

DOUGLAS SCHOOL DISTRICT
BOARD OF EDUCATION

AGENDA

Monday, February 9, 2026

**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/97804569800?pwd=8aiX8IviJ22NaSxSBswvbpnqea9rJc.1>
Meeting ID: 978 0456 9800
Passcode: 646073

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: School Board Recognition Week February 16-20.
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 of January 26, 2026.
 - B. Approve Personnel Action
 - C. Approve the Purchases and Issuing of Accounts Payable and Payroll.

- D. Acknowledge receipt of letter from the Douglas Education Association indicating the desire to enter into negotiations for the 2026-27 school year.
 - E. Approve Capital Outlay request in the amount of \$6,851.00 to repair high school roof damaged by high winds.
 - 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 & Associates 2025 Demographic Study
 - B. Portrait of A Graduate Update
 - C. Elementary School #1 Funding Update
 - D. Approve open enrollment application as recommended under the Emergency Clause of Board Policy JECB - Admission of Non-Resident Students.
 - E. Approve Student Assignment Request as recommended for the 2025-26 school year.
12. Fiscal Resources Items:
13. Operational Support Services Items:
14. Reports:
- A. Superintendent:
 - B. Committee Reports From Board Members and Comments from Associate Board Members
15. Upcoming Calendar Events:
- Feb 9, 10 & 12 - Parent Teacher Conferences, 3:30-7:00 pm
 - Feb 13 - No School, Conference Comp Day
 - Feb 16 - No School, Holiday
 - Feb 16-20 - School Board Recognition Week
 - Feb 23 - BOE Meeting, 5:00 pm
 - March 9 - BOE Meeting, 5:00 pm
 - March 23 - BOE Meeting, 5:00 pm
 - March 23 - Certified Negotiations
16. Executive Session to conduct Superintendent Evaluation according to SDCL 1-25-2.1.

17. Action As A Result of Executive Session

18. Adjournment

SECTION	B	TITLE	Board Governance and Operations	FILE	BDDH
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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.

	Name & Address	Email & Phone #	Topic / Item #
1			
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SECTION	B	TITLE	Board Governance and Operations	FILE	BDDH-E(2)
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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, January 26, 2026

The Douglas School District No. 51-1 Board of Education held a Regular meeting on Monday, January 26, 2026 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, Tanya Gray: Present, Amy McGovern: Present (5:02 p.m.), Chris Misselt: Present, Tonya Welch: Present. Paul Koecher: Associate Member, present; Jo Anne Mulholland: Alternate Associate Member, 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.

Executive Director of Operational Support Services Tim Kusters introduced the new Buildings and Grounds Coordinator, Hunter Pettit.

There was nothing for Public Forum.

Motion to approve the agenda with the addition of Item 10C and moving Item 11A after Consent Items. This motion, made by Ben Frerichs and seconded by Amy McGovern, Carried.

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

Approved Regular Board Meeting Minutes of January 12, 2026.

Approved Personnel Action for January 26, 2026. (Attachment)

Approved December Financial Reports. (Attachment)

Approved Accounts Payable Report. (Attachment)

Approved capital outlay request in the amount of \$19,394.00 to repair the high school roof and shed damaged by hail.

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

Superintendent Items:

Superintendent Kevin Case shared an update on the Portrait of a Graduate (POG) work. The district gathered stakeholder feedback through in-person and virtual sessions to define the skills, characteristics, and measures of success for Douglas School District graduates. Themes from this input are being reviewed by the Portrait of a Graduate Steering Committee, with a final version planned for board presentation in spring 2026.

Superintendent Kevin Case gave an update on the federal funding for the Douglas Elementary School #1. The final THUD appropriations package for FY26 has currently been passed by the House and is awaiting approval from the Senate, which will hopefully happen the week of January 26. This is the bill that includes the \$42 million request to support construction of a new elementary school.

Motion to approve Letter of Support for Amendment to SDCL 13-35-2 which would provide full state reimbursement to South Dakota school districts for meals served to students who qualify for reduced-price meals under the National School Lunch and Breakfast Programs. This motion, made by Amy McGovern and seconded by Ben Frerichs, Carried.

Fiscal Resources Items:

Hear report and acknowledge receipt of FY2025 Audit Report conducted by Ketel Thorstensen, LLP. This motion, made by Chris Misselt and seconded by Tonya Welch, Carried.

Business Manager Trista Olney gave a presentation explaining the 2026 budget. It covered the different funds and revenue sources, as well as, how local, state and federal funding works. Federal impact aid funding which Douglas receives due to part of the district being Ellsworth Air Force Base provides a major part of the budget and is dependent on military-connected student enrollment.

Reports:

Committee Reports from Board Members and Comments from Associate Board Members.

Tonya Welch attended the Curriculum Coordinating Council and Audit Committee meetings today. Reports were covered by others tonight.

Ben Frerichs stated he will be attending the Wellness Committee on Wednesday.

Amy McGovern attended the Box Elder Area Chamber of Commerce meeting last week and stated the Ball for Kids is an upcoming event.

Tanya Gray has submitted her petition for reelection to the ASBSD Board of Directors. She also attended the Black Hills Area Community Foundation committee meeting for affordable housing for Box Elder.

Motion to move into executive session at 5:47 p.m. for BOE Review of Superintendent Evaluation Summary according to SDCL 1-25-2.1. This motion, made by Amy McGovern and seconded by Ben Frerichs, Carried.

President Tanya Gray called the Board out of executive session at 6:44 p.m.

No action taken.

Motion to adjourn the meeting at 6:45 p.m. This motion, made by Chris Misselt and seconded by Amy McGovern, Carried.

Tanya Gray, President

Trista Olney, Business Manager

_____ Initials

_____ Date

Published once at the total approximate cost of _____.

DOUGLAS SCHOOL DISTRICT

PERSONNEL ACTION	01/26/2026		
Classified Resignations/Terminations			
Name	Position	Location	Effective Date
Theresa Frantz	ISS Instructional Aide	HS	01/30/2026
Certified Voluntary Transfer Request/ Assignments			
Name	From Bldg/Position	To Bldg/Position	Effective Date
Katie Bell	BC/Kindergarten	BC/Instructional Leader	2026-2027
Classified Staff Hiring			
Name	Location / Position	Wage	Effective Date
Jason Wright	FC/Day Custodian	\$17.75/hr	01/13/2026
Hunter Pettit	Maintenance/Bldg & Grounds Coordinator	\$42,024.09/Prorated	1/16/2026
**	Personnel Action additions and updates made after initial publication and before scheduled school board		

December 1, 2025 FINANCIAL	GENERAL FUND	CAPITAL OUTLAY	SPECIAL EDUCATION
BALANCE 11/30/25	264,656.37	764,122.20	2,307,275.43
RECEIPTS:			
TAXES	106,114.01	85,788.88	42,012.18
INTEREST	1,527.08	0.00	0.00
ADMISSIONS	1,644.00	0.00	0.00
LOCAL	523.56	0.00	0.00
COUNTY	22,551.68	0.00	0.00
STATE	1,446,727.00	0.00	329,451.00
FEDERAL	0.00	0.00	36,829.00
OTHER	1,413.51	0.00	0.00
INTERFUND TRAN.	13,371.94	0.00	0.00
TOTAL RECEIPTS:	1,593,872.78	85,788.88	408,292.18
DISBURSEMENTS:			
VERIFIED CLAIMS	135,312.00	515,087.77	86,238.41
SALARIES	1,818,790.82	0.00	480,933.65
TRANSFERS OUT	0.00		
BALANCE 12/31/25	(95,573.67)	334,823.31	2,148,395.55
BALANCE 12/31/24	299,717.06	(432,464.73)	2,341,399.38

December 1, 2025 FINANCIAL	FEDERAL PROJECTS	UNEMPLOY- MENT FUND
BALANCE 11/30/25	(61,416.74)	47,510.70
RECEIPTS:		
LOCAL		
STATE		
FEDERAL	85,287.00	0.00
REIMBURSEMENTS	0.00	
OTHER (LOCAL) -AFROTC	0.00	0.00
INTERFUND TRAN.		
TRANSFER IN		
TOTAL RECEIPTS:	85,287.00	0.00
DISBURSEMENTS:		
VERIFIED CLAIMS	8,229.99	0.00
SALARIES	82,618.85	0.00
TRANSFERS OUT		
BALANCE 12/31/25	(66,978.58)	47,510.70
BALANCE 12/31/24	907,374.52	49,148.70

December 1, 2025 FINANCIAL	DEP CARE	MEDICAL REIMB	IMPACT AID
BALANCE 11/30/25	2,499.24	(4,073.34)	30,812,533.54
RECEIPTS:			
INTEREST	0.00	0.00	13,371.94
FEDERAL	0.00	0.00	0.00
LOCAL	1,396.26	3,508.38	0.00
OTHER			
INTERFUND TRAN.			
LOANS			
TOTAL RECEIPTS:	1,396.26	3,508.38	13,371.94
DISBURSEMENTS:			
VERIFIED CLAIMS	1,772.68	2,561.32	0.00
EXPENDITURES/TRANSFERS OUT	0.00	0.00	13,371.94
BALANCE 12/31/25	2,122.82	(3,126.28)	30,812,533.54
BALANCE 12/31/24	1,717.56	(6,696.83)	28,438,152.54

December 1, 2025 FINANCIAL	FOOD SERVICE	FIDUCIARY FUNDS
BALANCE 11/30/25	132,785.99	228,397.44
RECEIPTS:		
INTEREST		
SALES	44,470.30	0.00
STATE	0.00	0.00
FEDERAL	74,887.44	0.00
LOCAL	1,751.39	13,739.21
OTHER	0.00	0.00
INTERFUND TRAN.	0.00	
LOANS		
TOTAL RECEIPTS:	121,109.13	13,739.21
DISBURSEMENTS:		
VERIFIED CLAIMS	111,498.11	(6,439.38)
SALARIES	20,145.45	0.00
BALANCE 12/31/25	122,251.56	248,576.03
BALANCE 12/31/24	274,556.61	251,204.97

<u>Vendor Name</u>	<u>Check #</u>	<u>Expensed</u>	<u>Amount</u>
AMERICAN TIME & SIGNAL COMPANY, INC.	186933		343.29
BLACK HILLS ENERGY- AUTO PAY	290		36,279.48
Boadway, Bianca	186934		39.21
BOX ELDER HARDWARE	186935		420.22
CHAMBERLAIN HIGH SCHOOL	186936		295.00
COMPASS	186938		3,000.00
CRESCENT ELECTRIC	186941		1,941.22
DAKOTA BUS SERVICE, INC.	186942		4,677.50
DAKOTA SUPPLY GROUP, INC.	186943		211.77
DOUBLETREE RAPID CITY DOWNTOWN	186944		79.89
DOUGLAS PETTY CASH	186945		524.00
EVERGREEN OFFICE PRODUCTS	186947		1,568.00
FIDUCIARY ACCOUNT	186950		16,783.47
FLOSPORTS	186951		106.73
FOOD SERVICE	186952		148.04
Frerichs, Benjamin	186953		117.18
Gray, Tanya	186954		266.64
HAUFF MID-AMERICA SPORTS INC.	186955		1,615.30
Hunter-Baker, Sarah	186956		170.00
INNOVATIVE OFFICE SOLUTIONS	186957		2,885.52
KIEFFER SANITATION, INC.-AUTO PAY	288		2,813.13
LEADERSHIP MATTERS LLC	186958		5,945.50
LYNN JACKSON SHULTZ & LEBRUN PC INC	186959		781.00
MATH LEARNING CENTER, THE	186962		1,782.00
MCGOVERN, AMY	186963		60.20
MENARDS	186964		1,118.95
MIDCONTINENT COMMUNICATIONS- AUTO PAY	291		1,475.46
MS MAIL	186965		23.00
NORTHERN TRUCK EQUIPMENT CORP.	186966		202.78
O'REILLY AUTO PARTS BOX ELDER	186969		584.14
Olney , Trista	186967		128.19

OMNICHEER	186968	923.58
PAULSON, DARREN	186970	373.45
PROPHET CORPORATION DBA GOPHER, THE	186971	782.09
REGION 8 MUSIC CONTEST	186973	319.50
RSP & ASSOCIATES LLC	186974	24,000.00
SDTEA	186976	125.00
SG CHOREOGRAPHY	186977	2,000.00
SHI INTERNATIONAL CORP.	186978	7.66
TEMPERATURE TECHNOLOGY INC	186981	16,640.64
UNITY SCHOOL BUS PARTS, INC.	186982	673.18
VEX ROBOTICS INC	186983	1,320.23
Welch, Tonya	186984	9.45
GENERAL FUND		133,561.59
CO-OP ARCHITECTURE	186940	198,495.00
CAPITAL OUTLAY		198,495.00
CHILDREN'S CARE HOSPITAL & SCHOOL	186937	6,069.00
DOUGLAS PETTY CASH	186945	40.00
EVENTBRITE	186946	881.88
EVERY DAY SPEECH	186948	5,399.91
FIDUCIARY ACCOUNT	186950	440.00
LYNN'S DAKOTAMART	186960	72.82
MACKIE, BRENDA	186961	451.36
RATWIK, ROSZAK & MALONEY, P.A	186972	2,825.00
SD DEPARTMENT OF HUMAN SERVICES	186975	12,987.70
STARFALL EDUCATION	186979	195.00
SUNBELT STAFFING LLC	186980	745.92
SPECIAL ED		30,108.59
		362,165.18
CASH-WA DISTRIBUTING COMPANY, INC.	12969	2,529.24
COCA-COLA BOTTLING CO HIGH COUNTRY	12970	1,127.00
GENERAL FUND	12971	50,466.88
PAN-O-GOLD BAKING COMPANY, INC.	12972	1,194.19
PIZZA HUT- BOX ELDER	12973	297.00

PRAIRIE FARMS	12974	5,464.98
PRESTJOHN, JESSICA	12975	73.70
PROGUARD SERVICE & SOLUTIONS	12976	3,877.40
REINHART FOOD SERVICE LLC	12977	17,645.33
SERVALL TOWEL & LINEN SUPPLY, INC.	12978	183.00
SUMMIT COMPANIES	12979	389.00
SYSCO MONTANTA	12980	4,190.65
FOOD SERVICE		87,438.37
CAILLIER, JORDAN	50674	114.41
Clark, Michael	50675	2,628.00
KOEHN, KOOPER	50676	103.96
OSBORN, GENEIEVE	50677	88.96
PENNINGTON COUNTY TREASURER	50678	30.70
SCHMIDT, DARREN	50679	88.96
SOUTH DAKOTA STATE TREASURER	1102	914.29
STRICHERZ, JESSE	50680	168.84
WALLACE, ROLANDO	50681	103.96
STUDENT ACTIVITY		4,242.08
Grand Total:		453,845.63

DOUGLAS SCHOOL DISTRICT**PERSONNEL ACTION** **02/09/2026****Classified Resignations/Terminations**

Name	Position	Location	Effective Date
Audrey Gerlach	Bus Driver	Transportation	1/13/2026
Meagan Downward	Instructional Aide	CA	1/20/2026
Jacqueline Roberts	Instructional Aide	MS	1/26/2026
Kaylee Reinert	6th Track Co-Coach	MS	1/28/2026

