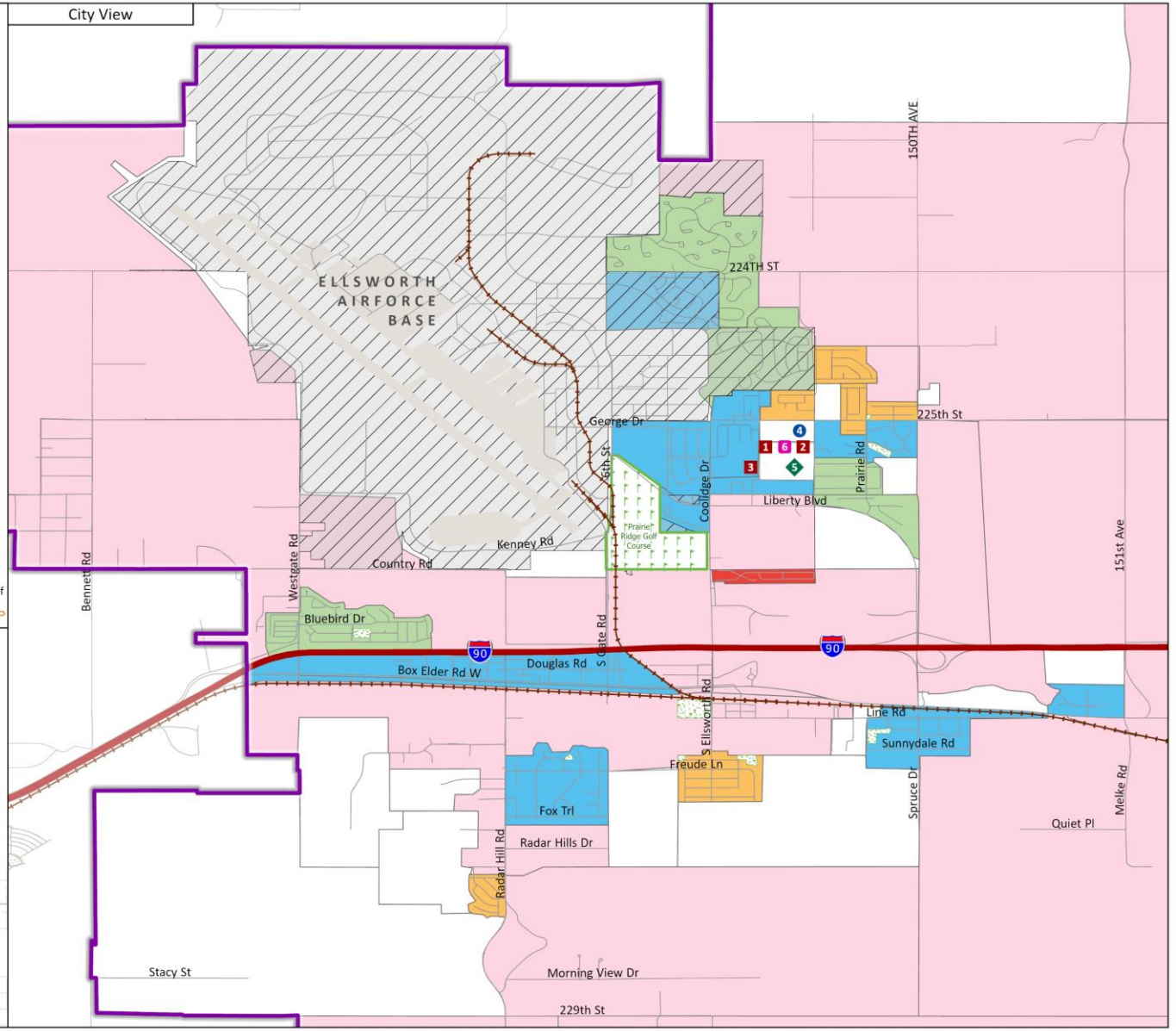
**Student Density**

- 0
- 1 to 100
- 101 to 500
- 501 to 1,000
- 1,001 to 2,000
- > 2,000

Student Density is the number of students per square mile within each Planning Area.

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.

**District View**

# Student Yield Rate by Grade Level

Elementary	2015/16	2016/17	2017/18	2018/19	2019/21	2020/21	2021/22	2022/23	2023/24	2024/25	Avg
Single-Family	31	30	31	30	28	26	26	25	26	25	28
Multi-Family	23	24	24	21	20	17	19	18	16	16	20
District Total	27	27	28	26	24	22	23	22	21	21	24

Source: Meade and Pennington Counties and RSP

Middle School	2015/16	2016/17	2017/18	2018/19	2019/21	2020/21	2021/22	2022/23	2023/24	2024/25	Avg
Single-Family	13	14	15	15	14	14	13	13	12	11	13
Multi-Family	10	10	11	10	8	6	7	8	7	7	8
District Total	12	12	13	13	11	10	10	11	10	9	11

Source: Meade and Pennington Counties and RSP

High School	2015/16	2016/17	2017/18	2018/19	2019/21	2020/21	2021/22	2022/23	2023/24	2024/25	Avg
Single-Family	15	15	15	15	16	16	16	15	15	14	15
Multi-Family	12	11	12	11	10	8	9	7	6	6	9
District Total	14	13	14	13	13	12	13	11	11	10	12


Source: Meade and Pennington Counties and RSP

## Observations:

- Table shows the number of students per 100 single-family (SF) units by year and by grade level (K-5, 6-8, 9-12)
- Single-Family units in 2024/25 generated:
  - 25 elementary students per 100 single-family households
  - 11 middle school students per 100 single-family households
  - 14 high school students per 100 single-family households
- Multi-Family units in 2024/25 generated:
  - 16 elementary students per 100 multi-family households
  - 7 middle school students per 100 multi-family households
  - 6 high school students per 100 multi-family households
- Adding new housing inventory can impact the yield rate:
  - **There were 1,097 single-family homes built from 2014 to 2024**
  - **There were 449 multi-family homes built from 2014 to 2024**

**Main Takeaway:** The District yield rate has decreased over the past ten years despite more residential units being built. This indicates fewer students are being generated from the housing inventory (**limitation to student growth**)

# Northwest Growth Area Map (Detailed)



## Douglas School District

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**Growth Areas**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**Growth Area**


- Current
- 5 Year
- 10 Year

**List of Schools**

1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School


---

Population growth Areas are defined as areas that display a high propensity for growth; however, development is not guaranteed. Additionally, it is possible that areas not designated for growth may develop.