Certified Voluntary Transfer Request/ Assignments

Name	From Bldg/Position	To Bldg/Position	Effective Date
Megan Steiger	HS/Sped TOSA Manager	HS/Instructional Leader	2026/2027

Classified Voluntary Transfer Request/ Assignments

Name	From Bldg / Position /	To Bldg / Position / Hrs	Effective Date
Patrick Johnson	FC/Custodian	MS/Custodian	1/26/2026
Caydean Lawler	VES/Custodian Days	FC/Custodian Nights	2/7/2026
Maressa Sedano	FC/Custodian Nights	VES/Custodian Days	2/7/2026

Classified Staff Hiring

Name	Location / Position	Wage	Effective Date
Diane McDonald	Transportation/Bus Driver	\$22.50/hr	1/28/2026
Carrie Stinson	VES/Lunchroom Aide	\$15.50/hr	2/9/2026

Temporary Hires

Name	Position	Salary	Effective Date
Rachel Smith	Anchor 4 Life	\$600.00	5/21/2026
Jacqueline Heisler	Anchor 4 Life	\$600.00	5/22/2026
Isabelle Johnson	MS Asst. Track Coach	\$2,443.00	2025-2026

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

<u>Vendor Name</u>	<u>Check #</u>	<u>Expensed</u>	<u>Amount</u>
A & B WELDING SUPPLY COMPANY INC.	186989		220.31
A&J SCREENING	186990		5,763.00
ACTION MECHANICAL INC	186991		3,634.53
AMAZON.COM	186992		9,647.04
BELLE FOURCHE HIGH SCHOOL	186993		275.00
BERS WINDY FLATS RUBBLE SITE	186994		91.00
BHSSC	186995		9,000.00
BIG HORN HIGH SCHOOL	186996		330.00
BLACK HILLS STATE UNIVERSITY CENTER	186999		425.00
Blair, Leighona	187000		13.34
BOX ELDER HARDWARE	187002		90.04
Clark, Karlina	187005		54.87
COLUMN SOFTWARE PBC	187006		175.08
CRESCENT ELECTRIC	187008		1,229.58
D AND D PAINTING LLC	187009		2,502.02
DAYS INN GILLETTE	187010		477.12
DOUBLETREE RAPID CITY DOWNTOWN	187011		82.04
EMC INSURANCE COMPANIES	187012		1,617.00
EVERGREEN OFFICE PRODUCTS	187014		1,084.50
FIDUCIARY ACCOUNT	187016		30,261.80
GRAINGER, INC	187018		490.11
GREAT WESTERN TIRE COMPANY	187019		546.70
HARLOWS SCHOOL BUS SERVICE	187021		5,257.50
HIGH POINT NETWORKS, LLC	187022		10.40
HILL CITY HIGH SCHOOL	187023		150.00
HOT SPRINGS SCHOOL DISTRICT	187024		150.00
HUDL	187025		398.00
INNOVATIVE OFFICE SOLUTIONS	187026		2,484.10
JOSTENS INC	187027		1,512.00
KILOWATT ELECTRIC INC.	187028		822.94
KSB SCHOOL LAW	187029		2,503.15
LYNN'S DAKOTAMART	187031		162.34
MENARDS	187032		616.23
MIDWEST BUS PARTS, INC.	187033		437.56
MIDWEST CONNECT	187034		390.00

MONTANA DAKOTA UTILITIES COMPANY, INC.	293	15,384.60
NORTH CENTRAL BUS & EQUIPMENT CO. INC	187035	315.52
O'REILLY AUTO PARTS BOX ELDER	187036	740.05
PLAY SCRIPTS, INC.	187037	928.38
QUADIENT LEASING USA, INC	187038	565.44
RAPID CITY CENTRAL	187039	320.00
RIVERSIDE TECHNOLOGIES INC	187041	5,500.00
SANFORD HEALTH OCCMED	187042	164.00
SASD	187043	688.00
SECO CONSTRUCTION INC	187044	6,139.00
SKILLSUSA INC	187046	480.00
SPECIALTY INSTALLATION LLC	187047	364.00
STAGECOACH WEST BUS INC	187048	2,000.00
TEMPERATURE TECHNOLOGY INC	187050	2,975.00
TITAN MACHINERY	187051	43.40
ULINE SHIPPING SUPPLY SPEC.	187052	573.96
VANCE PETERSON MEMORIAL CLINICS	187053	200.00
VERIZON WIRELESS	187055	278.69
VEX ROBOTICS INC	187056	857.25
VOYAGER FLEET SYSTEMS, INC.	187057	100.56
WARNE CHEMICAL & EQUIPMENT, INC.	187058	3,037.95
WEST RIVER ELECTRIC-AUTOPAY	294	2,169.63
WESTERN COMMUNICATIONS, INC.	187059	768.00
WESTERN DAKOTA TECHNICAL INST.	187060	1,983.00
YANKTON HIGH SCHOOL	187061	150.00
GENERAL FUND		129,630.73
BLACK HILLS ROOFING, INC.	186997	6,851.00
CENTURY BUSINESS	187004	11,415.67
FOLLETT CONTENT SOLUTIONS, LLC	187017	611.15
VARSITY SPIRIT FASHION	187054	9,675.78
CAPITAL OUTLAY		28,553.60
AMAZON.COM	186992	279.59
BONILLA, BLANCA	187001	414.05
CEC DIVISION OF LEADERS AND LEGACY	187003	236.00
CREATIVELY FOCUSED LLC	187007	9,625.00
ESTMAN, GEORGEANN	187013	291.72

LEARNING A-Z	187030	150.00
RATWIK, ROSZAK & MALONEY, P.A	187040	825.00
SHINING PATHWAY ABA, LLS	187045	50,120.00
SUNBELT STAFFING LLC	187049	1,491.84
SPECIAL ED		63,433.20
AMAZON.COM	186992	7.00
BLACK HILLS STATE UNIVERSITY	186998	310.68
FIDUCIARY ACCOUNT	187015	3,534.65
HAGGERTYS MUSICWORKS	187020	85.00
GRANTS		3,937.33
		225,554.86
CASH-WA DISTRIBUTING COMPANY, INC.	12982	4,566.65
COCA-COLA BOTTLING CO HIGH COUNTRY	12983	479.00
FOOD SERVICE	12984	63.55
GENERAL FUND	12985	200.00
PIZZA HUT- BOX ELDER	12986	1,287.00
PRAIRIE FARMS	12987	7,490.07
PROGUARD SERVICE & SOLUTIONS	12988	778.68
REINHART FOOD SERVICE LLC	12989	1,725.21
SERVALL TOWEL & LINEN SUPPLY, INC.	12990	183.00
SYSCO MONTANTA	12991	3,383.35
FOOD SERVICE		20,156.51
Grand Total:		245,711.37

PAYROLL EXPENDITURES

JANUARY 7 2026

JANUARY 21 2026

TOTALS

\$1,298,299.65

\$1,262,311.23

2/5/26

School Board

Douglas School District 51-1

400 Patriot Dr

Box Elder SD 57719

Subject: Letter of Intent to commence Negotiations for school year 26-27

Dear School Board Members,

This letter is to signify Douglas Education Association's intent to enter into negotiations with the Douglas School Board regarding the upcoming 2026-2027 teacher contracts for the Douglas School District.

Sincerely,

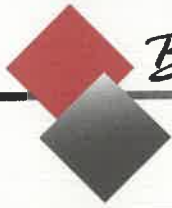


Jenn Stelzig



Amy Rowe

Co-Presidents of DEA



Black Hills Roofing

1840 Samco Rd.
PO Box 7740
Rapid City, SD 57709
Ph (605) 343-6488
Fax (605) 343-6285

January 28, 2026

Douglas School District
400 Patriot Drive
Box Elder, SD 57719

RE: Emergency Repair of High School Gymnasium and Annex Gym

We propose to furnish labor and material subject to the conditions stated, for the sum of SIX-THOUSAND, EIGHT-HUNDRED FIFTY-ONE DOLLARS AND 00/CENTS. (\$6,851.00).

Scope of Work:

1. Mobilize Crane
2. Lift and loose lay heavy beams perpendicular to North wall, to ensure that the blow off does not continue.
3. Patch any holes or tears that can be found due to high wind damage

Existing Conditions:

- Mechanically attached membrane roof system on Annex gym has suffered extreme wind damage. Fastening screws have pulled from the metal deck in the Northwest corner.
- The fully adhered roof system on the main gymnasium has suffered high wind damage. The damage is approximately 15'x100' along the north wall. High wind damage occurred to this same roof in April of 2021.

Project Notes:

- Any costs associated with modifications to this proposal, and its scope of work, will be done at the owner's expense.
- Albertson Engineering and Uda Architecture previously approved temporary weight being added to the structure in 2021. Although approved at 25lbs per square foot, BHR will not take responsibility for any structural defects caused by adding this weight, in order to hold the membrane roof in place. BHR will not assume any liability for accident or injury caused by the loose membrane.
- Box Elder Permit fees are included in this proposal.
- Excise tax, sales tax, worker compensation, and unemployment insurance is included in this proposal.
- Black Hills Roofing will not be held responsible for condensation, or moisture damage from the structure's interior or other existing sub-structures. BHR is not responsible for existing drainage and locations, along with the capability of drainage due to structural defects.
- The owner recognizes that odors and emissions from roofing products will be released as part of the roofing process. The owner will assume all responsibility for interior air quality.
- County and City building codes govern the system design. The ICC-ES report provides the required information for design. All application methods are contingent on approval by the City Building Department.
- Winter and Spring weather conditions slow production. Removal of snow in order to accomplish the work is excluded from this proposal.
- BHR is not responsible for accidental penetration of any conduit that may be installed directly to the underside of the roof deck. _____ initial.
- BHR will provide a permanent repair cost at a later date. In the meantime, BHR will not take responsibility if the damaged area continues to grow. The provided remedy is temporary, and given as a temporary solution to the best of our knowledge.

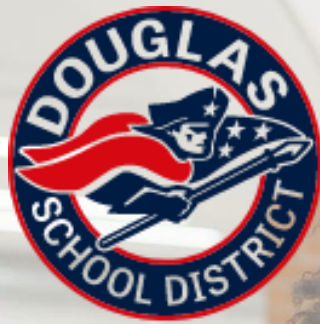
This proposal is subject to revision if not accepted within 30 days. Thank you for the opportunity, and we look forward to working with you in the future.

Respectfully,



Chad Meissner
President

Acceptance by _____
Printed Name _____
Date _____



Planning for the Future

Douglas School District

5-Year Enrollment Analysis by
RSP & Associates

February 2026



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 Recent Projects:

Grand Forks School District

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

Minot Public Schools

- Enrollment Analysis, 2025/26

West Fargo Public Schools

- Enrollment Analysis, 2025/26

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 Clients:

Company 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

Our Partners:



MetroQuest



socialpinpoint



Poll Everywhere



esri

Partner Network
Silver



GEO MARVEL

Partnership with RSP

Overview of Partnership:

- Enrollment Analysis:
 - **2021/22, 2022/23, 2023/24, 2024/25, 2025/26**
Representing approximately five years of continuous partnership supporting data-informed enrollment and facility planning.
- Site Analysis:
 - **2023/24**
Provided insight into the benefits, constraints, and tradeoffs associated with potential future facility locations within the district.

RSP Has Been Alongside the District As:

- District enrollment increased from approximately 2,800 students to 2,900 students, representing 3.6% growth
- Community population expanded from 14,151 to 16,997 residents (~20% growth)
- Total housing inventory increased from 5,419 to 6,153 units, representing 13.5% growth
- The District expanded program offerings to meet evolving student needs and enhance the overall student experience

Benefits of Partnership

- Data-Driven Decision-Making**
- Optimized Learning Environments**
- Right-Sizing Facility Utilization**
- Practical, Actionable Planning Support**

This partnership provides continuity, historical context, and reliable analytics to support proactive planning as the district balances growth, capacity, and program needs.

Product Expectations



Timeline

The project timeline is a result of ensuring that student data is represented as closely 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 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 that 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.
- Student data does not include Preschool, virtual, homeschool, or 18-21 special education population. Enrollment best aligns with the district's Official Count Day data. Presented enrollment may vary from state-reported enrollment.

Discussion Points



Part 1 Enrollment & Demographics

Executive Summary
Sophisticated Forecast
Model
Past Enrollment &
Change
Student Analysis
Maps & Data



Part 2 Development

Population and
Demographic Trends
Student Yield Rate
Housing Market Maps &
Data
Potential Growth
Analysis



Part 3 Projections

Past, Current, & Future
Enrollment
Building Projections
Grade Level Projections



Part 4 Next Steps

Challenges & Solutions
Next Steps & Key
Considerations



Appendix

Additional Student
Analysis Maps
Definitions

Executive Summary



District enrollment is forecasted to increase by 278 students over the next five years:

- Elementary enrollment forecasted to increase by **+119 students**
- Middle School enrollment forecasted to increase by **+50 students**
- High school enrollment forecasted to increase by **+109 students**



Challenges to consider over the next five years include:

- ❑ Badger Clark ES: over Functional Capacity in 2028/29
- ❑ Francis Case ES: over Functional Capacity in 2026/27
- ❑ Vandenberg ES: over Functional Capacity in 2029/30
- ❑ Douglas MS: **over Maximum Capacity in 2026/27**
- ❑ Douglas HS: over Functional Capacity in 2029/30



Key variables of enrollment analysis include:

- Continued **growth of residential neighborhoods**
- Greater **population growth** is likely linked with the expansion of **Ellsworth AFB**
- Increase of **+250 Kdg** students and addition of **Full-Day PK** at buildings
- City and county investment in **regional infrastructure** to support continued housing growth