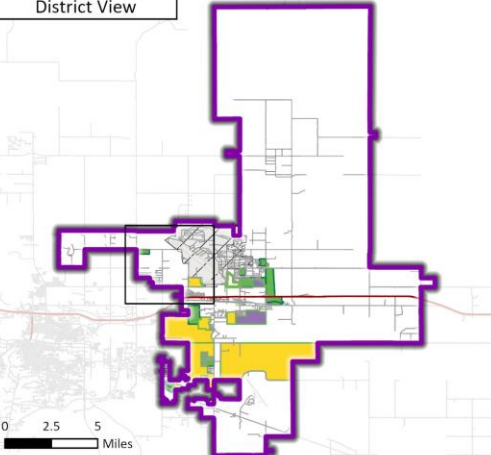


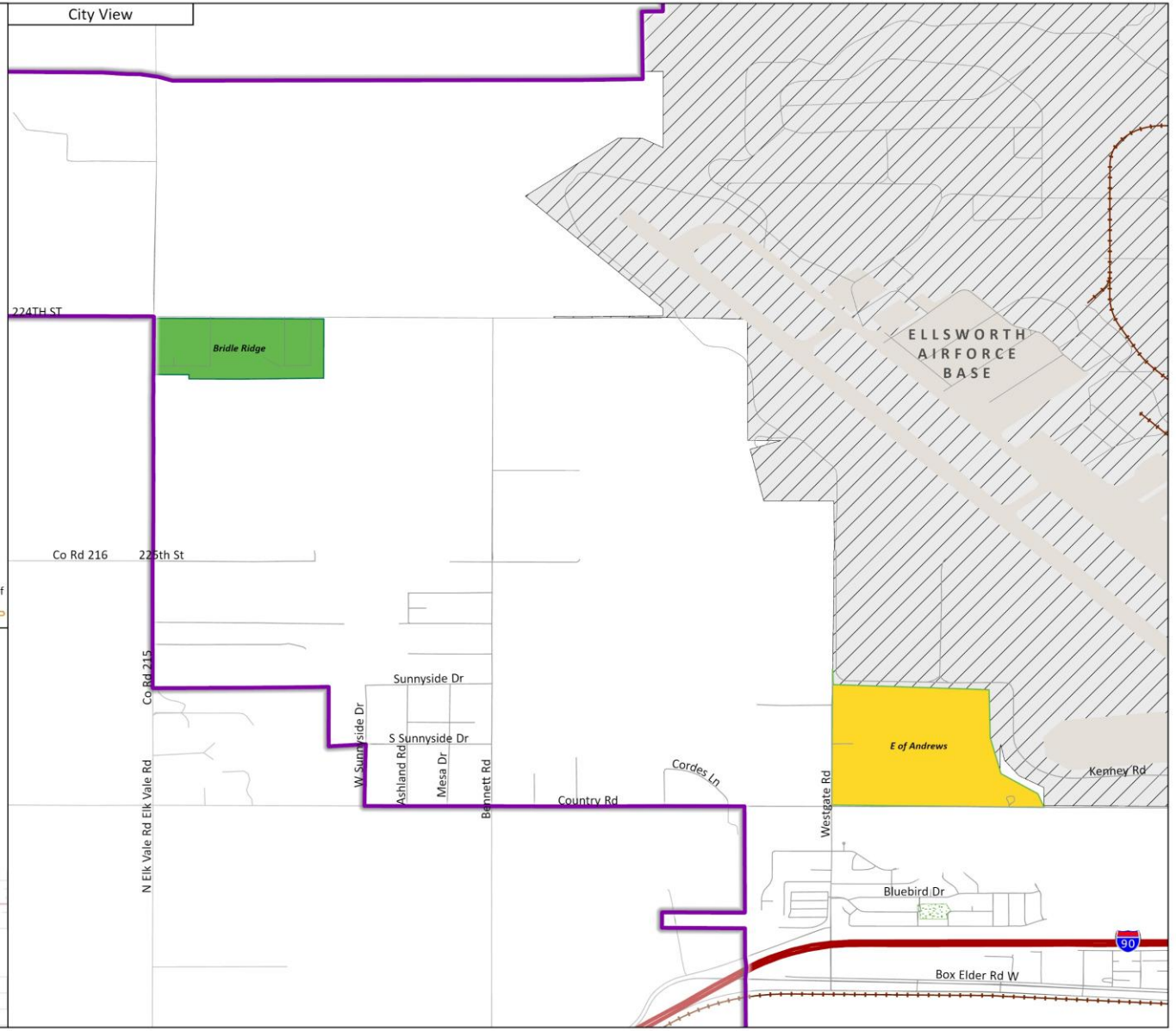
0      0.62      1.24

Miles


Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates. 

**District View**





# Central Growth Area Map (Detailed)



**Douglas School District**

**Growth Areas**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**Growth Area**

- Current
- 5 Year
- 10 Year

**List of Schools**

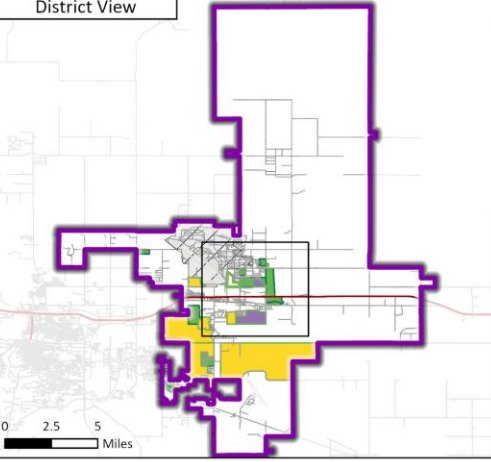
1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

Population growth Areas are defined as areas that display a high propensity for growth; however, development is not guaranteed. Additionally, it is possible that areas not designated for growth may develop.