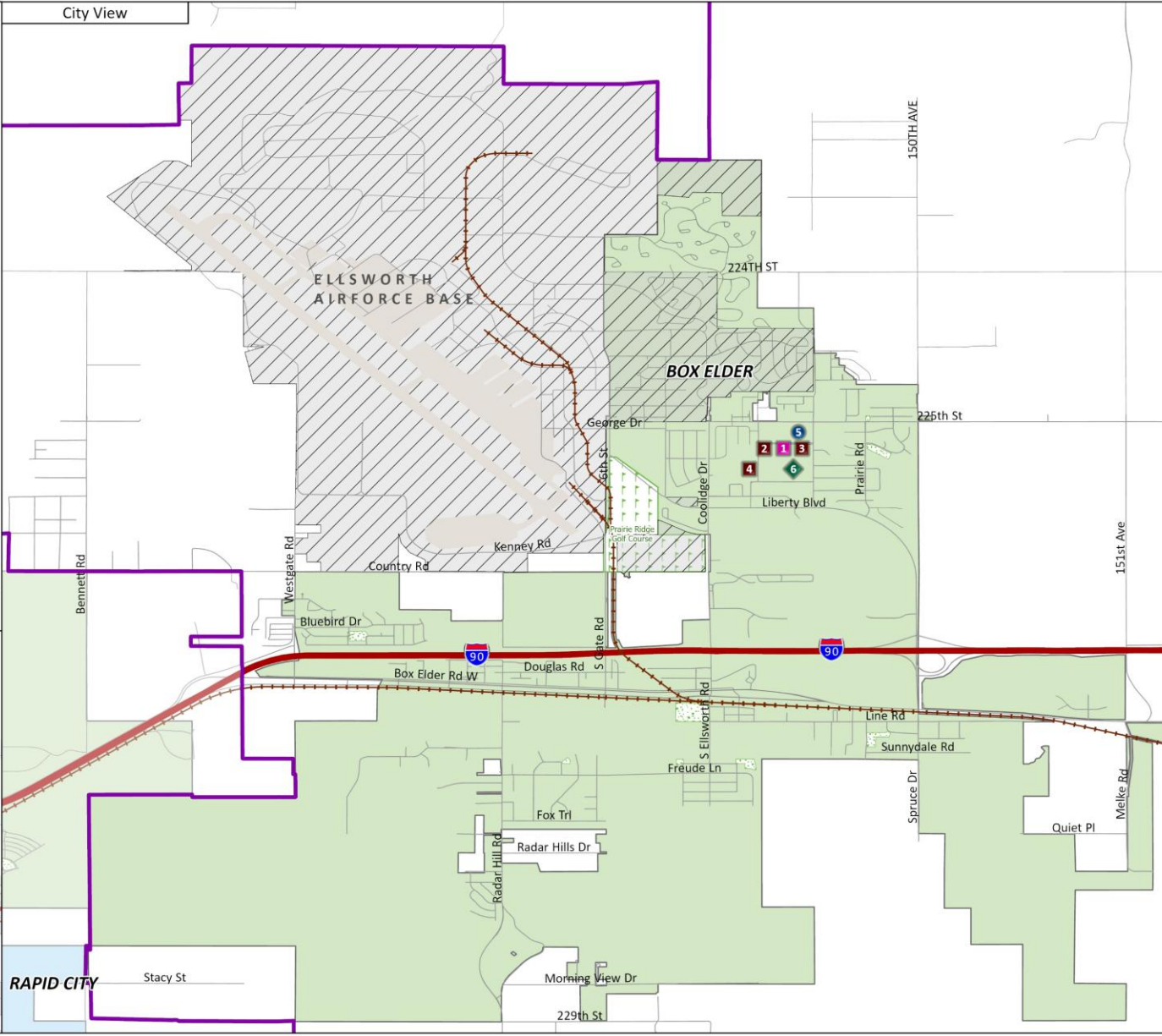
Part 1: Past Enrollment and Demographics



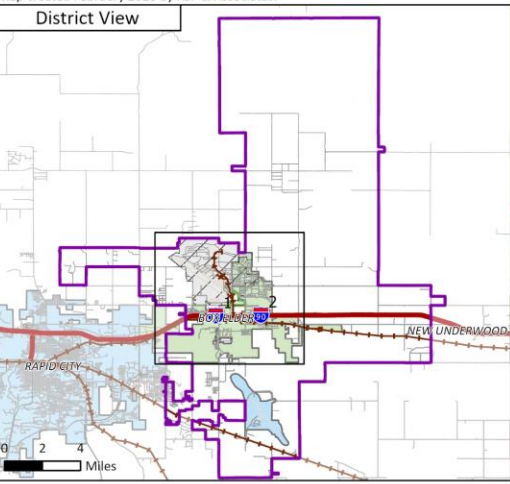
District Boundary and City Limits Map

Douglas School District

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



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 2026 by RSP & Associates.



RSP Planning Areas

Purpose: This map illustrates how the district is divided into **RSP Planning Areas**, the small geographic units used in the projection model.

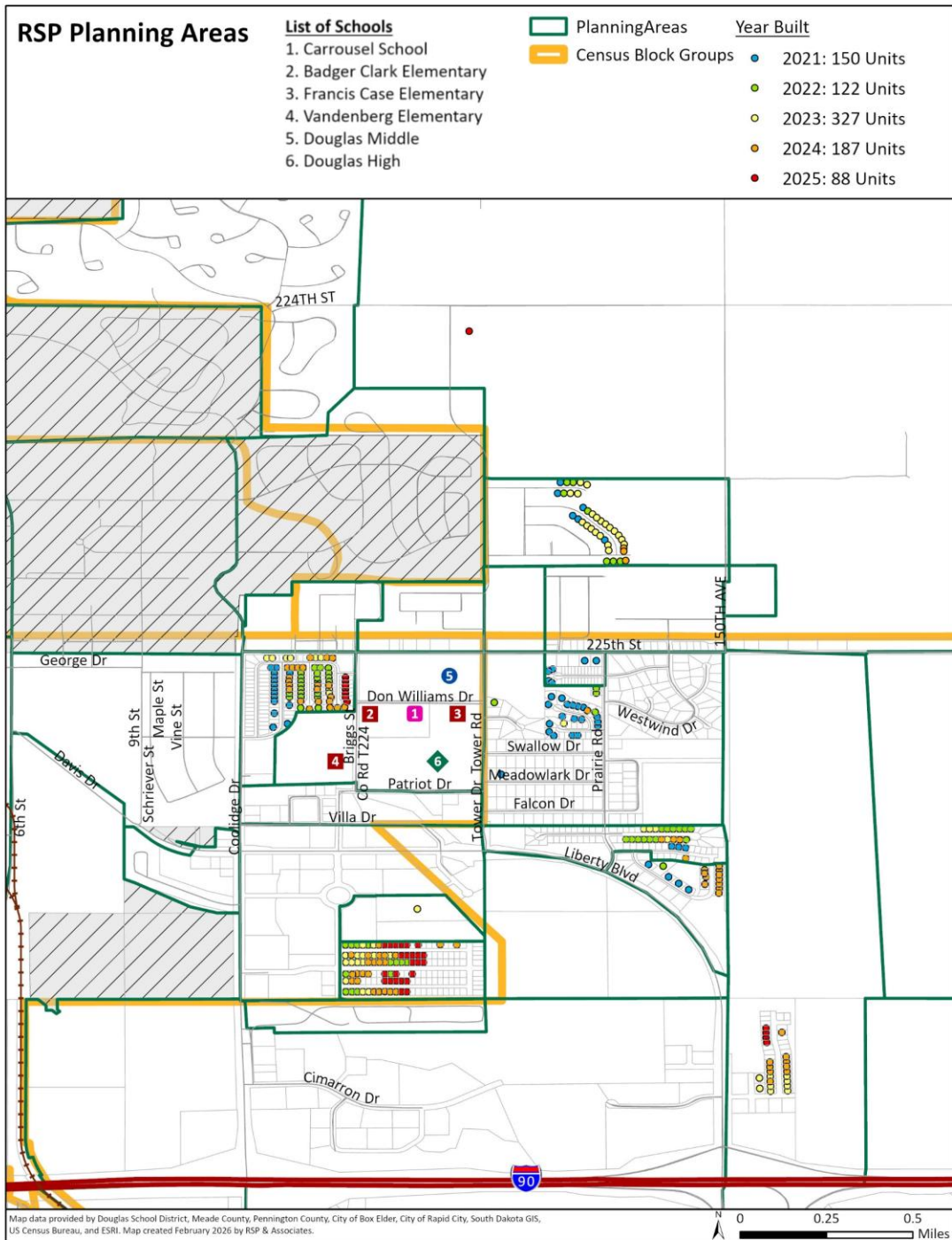
Map Details (Over 100 Planning Areas were analyzed):

- **Yellow Lines:** Represent **Census Block Groups**
- **Green Lines:** Represent **RSP Planning Areas**

Key Insights and Considerations:

- Planning Areas are more detailed than census block groups, enhancing the **statistical connection between student populations and geography.**
- Planning Areas are created using **multiple factors:**
 - Census block groups and city geographies
 - Land use patterns and residential density
 - Natural and manmade features
 - School attendance boundaries
- Each Planning Area has a **unique profile** influenced by factors (housing value, square footage, year built, proximity to amenities)
- By using planning areas, RSP can more accurately model **enrollment, yield rates, and student distribution**, linking demographic and housing indicators to student population trends.

Main Takeaway: The map provides context to how RSP analyzes change in a smaller geographic level.



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_{c,x} = 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

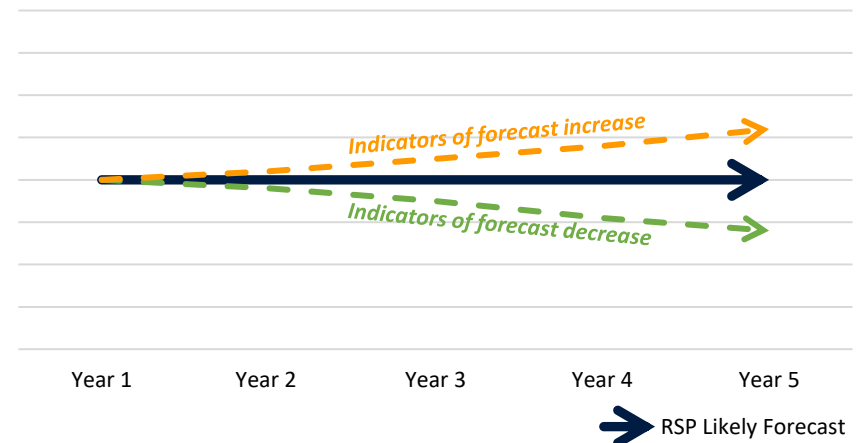
See graphic below to illustrate how the different variables may impact forecasted enrollment outlook:

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:

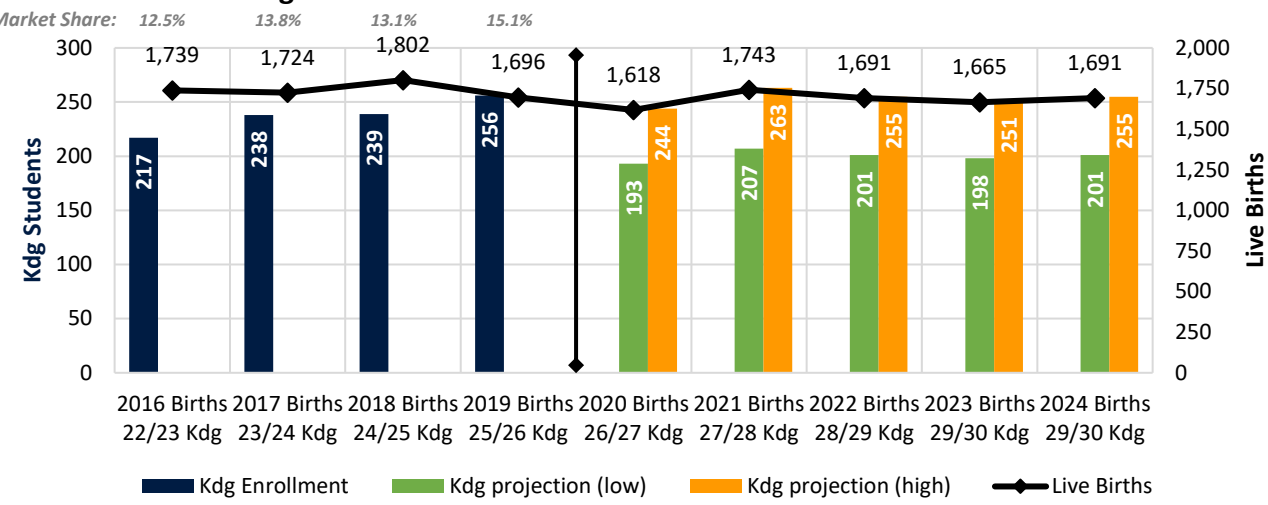
The goal of this study is to help the board, administration, and public understand how to make the best decision for the students at the classroom level.

Example of Forecast Evolution



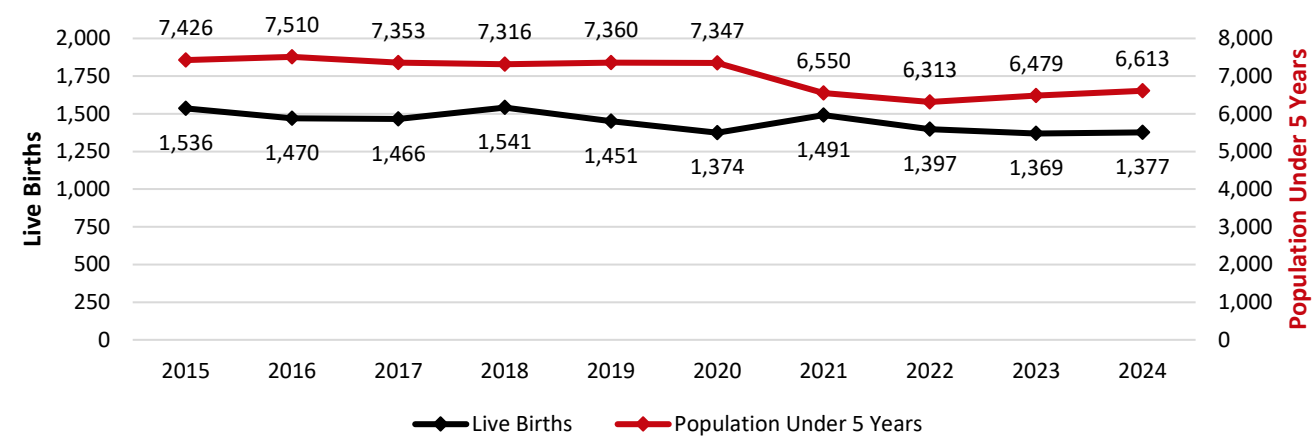
Birth Rate Visuals (Meade & Pennington Counties)

Live Births V.S. Kindergarten Students 5 Year Later



Source: South Dakota Department of Health, US Census Bureau, and Douglas School District

Live Births and Population Under 5 Years of Age



Source: South Dakota Department of Health, US Census Bureau, and Douglas School District

Observations:

- Live births across both counties have remained **relatively stable**, fluctuating between approximately 1,600 and 1,800 births per year over the past decade.
- 2020 represents the **low point** in recent birth trends and will continue to **constrain near-term Kdg cohorts**.
- Since 2020, **birth levels have stabilized** rather than rebounded sharply, suggesting limited natural enrollment growth from births alone.
- The district's **market share of area births has generally increased**, supporting modest kindergarten growth despite flat birth volumes.
- Sustained kindergarten growth will require **continued or expanded market share**, with **~15% or higher** emerging as a practical threshold for meaningful gains.

Main Takeaway: Future kindergarten growth will depend less on regional birth volume and more on the district's ability to capture a larger share of area births and attract young families through housing, programs, and enrollment choice dynamics.

Past Enrollment by Grade

Enrollment By Grade

School Year	Grade													PK-12			K-12			
	PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total	Change	% Change	Total	Change	% Change
2012/13	0	232	223	225	203	202	207	159	215	181	212	197	143	132	2,531			2,531		
2013/14	0	250	231	230	234	223	204	208	164	219	207	181	169	135	2,655	124	4.9%	2,655	124	4.9%
2014/15	0	250	235	232	227	216	223	201	206	167	224	169	160	163	2,673	18	0.7%	2,673	18	0.7%
2015/16	0	258	252	241	229	219	232	208	206	206	202	198	154	153	2,758	85	3.2%	2,758	85	3.2%
2016/17	0	230	234	254	238	240	229	238	212	197	232	167	180	135	2,786	28	1.0%	2,786	28	1.0%
2017/18	0	265	237	244	254	235	245	225	258	226	212	197	157	167	2,922	136	4.9%	2,922	136	4.9%
2018/19	0	247	242	248	241	245	226	241	225	245	249	202	158	138	2,907	-15	-0.5%	2,907	-15	-0.5%
2019/20	0	234	248	217	230	232	240	217	233	201	269	202	157	155	2,835	-72	-2.5%	2,835	-72	-2.5%
2020/21	0	224	208	237	200	213	235	232	203	227	242	211	180	143	2,755	-80	-2.8%	2,755	-80	-2.8%
2021/22	0	219	238	215	241	228	213	242	219	198	276	197	161	157	2,804	49	1.8%	2,804	49	1.8%
2022/23	0	217	230	232	211	245	198	221	222	225	238	211	160	138	2,748	-56	-2.0%	2,748	-56	-2.0%
2023/24	0	238	224	236	238	205	237	208	206	209	254	187	174	141	2,757	9	0.3%	2,757	9	0.3%
2024/25	0	239	238	236	235	244	210	247	199	188	248	201	147	145	2,777	20	0.7%	2,777	20	0.7%
2025/26	53	256	240	233	229	239	241	214	239	217	202	226	174	138	2,901	124	4.5%	2,848	71	2.6%

Source: South Dakota Department of Education and Douglas School District (2012/13 to 2025/26)

Observations:

- District enrollment has **increased for three consecutive years**, with the largest year-over-year gain occurring in 2025/26
 - 2025/26 enrollment totals **2,901 students (PK-12)**, representing a **4.5% increase from the prior year**
 - The addition of Preschool (PK) contributed to this increase and strengthened the district's early-grade enrollment pipeline
- Cohort flow supports continued near-term stability:
 - The **graduating senior class remains smaller than incoming kindergarten**, contributing to net enrollment growth
 - This pattern suggests enrollment stability in the short term as cohorts move through the system
- Grade-level size varies meaningfully across the system
 - Largest K-12 cohort in 2025/26: **Kindergarten with 256 students**
 - Smallest K-12 cohort in 2025/26: **12th grade with 138 students**
 - The widening gap between early elementary and upper grades highlights future planning considerations as larger cohorts progress upward
- Recent growth is concentrated in the lower grades, which will increase pressure on elementary capacity first and then gradually shift demand to middle and high school facilities over time

Grade Progression Change

Enrollment Progression Grade Change

School Year		Grade Progression Change														PK-12		K-12	
From	To	PK→PK	K→K	K→1	1→2	2→3	3→4	4→5	5→6	6→7	7→8	8→9	9→10	10→11	11→12	Change	% Change	Change	% Change
2012/13	2013/14	0	18	-1	7	9	20	2	1	5	4	26	-31	-28	-8	124	4.9%	124	4.9%
2013/14	2014/15	0	0	-15	1	-3	-18	0	-3	-2	3	5	-38	-21	-6	18	0.7%	18	0.7%
2014/15	2015/16	0	8	2	6	-3	-8	16	-15	5	0	35	-26	-15	-7	85	3.2%	85	3.2%
2015/16	2016/17	0	-28	-24	2	-3	11	10	6	4	-9	26	-35	-18	-19	28	1.0%	28	1.0%
2016/17	2017/18	0	35	7	10	0	-3	5	-4	20	14	15	-35	-10	-13	136	4.9%	136	4.9%
2017/18	2018/19	0	-18	-23	11	-3	-9	-9	-4	0	-13	23	-10	-39	-19	-15	-0.5%	-15	-0.5%
2018/19	2019/20	0	-13	1	-25	-18	-9	-5	-9	-8	-24	24	-47	-45	-3	-72	-2.5%	-72	-2.5%
2019/20	2020/21	0	-10	-26	-11	-17	-17	3	-8	-14	-6	41	-58	-22	-14	-80	-2.8%	-80	-2.8%
2020/21	2021/22	0	-5	14	7	4	28	0	7	-13	-5	49	-45	-50	-23	49	1.8%	49	1.8%
2021/22	2022/23	0	-2	11	-6	-4	4	-30	8	-20	6	40	-65	-37	-23	-56	-2.0%	-56	-2.0%
2022/23	2023/24	0	21	7	6	6	-6	-8	10	-15	-13	29	-51	-37	-19	9	0.3%	9	0.3%
2023/24	2024/25	0	1	0	12	-1	6	5	10	-9	-18	39	-53	-40	-29	20	0.7%	20	0.7%
2024/25	2025/26	53	17	1	-5	-7	4	-3	4	-8	18	14	-22	-27	-9	124	4.5%	71	2.6%
3-Year Average		17.7	13.0	2.7	4.3	-0.7	1.3	-2.0	8.0	-10.7	-4.3	27.3	-42.0	-34.7	-19.0	51.0	1.8%	33.3	1.2%
3-Year Weighted Average		26.5	12.3	1.7	2.5	-2.8	3.0	-1.2	7.0	-9.5	0.8	24.8	-37.2	-33.0	-17.3	70.2	2.5%	43.7	1.6%

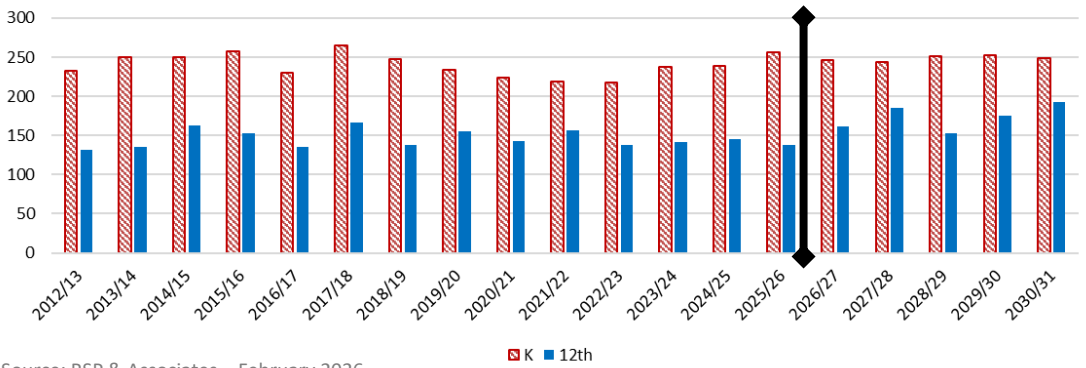
Source: South Dakota Department of Education and Douglas School District (2012/13 to 2025/26)

Observations:

- Largest 3-year average cohort increase: **8th → 9th grade** (+27 students), reflecting strong entry into high school from lower grades
- Largest 3-year average cohort decrease: **9th → 10th grade** (-42 students), continuing a long-standing pattern of loss after 9th grade
- Overall year-over-year change (2024/25 → 2025/26): **PK-12, +124 students (+4.5%)**
- Cohort movement shows recovery across most grades in 2025/26, reversing losses seen in prior years
 - Historically, the largest losses occur between 10th and 11th grade, which remains a key transition point to monitor
- Instructional modality and student choice should continue to be monitored, as some cohort losses may reflect students remaining district residents but accessing non-traditional instructional options

Class Size Comparisons

Kindergarten and 12th Grade Comparison

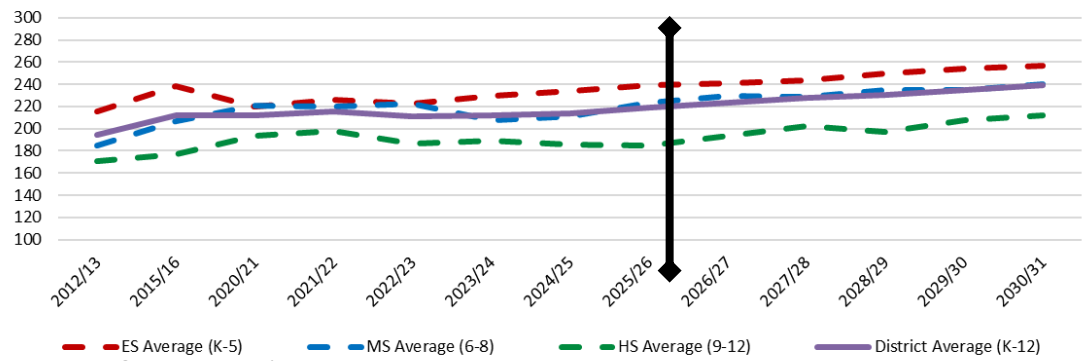


Source: RSP & Associates – February 2026

K and 12th Grade Comparisons:

- The current Kindergarten cohort is approximately 118 students larger than the current 12th grade, creating a natural backfill as seniors graduate.
- Over the forecast period, 12th grade enrollment increases, while Kindergarten remains relatively stable, supporting continued district-wide enrollment growth.
- This pattern indicates positive cohort replacement, where incoming classes consistently exceed exiting classes.

Grade Size Comparison by Grade Level



Source: RSP & Associates – February 2026

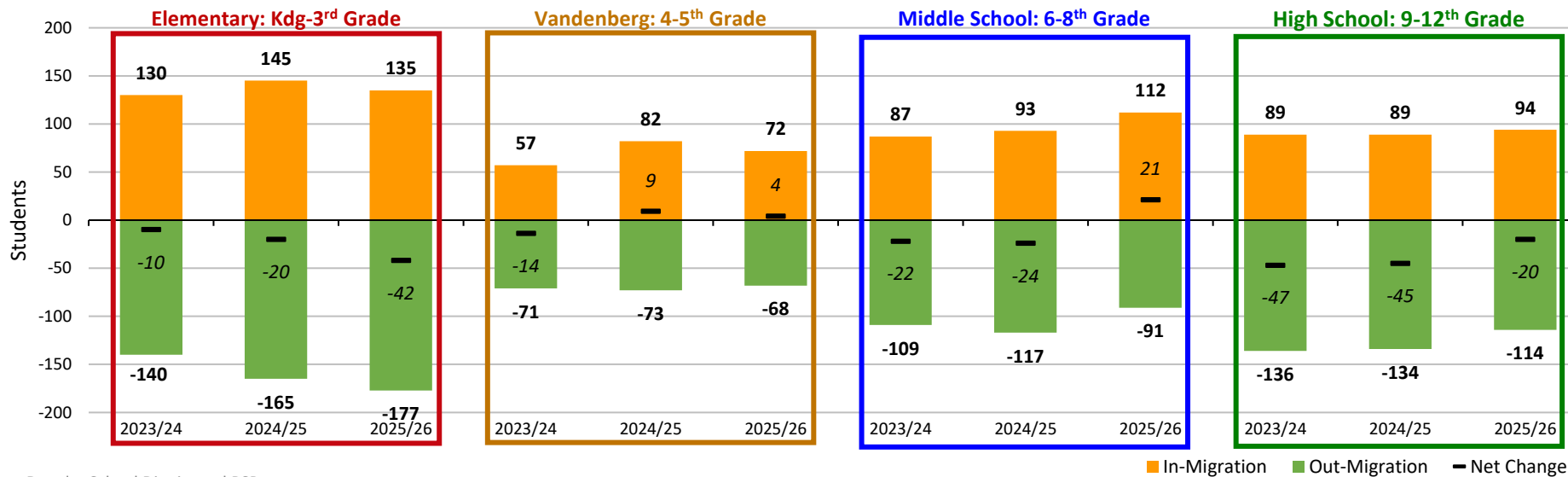
Average Class Sizes

- Average enrollment per grade is projected to increase across all grade levels over the forecast window.
- Elementary grades remain the largest on average, approaching ~260 students per grade, and continue to outpace middle and high school averages.
- Middle and high school averages grow more gradually, reflecting smoother cohort progression compared to elementary volatility.

Main Takeaway: Larger incoming cohorts, especially at the elementary level, are sustaining district growth as smaller graduating classes exit.

3-Year All Student Migration Trend

Student In V.S. Out Migration



Source: Douglas School District and RSP

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

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

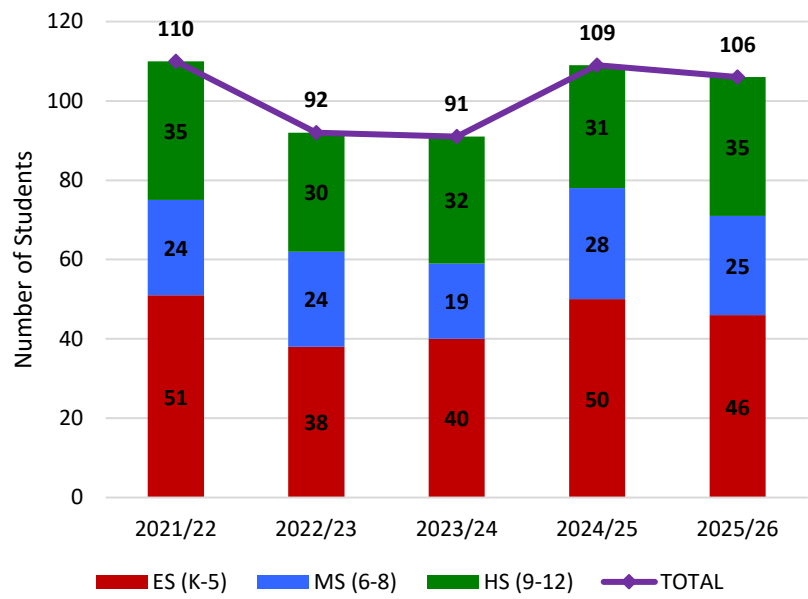
Observations

- This analysis reflects a year-to-year perspective of student change from official count data. There will likely be students changes that happen during the school year that is ultimately reflected in the enrollment forecast.
 - Kdg students are not included in the **In-Migration** as it is compulsory (Not Required); Most Kdg students were not receiving district services the prior year (exception is PK, TK, DK)
 - 12th grade students are not included in the **Out-Migration** as they likely naturally left the district through graduation
 - **Variables at play:** Home values, program offerings, interest rates, available and type of inventory, etc.
- Across all three years, the district consistently loses more students than it gains, resulting in a net annual enrollment loss.
 - 2023/24: +363 in-migration, -456 out-migration → **Net loss of 93 students**
 - 2024/25: +409 in-migration, -489 out-migration → **Net loss of 80 students**
 - 2025/26: +413 in-migration, -450 out-migration → **Net loss of 37 students**
 - While the district remains net-negative, the magnitude of loss has decreased each year, **indicating improving stability.**

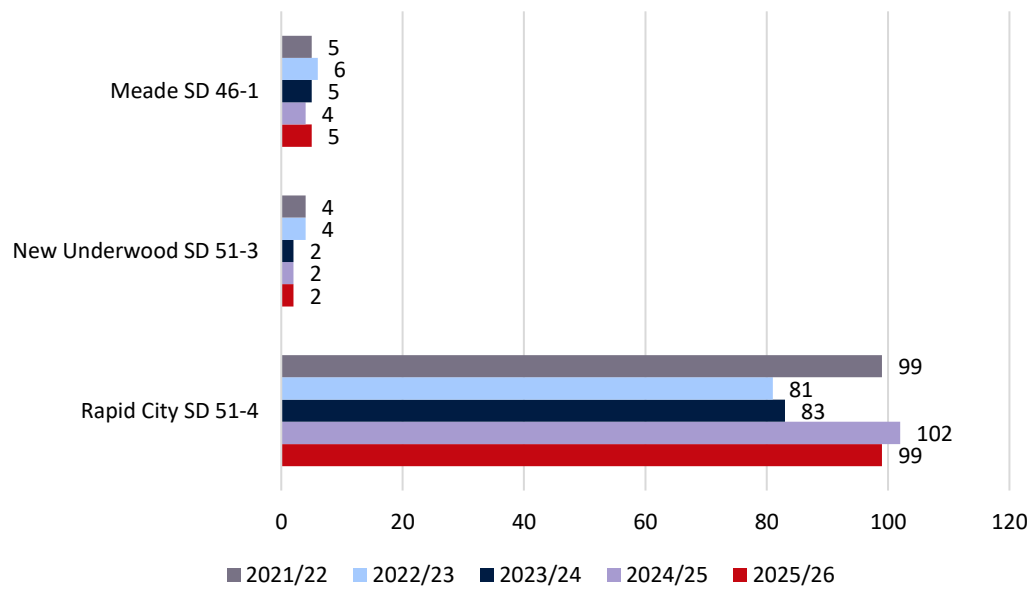
Main Takeaway: The district has experienced a net loss of students due to migration over the past three years; however, in-migration has increased and net losses have steadily declined, reaching their lowest point in 2025/26. These trends suggest improving enrollment stability.