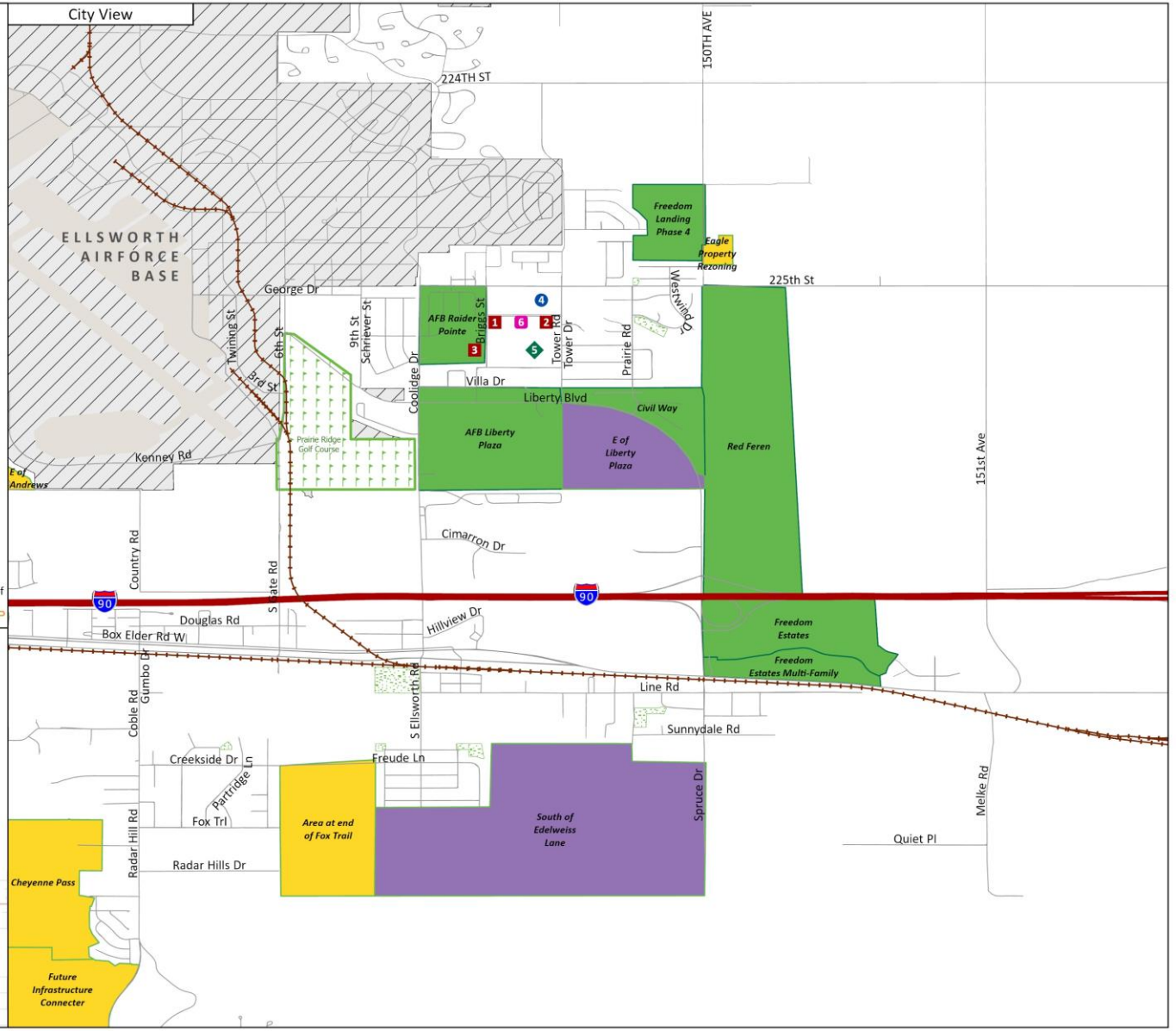
N 0 0.74 1.48 Miles

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.

**District View**




0 2.5 5 Miles





# West Growth Area Map (Detailed)



**Douglas School District**

**Growth Areas**

**Legend**

- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation

**Growth Area**

- Current
- 5 Year
- 10 Year

**List of Schools**

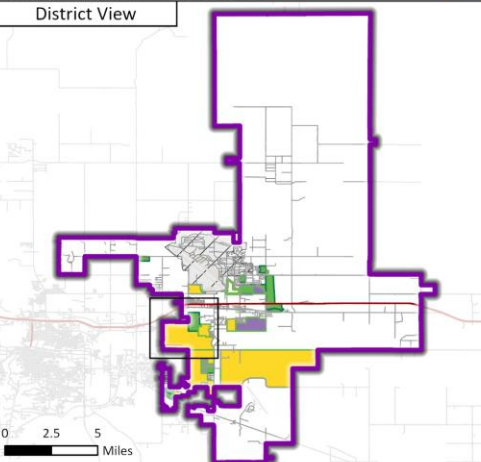
1. Badger Clark Elementary
2. Francis Case Elementary
3. Vandenberg Elementary
4. Douglas Middle
5. Douglas High
6. Carrousel School

Population growth Areas are defined as areas that display a high propensity for growth; however, development is not guaranteed. Additionally, it is possible that areas not designated for growth may develop.

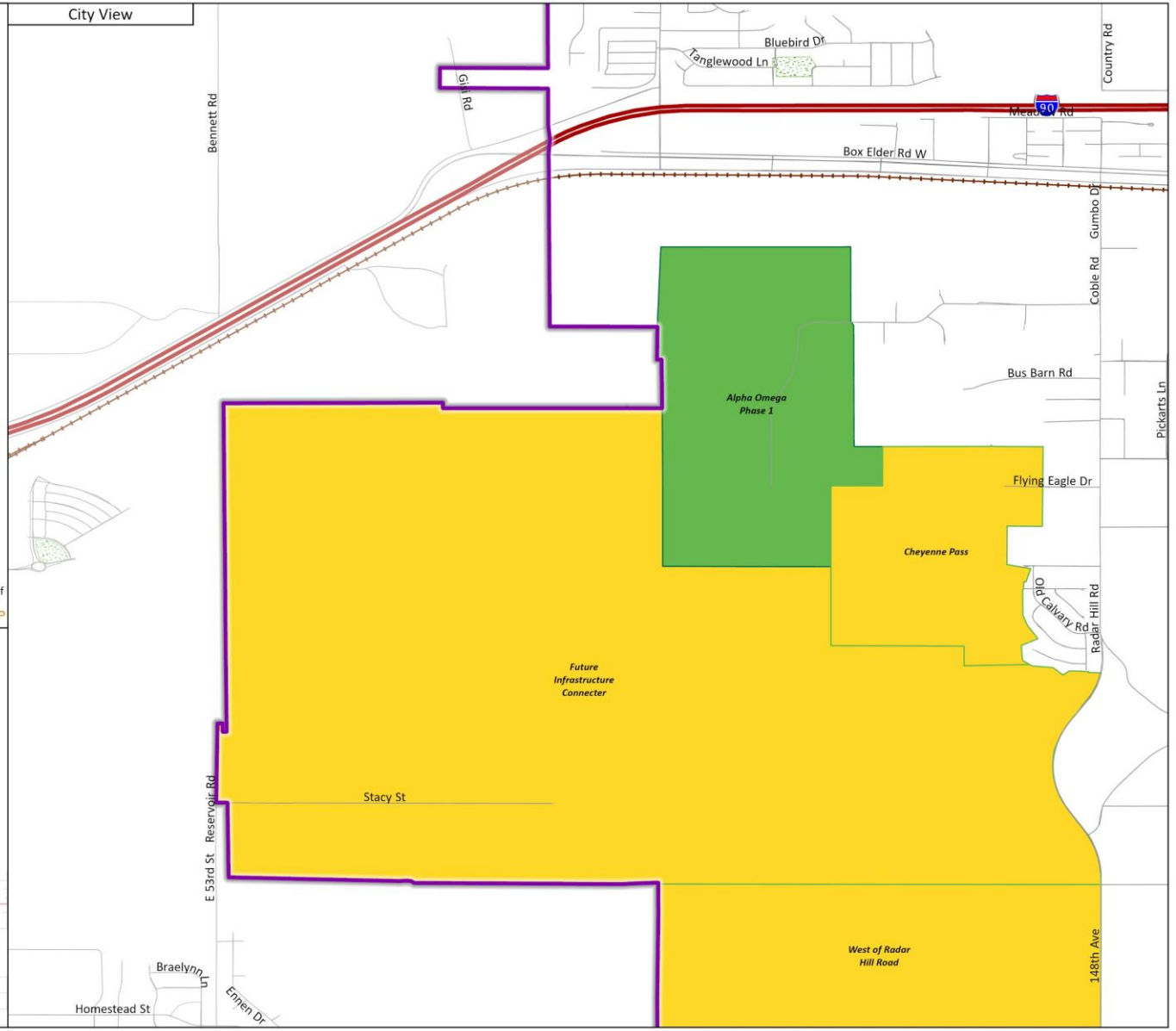
N 0 0.47 0.95 Miles

Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.  
Map created February 2025 by RSP & Associates.