Out of District Student Analysis

Total Out of District Students by Year



Out of District Students by Residing School District



Source: Douglas School District and RSP

Notes:

- 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
- Some out of district students may be staff children, McKinney-Vento, other state programs, etc.

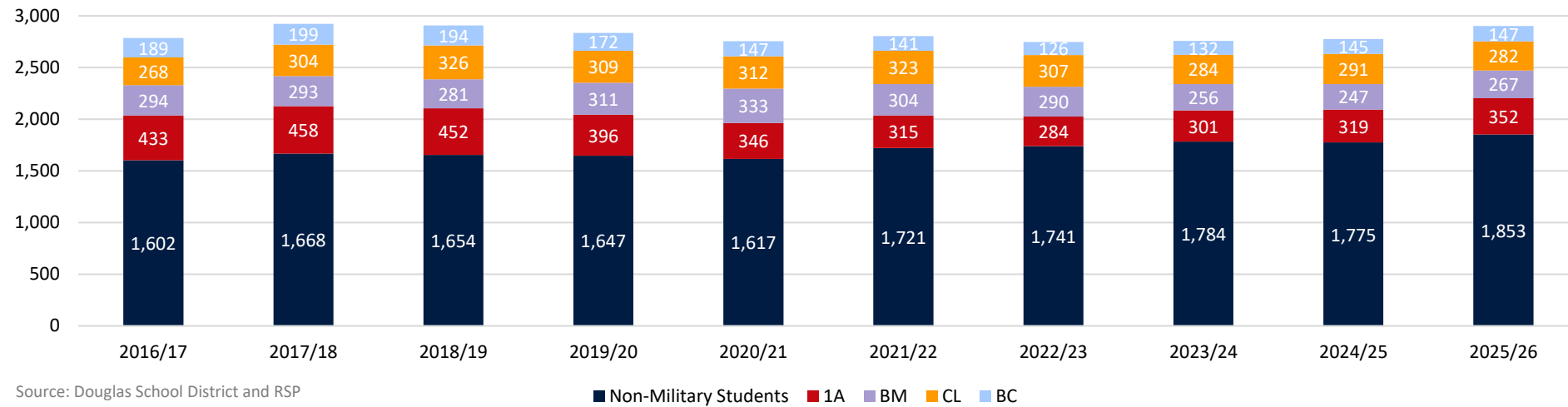
Observations

- Students residing outside the district boundary has remained relatively stable, fluctuating between ~90 and 110 students annually.
- After an increase in 2024/25, out-of-district enrollment remained stable in 2025/26, suggesting this is not an isolated spike but a sustained pattern. In 2025/26, **106 students** enrolled in the district reside outside district boundaries.
 - **Rapid City SD 51-4** accounts for the largest share of out-of-district students across all five years
 - The concentration of students from Rapid City is likely influenced by proximity and transportation access, program availability, and a higher proportion of military-connected households.

Main Takeaway: Out-of-district enrollment represents a consistent and meaningful share of total enrollment. While not rapidly increasing, this population reflects broader choice dynamics and should continue to be monitored as a factor in enrollment forecasting.

Military Student Population

Student Population by Military Affiliation Over Time



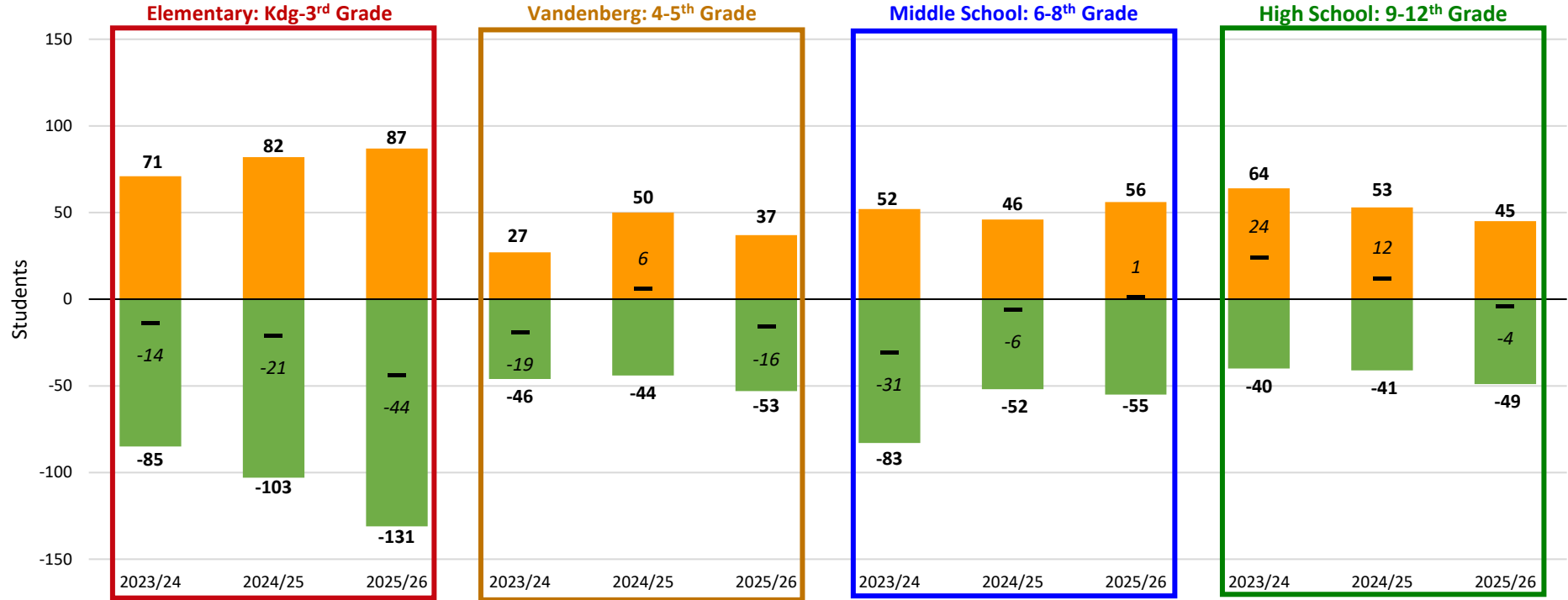
Observations

- 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
- Over the past five years, the number of military-affiliated students has remained below 1,100 students, with 1,048 students in 2025/26.
 - Military-affiliated students currently represent 36.1% of total district enrollment, which is below the long-term historical average of approximately 40%.
 - Growth in total enrollment during this period has been driven primarily by non-military students, indicating increasing diversification of the district's student population.
- Students affiliated with **military families living on or off base (1A and BM)** have increased at a faster rate than other categories. These patterns may reflect **housing availability, off-base residential development, and family preference trends**.

Main Takeaway: As Ellsworth AFB expands in the coming years, monitoring changes in the balance between military and non-military students will be critical to understanding how enrollment growth aligns with housing patterns, community expectations, and facility planning.

3-Year Military Student Migration Trend

Military Student In V.S. Out Migration



Source: Douglas School District and RSP

In-Migration: Shows number of students in grade 1st to 12th that are attending the District in the current year, but were not attending the District in the previous year.
Out-Migration: Shows number of students in grade K to 11th that were attending the District in the previous year, but are not attending the District in the current year.

Observations: Military-affiliated students (1A, BM, BC, CL) continue to show **net losses across all grade bands** over the past three years.

- 2023/24 lost 278 students and gained 190 students; **NET: -88**
- 2024/25 lost 252 students and gained 219 students; **NET: -33**
- 2025/26 lost 284 students and gained 229 students; **NET: -55**

- NOTE:** On average, military student migration contributed to around 60% of in-migration and 50% of out-migration
- 2023/24 military students contributed to **68% of in-migration** and **56% of out-migration**
 - 2024/25 military students contributed to **61% of in-migration** and **52% of out-migration**
 - 2025/26 military students contributed to **60% of in-migration** and **57% of out-migration**

Main Takeaway: While in-migration increased across most grade bands in 2025/26, out-migration increased at a faster rate, resulting in continued net loss. Net military student loss improved in 2024/25 but worsened again in 2025/26, indicating ongoing instability.

K-12 Student Count Change Map

Douglas School District

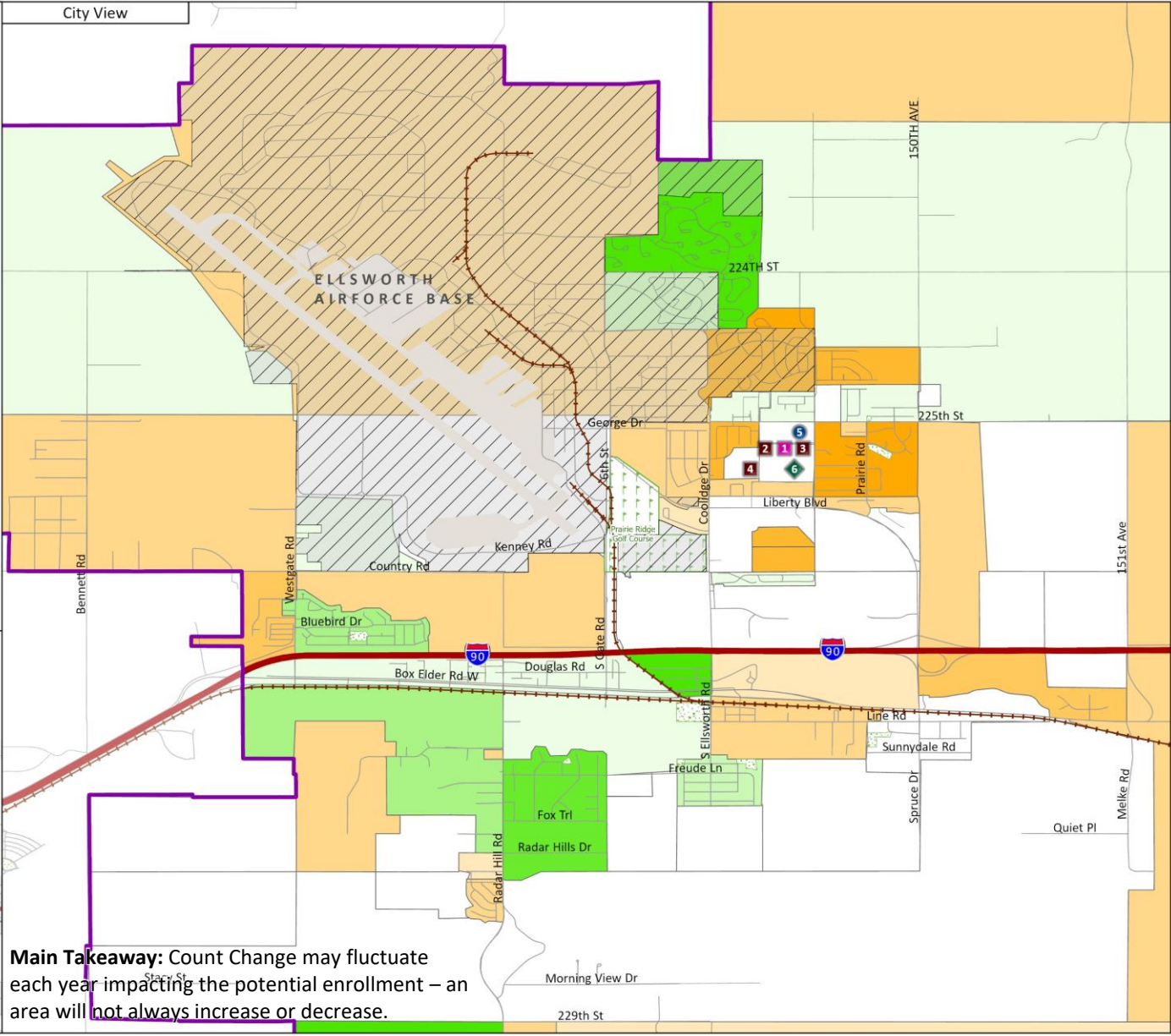
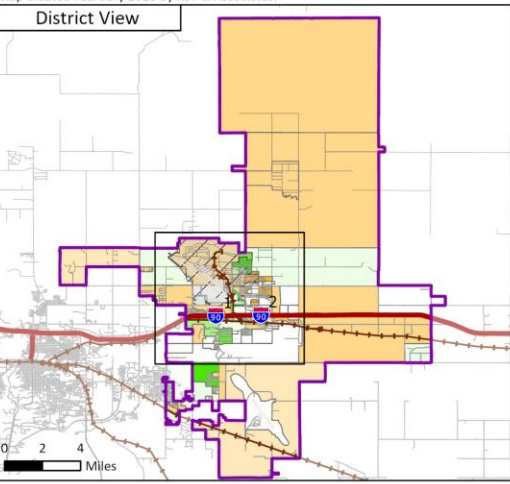
Student Count Change from 2021/22 to 2025/26 in Grades K-12

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



Count Change is the number of students in 2025/26 subtracted by the number in 2021/22 in 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 2026 by RSP & Associates.



Main Takeaway: Count Change may fluctuate each year impacting the potential enrollment – an area will not always increase or decrease.