**District View**



0 2.5 5 Miles

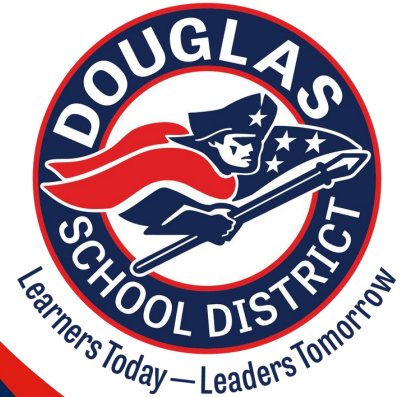


# Key Definitions

- Cohort: a group of individuals having a statistical factor (such as grade level) in common in a demographic study
- In-Migration: shows number of students in grade 1<sup>st</sup> to 12<sup>th</sup> that are attending the district in the current year, but were not attending the district in the previous year
- Home Value Bar Chart: Percent of total homes by range of home value
- Housing Affordability Index: Measures affordability using an index to quantify the ability of a typical household to purchase an existing home in an area.
- Household Income Bar Chart: Percent of households by range of household income
- Median Home Value: equal to the middle point of all reported home values from the assessor's office in the district
- Median Year Built: equal to the middle point of all reported years when each dwelling unit was built based on information from the local assessor's office
- Mixed-use development (MU): development that blends two or more residential, commercial, cultural, institutional, and/or industrial uses
- Mobile Home Park: movable dwelling, 8 feet or more wide and 40 feet or more long, designed to be towed on its own chassis, with transportation gear integral to the unit when it leaves the factory, and without need of a permanent foundation.
- Mortgage as % Salary: Number of households by what percent salary goes to mortgage experiences
- Multi-family (MF): a classification of housing where multiple separate housing units for residential inhabitants are contained within one building or several buildings within one complex
- Single-family (SF): a house that is may be fully detached or semi-detached occupied by one household or family
- Town Homes (TH): Side by side housing units that do not meet the definition of single-family houses
- Out-Migration: shows number of students in grade Kindergarten to 11<sup>th</sup> that are attending the district in the previous year, but were not attending the district in the current year
- Percent of Income for Mortgage: Provides a monthly budget perspective to examine the relationship between household income and mortgage payments (based on a median-valued home).
- Vacant Land: means any undeveloped land/ erf within a proclaimed township or a land development area and will continue to be rated as vacant until such time as a certificate of occupancy
- Year Property Built Bar Chart: Percent of households by decade home was built
- Yield Rate: ratio of students that attend each school to the number of housing units in that school's attendance area

# Data and Systems Analyst Board Presentation

February 24, 2025



# Introduction

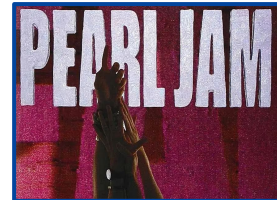
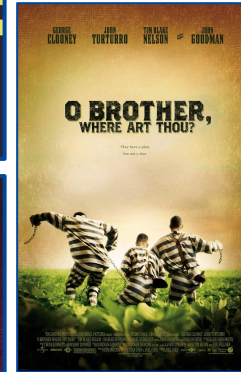
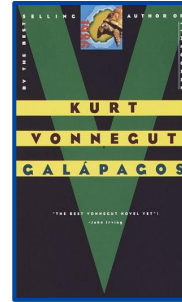


Hi, I'm Evelyn Watson!

Data



Improvement



# My Role

## **Data and Systems Analyst**

Ensure our processes and data are set up for long-term success.

### **Systems:**

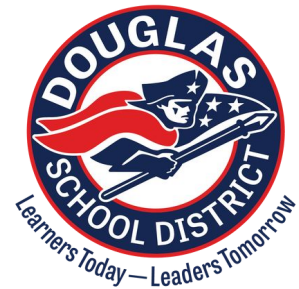
- Identify roadblocks
- Review and standardize processes
- Design infrastructure

### **Data:**

- Explore our data needs
- Create data dashboards and reports
- Empower staff to analyze their data