K-12 Student Heat Density Map

Douglas School District

Student "Heat" Density in 2025/26 in Grades K-12

Legend

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

Student Density

Low Density

High Density

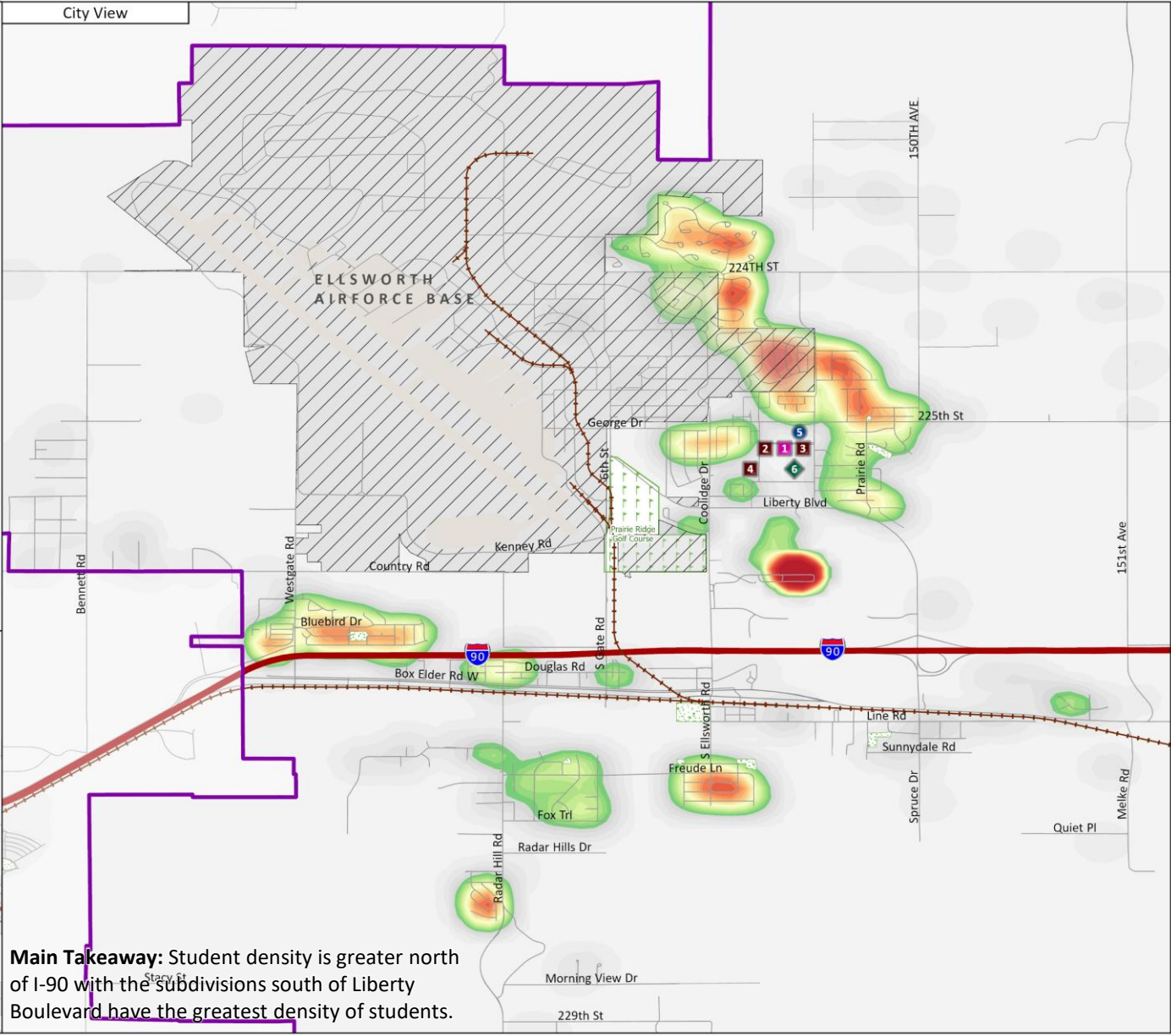
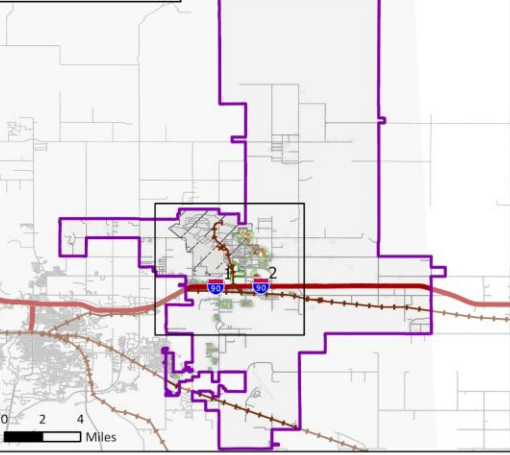
List of Schools

1. Carousel School
2. Badger Clark Elementary
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5. Douglas Middle
6. Douglas High

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 2026 by RSP & Associates.

District View



Main Takeaway: Student density is greater north of I-90 with the subdivisions south of Liberty Boulevard have the greatest density of students.

Part 1 Conclusions

Main Takeaway Observations:

- Enrollment has been increasing steadily over the past three years – **indicator of student growth**
 - The District increase by 124 students from last year enrolling a total of 2,901 students
- Most grade levels are increasing in size as cohorts move through the system – **indicator of student growth**
 - With increased cohort growth, the continued upward trend in total enrollment is likely to continue
- Incoming Kindergarten classes are larger than the graduating senior classes – **indicator of student growth**
 - Growth is being driven by larger incoming cohorts and early-grade expansion, reinforcing the importance of proactive capacity and grade-configuration planning.
- Live births in Meade and Pennington County increased after the dip in 2020 – **indicator of student growth**
 - An increase market share of Kdg student bodes positively as the district moves beyond the low live births of 2020
- The district continues to experience a net loss from migration patterns,
 - Military student mobility is increasing, but **out-migration continues to exceed in-migration**, resulting in a sustained net loss—particularly at the elementary level—reinforcing the need to plan for volatility rather than steady growth.

Conclusion of Section:

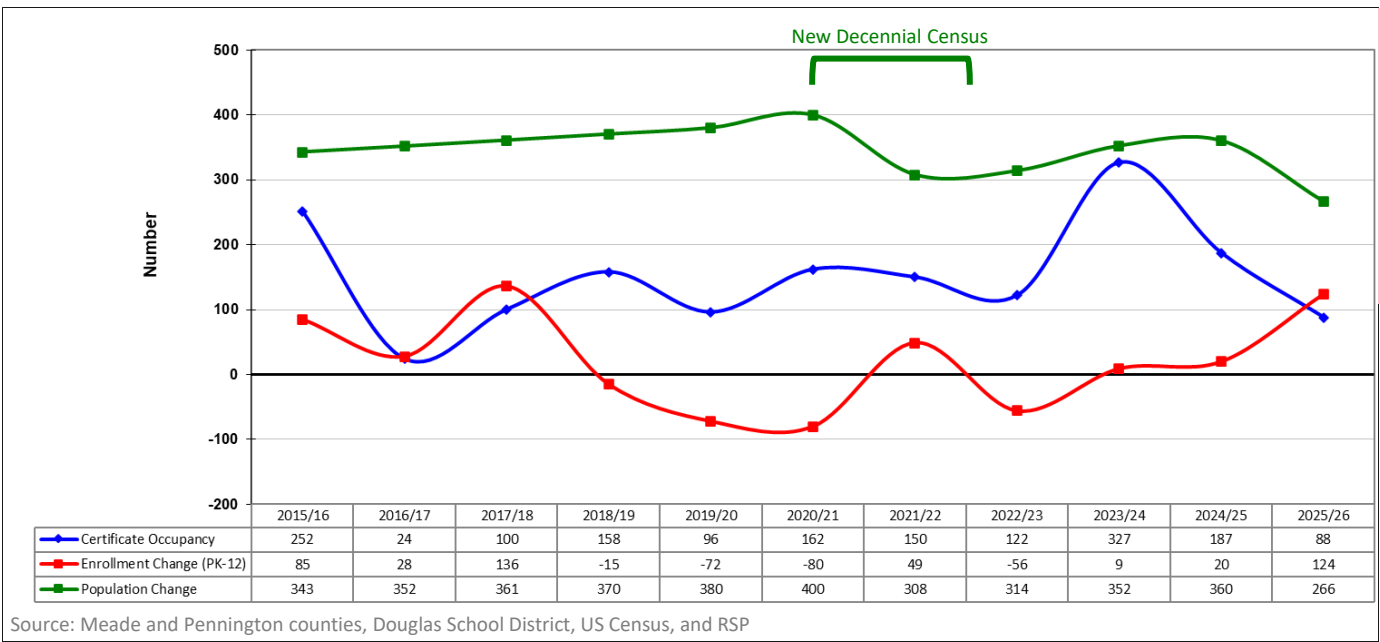
- RSP & Associates actively monitors over 100 planning areas, using demographic, development, and enrollment datasets to provide ongoing insight and forecasting.
 - The highest student population density is concentrated south of Liberty Boulevard in the mobile home park neighborhood
 - Neighborhoods north of I-90 surrounding the school campuses have been increasing in student count as more families move into the district
- 1,048 students are military affiliated this year; the percentage of military students slightly increased this year
- 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

Part 2: Development and Growth Trends



Population, Development, & Enrollment

Main Takeaway: Population growth and housing development are closely linked to enrollment trends, with student growth typically following periods of increased residential construction and population expansion.

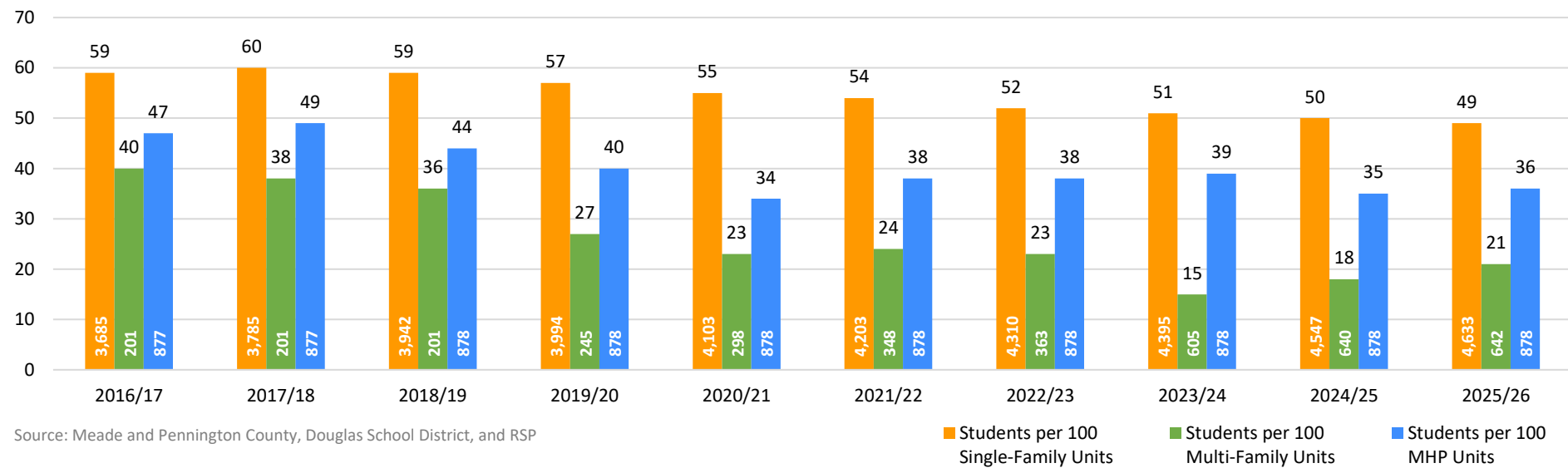


Observations:

- **BLUE LINE – Building Activity (Certificates of Occupancy):** Residential construction activity has been **consistently strong**, with annual totals generally ranging from **~90 to over 300 units**.
 - Peaks in construction (notably **2023/24**) align with subsequent increases in population and enrollment.
 - The decline in **2025/26** likely reflects **data lag**, as certificates of occupancy often trail actual construction activity in county reporting.
- **GREEN LINE – Population Change:** Population growth shows a **generally positive trend**, averaging **approximately 250–400 people per year**.
 - Year-to-year fluctuations reflect **census estimation updates**, particularly around the **new decennial census**, rather than abrupt changes in local conditions.
 - Overall population growth provides a **stable foundation** supporting long-term enrollment demand.
- **RED LINE – Student Enrollment Change (PK-12):** Student enrollment trends **generally track population and housing growth**, with most years showing net gains.
 - Enrollment rebounds in subsequent years, with **2025/26 showing one of the strongest gains** in the period.

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 type (single-family, multi-family, mobile home park)

- District sees on average **55 K-12 students per 100 single-family households** (4,633 total units in inventory)
 - SF yield rates have decreased from roughly 60 students per 100 units to 49 students per 100 units in 2025/26
 - Despite the lower yield, **single-family housing remains the largest contributor to overall student enrollment** due to its scale.
 - There were 948 single-family homes built from 2016 to 2025 contributing to enrollment growth even as per-unit yield softened.
- District sees on average **27 K-12 students per 100 multi-family households** (642 total units in inventory)
 - MF yield rates declined during periods of rapid inventory expansion, reflecting lag time between construction and full occupancy.
 - The lowest yield occurred in 2023/24, followed by a modest rebound in the past two years, likely as newer units reached occupancy.
 - Approximately 441 multi-family units were added between 2016 and 2025, reinforcing the importance of absorption timing in enrollment forecasting.
- District sees on average **40 K-12 students per 100 mobile home households** (878 total units in inventory)
 - MHP yield rates have declined over time, even though overall inventory levels remained relatively stable, suggesting demographic shifts rather than supply-driven change.
 - This trend may reflect aging households, fewer school-aged children per unit, or increased mobility within the MHP population.

Yield Rate by Geography

Table Legend

- +3 greater from District Average
- -3 fewer from District Average

Students per 100 Single-Family Units	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	10 Year Average	Units Built in Time Period	Total Units (2025/26)
Box Elder	63	62	59	59	57	55	55	54	51	52	56.7	696	2,466
Ellsworth AFB	76	85	89	82	78	81	75	74	78	76	79.4	0	740
Rapid City	52	54	51	48	44	44	41	37	34	37	44.2	58	483
Rural	35	34	36	35	33	33	30	31	29	29	32.5	194	944
District (K-12):	59.0	60.0	59.0	57.0	55.0	54.0	52.0	51.0	50.0	49.0	54.6	948	4,633

Note: Includes number of students per 100 single-family units by year and by city geography. Single-family units include houses that may be fully detached or semi-detached and occupied by one household or family.

Source: Pennington and Meade County, and RSP

SF Observations: District sees on average 54.6 students per 100 SF units (4,633 total units in inventory with 948 built in the past ten years)

- Units located in Ellsworth AFB tend have the largest SF yield rate; 2025/26 data yielded **76 students per 100 SF units**
- Units located in rural county area tend have the smallest SF yield rate; 2025/26 data yielded **29 students per 100 SF units**

Students per 100 Multi-Family Units	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	10 Year Average	Units Built in Time Period	Total Units (2025/26)
Box Elder	32	24	19	12	10	14	18	10	12	15	16.6	441	538
Ellsworth AFB	49	53	54	47	44	46	30	37	41	52	45.3	0	100
Rapid City	0	0	0	0	0	0	0	0	0	0	0	0	0
Rural	0	0	0	0	0	0	0	0	0	0	0	0	4
District (K-12):	40.0	38.0	36.0	27.0	23.0	24.0	23.0	15.0	18.0	21.0	26.5	441	642

Note: Includes number of students per 100 multi-family units by year and by city geography. Multi-family units include apartment, duplex, mixed-use, townhome, etc. units. Mobile Homes not included.