# Our Data





# DSD 2024-2025 Enrollment Snapshot (2/21/25)



## Total Enrolled Students

# 2,790

## Mid-Year Enrollments

# 243

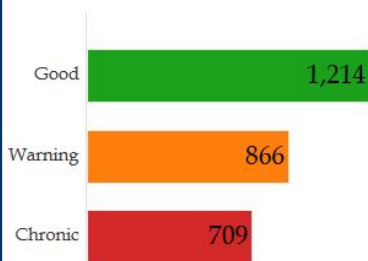
## Mid-Year Exits

# 255

## Attendance Rate



## Attendance Status



## Gender

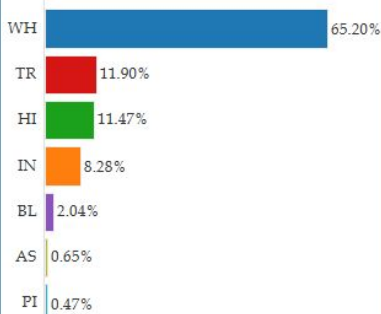


## Special Education

# 15.09%

FRAM

## Race



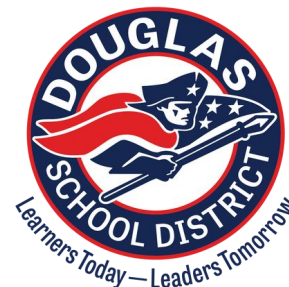
# 34.66%

## Chronic Attendance by School

School	Percentage of School Population
Douglas High School - 03	40.61%
Douglas Middle School - 01	27.69%
Patriot Elementary - 06	22.10%
Vandenberg Elementary - 02	17.54%

## English Learners

# 0.97%



# What is going well?

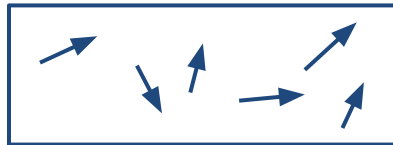
## Staff Culture

## Strategic Direction

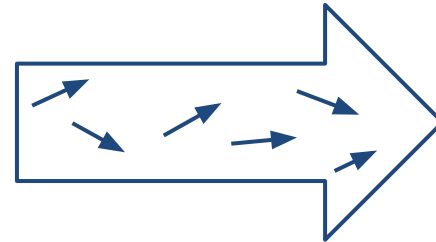
Truly random acts of improvement



Strategically aligned improvement



Strategically aligned, sustainable improvement



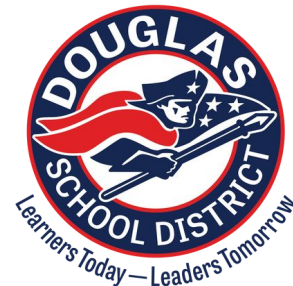
# Strategic Direction

**Adaptability 2:** Identify, collect, and analyze data needed to make informed decisions and adjust daily operations as necessary.

**Ownership 1:** Identify and communicate clear and consistent expectations for all stakeholders.

**Ownership 2:** All stakeholders will pursue student success through the creation of goals & benchmarks and a commitment to continuous improvement.

**Identity 1:** Honor the district's legacy while creating new traditions. Discover, develop, and assess existing key components of DSD's identity.