Source: Pennington and Meade County, and RSP

MF Observations: District sees on average 26.5 students per 100 MF units (642 total units in inventory with 441 built in the past ten years)

- Units located in Ellsworth AFB tend have the largest MF yield rate; 2025/26 data yielded **52 students per 100 MF units**
- Units located in Box Elder tend have the smallest MF yield rate; 2025/26 data yielded **15 students per 100 MF units**
- Rapid City and rural areas do not have any MF units that generate students (**resulting in a 0 student yield rate**)

Students per 100 MHP Units	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	10 Year Average	Units Built in Time Period	Total Units (2025/26)
Box Elder	47	49	44	40	34	38	38	39	35	36	40	1	878
Ellsworth AFB	0	0	0	0	0	0	0	0	0	0	0	0	0
Rapid City	0	0	0	0	0	0	0	0	0	0	0	0	0
Rural	0	0	0	0	0	0	0	0	0	0	0	0	0
District (K-12):	47.0	49.0	44.0	40.0	34.0	38.0	38.0	39.0	35.0	36.0	40	1	878

Note: Includes number of students per 100 mobile home park units by year and by city geography.

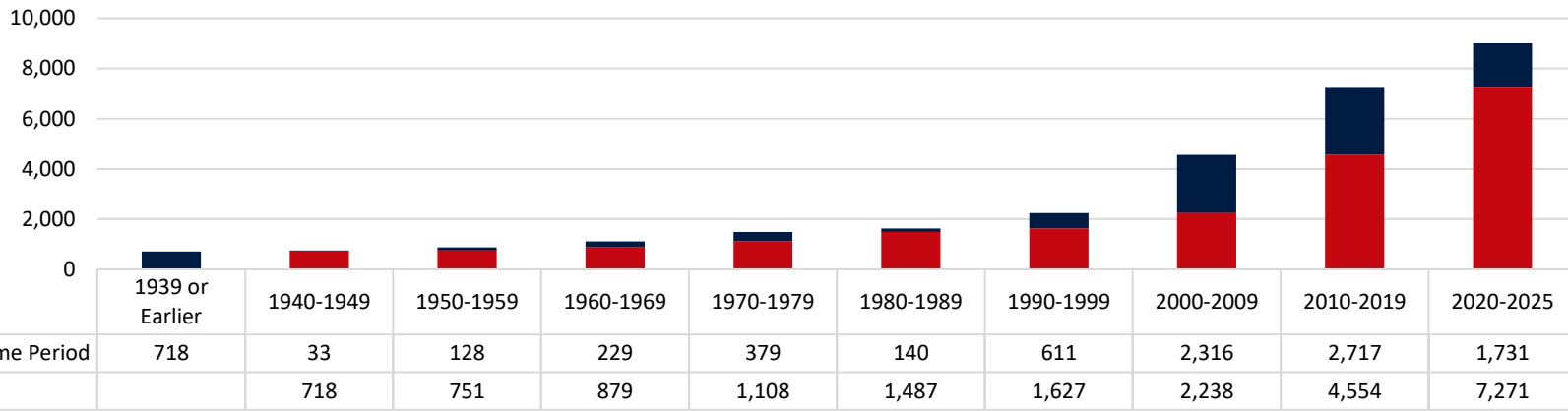
Source: Pennington and Meade County, and RSP

MHP Observations: District sees on average 40 students per 100 MHP units (878 total units in inventory with 1 built in the past ten years)

- Box Elder geography is the only area with MHP units yielding students; 2025/26 data yielded **36 students per 100 MHP units**

2025 Residential Inventory

New V.S. Existing Units by Decade Built



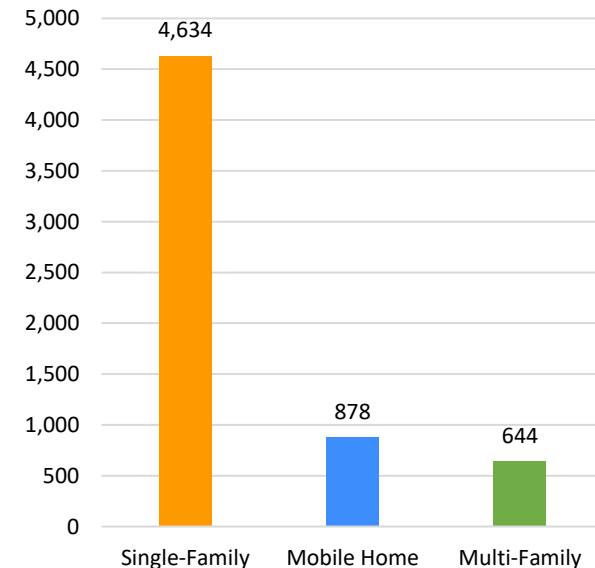
Source: Meade and Pennington counties and RSP

■ Number of Units ■ Number of Units in Time Period

Observations


- The charts summarize total housing inventory by decade built and the current (2025) distribution of units by housing type.
- A significant share of the district’s housing stock was built after 2000, with the most substantial growth occurring between 2000 to 2019
 - Earlier decades account for a smaller but still meaningful portion of total inventory, indicating an aging housing base that may produce fewer students per unit over time.
- Five years into the current decade, the district has **added more than 1,700 housing units** to its inventory. If this pace continues, the 2020-2029 decade is **on track to be the largest period of residential growth in the district’s history**.
- **Single-family housing dominates the district’s residential inventory**, with approximately **4,634 units**, making it the primary driver of K-12 enrollment.
 - The district’s enrollment outlook is closely tied to **single-family housing trends**, given its scale and continued dominance in the housing mix.
 - As newer housing stock ages, student yield rates are expected to decline, emphasizing the need to balance new development with enrollment capture strategies.

2025 Inventory by Housing Type



Source: Meade and Pennington counties and RSP

Average Year Built Map



Douglas School District

Average Year Built

Legend

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

List of Schools

1. Carousel School
2. Badger Clark Elementary
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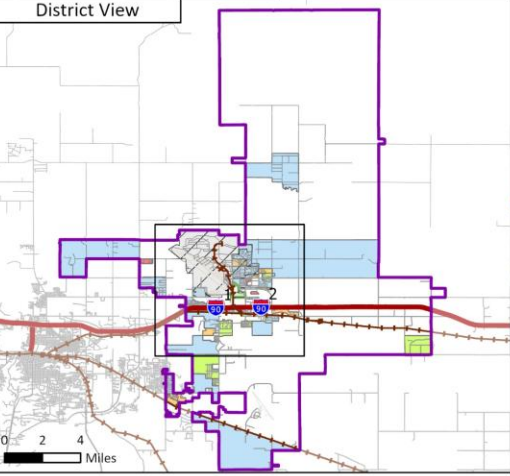
Average Year Built

- No Data
- Before 2000
- 200 to 2010
- 2010 to 2020
- After 2020

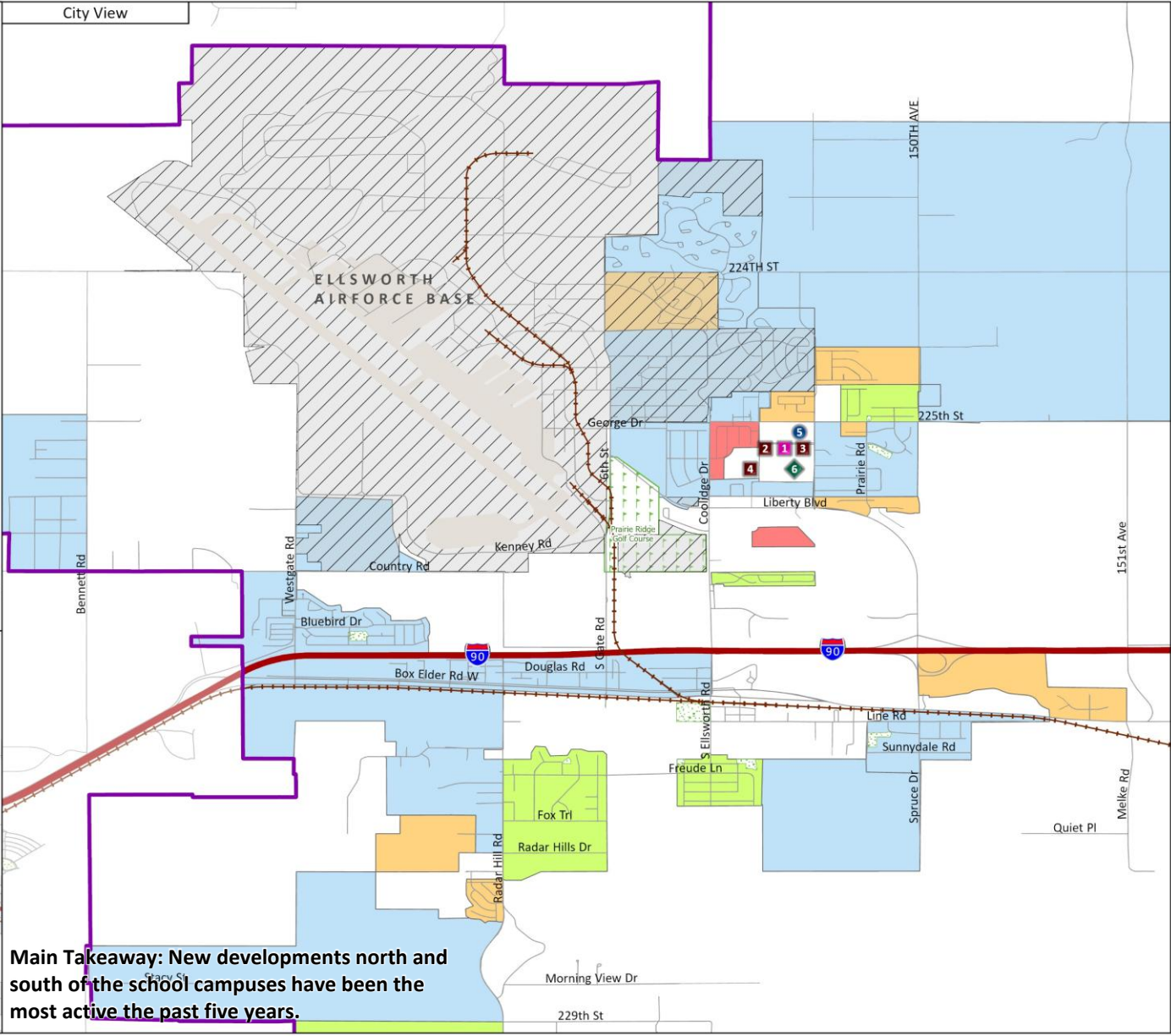
Year Built provided by Pennington and Meade County. Average Year Built displayed by planning area.

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 2026 by RSP & Associates.

District View



0 2 4 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
- < \$100,000
- \$100,000 to \$200,000
- \$200,000 to \$300,000
- \$300,000 to \$400,000
- > \$400,000

List of Schools

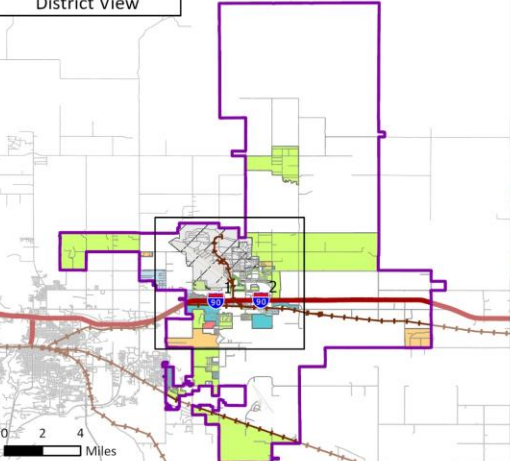

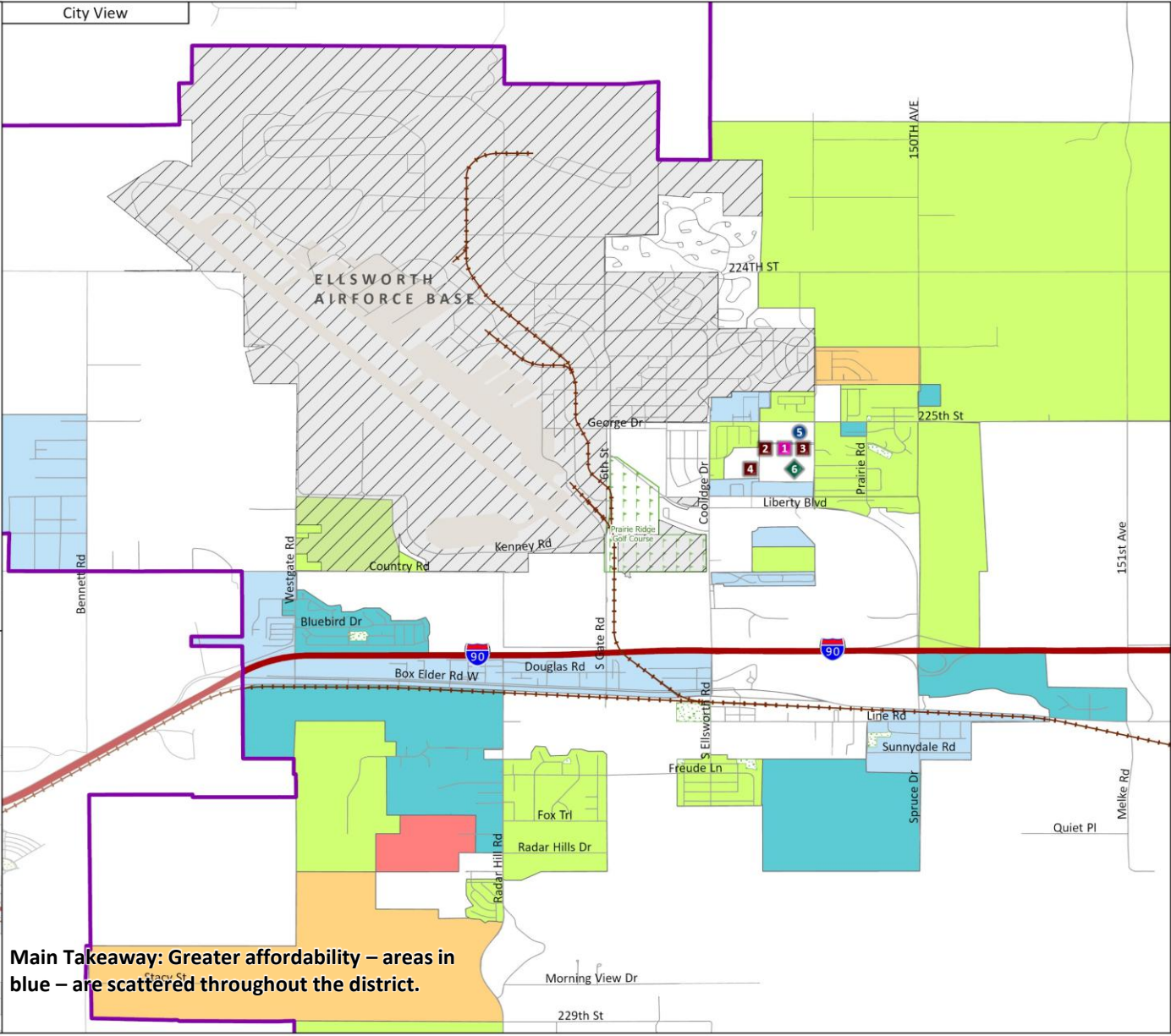
1. Carousel School
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5. Douglas Middle
6. Douglas High