# What is going well?

**District Branding**

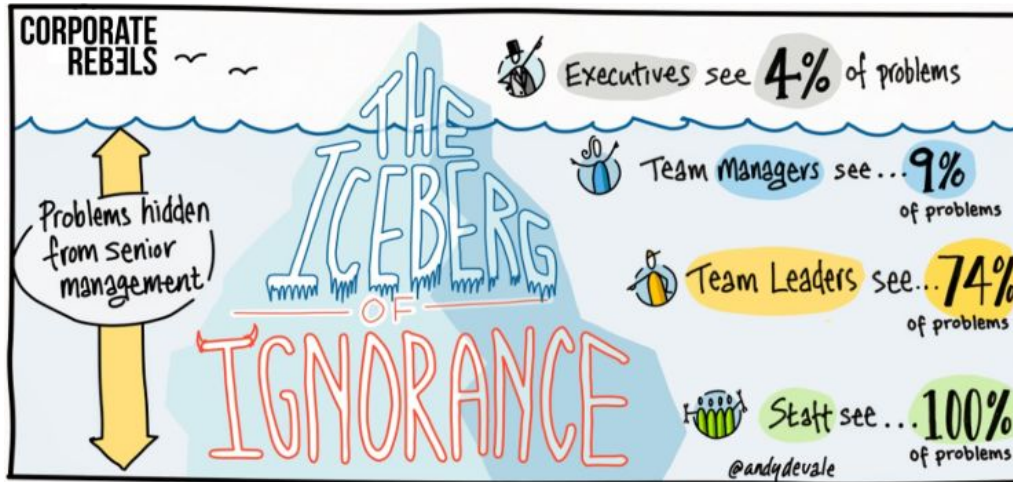
**Digital Processes**



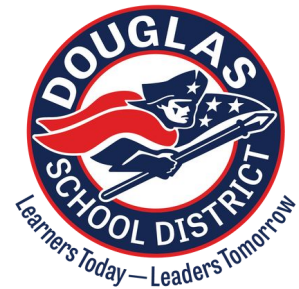
# What is going well?

## Leader Rounding

### Data-Driven Decision Making



# Our Systems



# What are our roadblocks?

## **Sustainable process improvement**

- Explore sustainability as part of our identity
- Standardized processes and documentation

## **Document management**

- Set the standard for Google Drive
- Develop and provide Google Drive training for all employees

## **Data management**

- Explore data governance for a district of our size



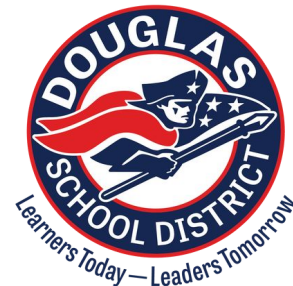
# Peek around the corner:

## More effectively utilize data

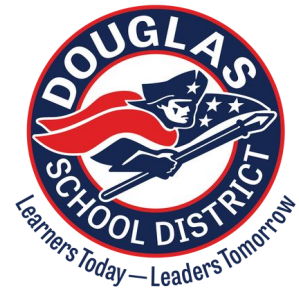
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### Project Recommendations

- **Staff Demographics Annual Report**
  - PDSA: Sustainable process documentation
  - What questions do we have? What data do we still need?
- **Data literacy training**
  - Empower our staff
  - Work with Corinna Carlson to develop a training plan
- **Explore data governance for our district**
  - Ask RACS and Sioux Falls about their data governance
  - Encourage curiosity at all levels



Any questions?



Douglas School District
Acknowledgment of Liquidated Damages

Today's Date: \_\_\_\_\_

I, \_\_\_\_\_, am formally requesting to be released from my certified contract for the \_\_\_\_\_ school year.

I acknowledge that this request constitutes a breach of contract and as per Douglas District Board Policy GCPB, I am subject to Liquidated Damages and potential non-renewal of my professional teaching certification as may be determined by the Secretary of Education.

This form must be completed in its entirety before an employee's resignation is submitted to the Board of Education for approval. I have read and understand the following (Initial where indicated)

Signed and dated resignation is attached

\_\_\_\_\_ (Initials)

Liquidated Damages (Board Policy GCPB)

If a professional staff member intends to resign from his/her position, notice must be given to the Board at the time of contract renewal. Should a professional staff member resign at a time other than that of contract renewal, Board approval will be required to dissolve the contract. Beginning with the 2022-23 school year, the professional staff member may be required to pay liquidated damages... (See amounts below)

\_\_\_\_\_ (Initials)

Suspension or refusal to issue or renew certificate for breach of contract. (SDCL 13-42-10)

The secretary\* may suspend or refuse to issue or renew any certificate for a period not to exceed one year for breaking a contract with a school. However, the secretary may not suspend the certificate if the school board or governing body collects liquidated damages pursuant to the terms of the contract. In order to initiate proceedings pursuant to this section, the school board or governing body employing the certificate holder shall file a complaint pursuant to § 13-42-12.

\_\_\_\_\_ (Initials)

The amount of Liquidated Damages for which I am responsible is (check one).

- Checkboxes for \$1,000 after June 1, \$2,000 after July 1, \$3,000 after August 1, and \$4,000 after September 1.

Requested Payment Options (check one)

- Checkboxes for Payroll Deduction, Personal Check Lump Sum, and Payment Plan.

I am requesting Waiver of Liquidated Damages Due to the following:

- Checkboxes for Assignment of Duty Change following signature of my current year contract \*\* and Other reasons attached.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

A copy of this form will be placed in your personnel file.

\*SD Secretary of Education

\*\*This criteria will only be accepted if the change of assignment (Policy GCI) requires the staff member to change from an Elementary to Secondary assignment or vice versa.