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 2026 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

List of Schools

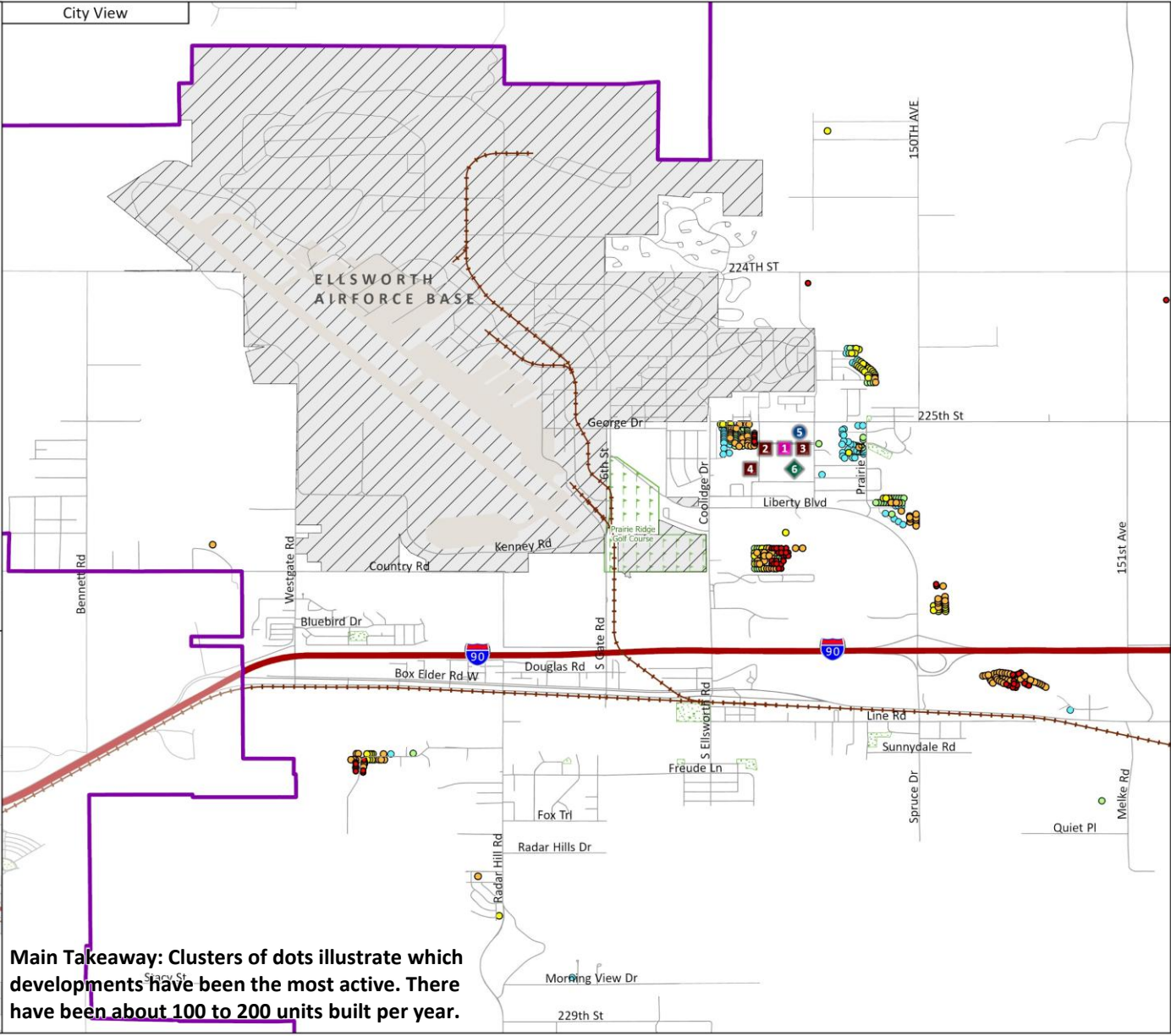
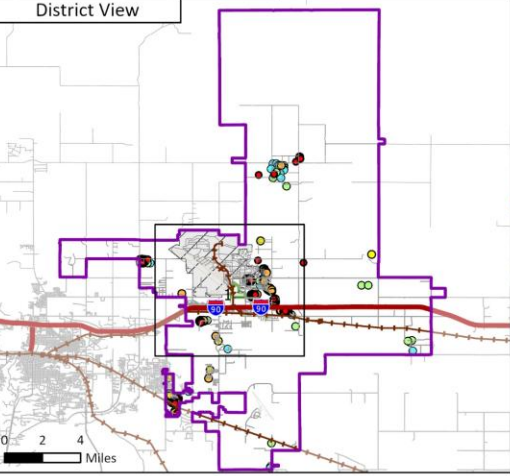
1. Carousel School
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6. Douglas High

Year Built

- 2021: 150 Units
- 2022: 122 Units
- 2023: 327 Units
- 2024: 187 Units
- 2025: 88 Units

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 2026 by RSP & Associates.



Main Takeaway: Clusters of dots illustrate which developments have been the most active. There have been about 100 to 200 units built per year.

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

List of Schools

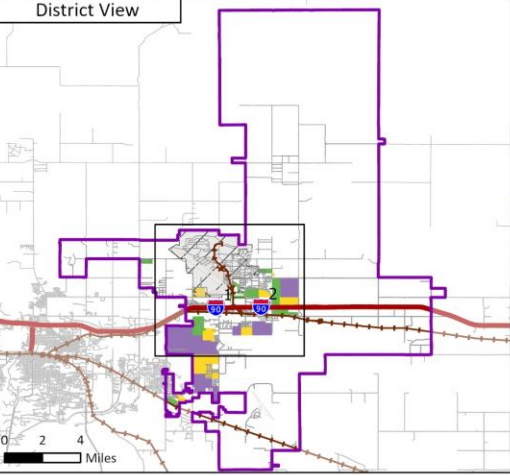
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

Growth Areas

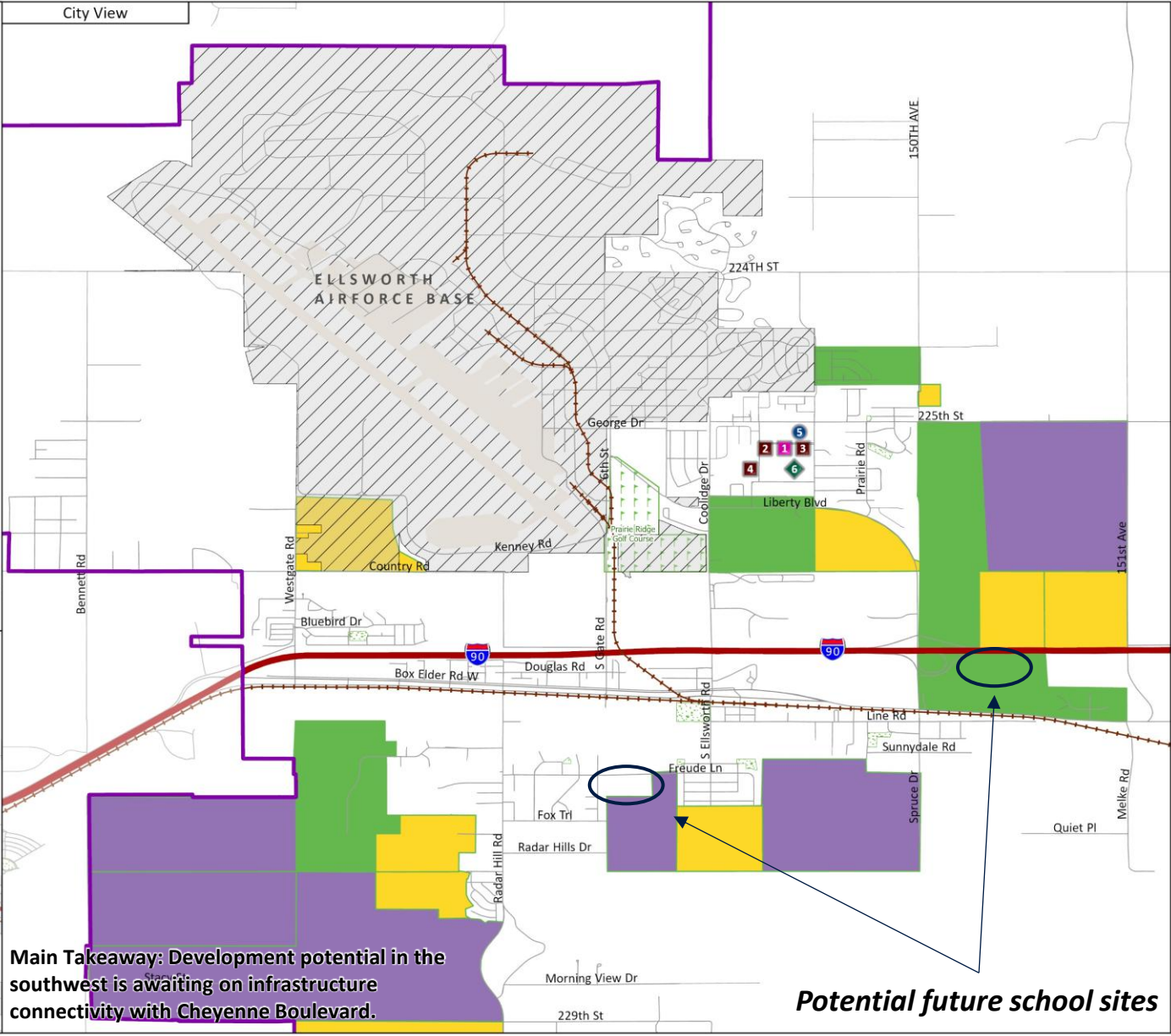
- Current
- 5 Year
- 10 Year

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 2026 by RSP & Associates.

District View



0 2 4 Miles



Development Table

RSP Plan Area Name: Identified Growth Areas	Current Development Type	Timing of Growth	Existing Units	Potential Units
Freedom Estates Multi-Family	Multi-Family	Current	0	100
The Union	Multi-Family	Current	229	58
Red Feren	Mixed-Use	Current	26	298
AFB Liberty Plaza (PUD)	Planned Unit Dev	Current	0	58
AFB Liberty Plaza (Single-Family)	Single-Family	Current	74	68
Alpha Omega Phase 1	Single-Family	Current	32	104
Bridle Ridge	Single-Family	Current	50	9
Freedom Estates	Single-Family	Current	130	126
Freedom Landing	Single-Family	Current	205	90
Murphy Ranch	Single-Family	Current	50	87
Future Box Elder Annexation	Agriculture	5 Year	0	332
Eagle Property Rezoning	Multi-Family	5 Year	2	60
East of Red Feren	Rural	5 Year	0	135
North of Freedom Estates	Rural	5 Year	0	320
Apple Valley	Single-Family	5 Year	14	399
Cheyenne Pass (North of future Cheyene Blvd)	Single-Family	5 Year	1	240
Cheyenne Pass (South of future Cheyene Blvd)	Single-Family	5 Year	0	180
Country Rd 214 & W Gate Rd	Single-Family	5 Year	7	370
East of The Union	Single-Family	5 Year	0	186
Rapid City 2025 Annexation	Single-Family	5 Year	163	1,000
Future Infrastructure Connector (North of Cheyene Blvd)	Mixed-Use	10 Year	0	750
Future Infrastructure Connector (South of Cheyene Blvd)	Mixed-Use	10 Year	0	750
Future Infrastructure Connector (Stacy St & E 53rd St)	Mixed-Use	10 Year	2	1,000
151st Ave & 225th St	Rural	10 Year	0	1,000
Area at end of Fox Trail	Single-Family	10 Year	0	280
South of Line Rd Subdivision	Single-Family	10 Year	2	800
West of Mustang Lane	Single-Family	10 Year	4	1,000
Current Growth Area Potential:			796	998
5-Year Growth Area Potential:			187	3,222
10-Year Growth Area Potential:			8	5,580
Total Growth Area Potential:			991	9,800

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

Disclaimers: "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. RSP reviews development activity annually; however, mid-year changes are common, reinforcing the need for ongoing monitoring and flexibility in enrollment and facility planning assumptions.

Observations:

- Growth areas are created from existing land use, future land use, capital improvement plan, zoning, and city input:
 - **Green:** identifies active development activity
 - **Yellow:** identifies possible areas that could develop within a 5-year range
 - **Purple:** identifies possible areas that could develop within a 10-year range
- A total of approximately **9,800 potential housing units** were identified across all phases of development:
 - Nearly **1,000 units are in current phases**, indicating near-term enrollment and facility planning relevance
 - The majority of potential units are **concentrated in 5-year growth phases**, signaling timing it tied to market demand, infrastructure readiness, and developer timing
- Single-family development represents the largest share of long-term growth potential, particularly in 5-year annexation and infrastructure-dependent areas
 - Several identified growth areas are contingent on future infrastructure extensions, introducing uncertainty into development timing and phasing
- There is no guarantee that all identified growth areas will develop as projected, nor that development will be limited to the areas shown:
 - Market conditions, financing, developer interest, and regulatory approvals will influence outcomes
 - Some areas may accelerate, delay, or not develop within the forecast window

Regional Project Spotlight

Observations:

B-21 at Ellsworth AFB:

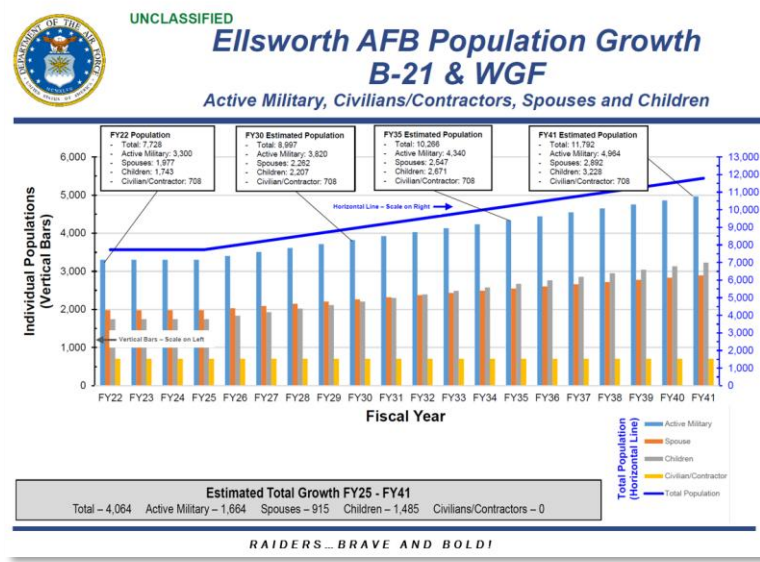
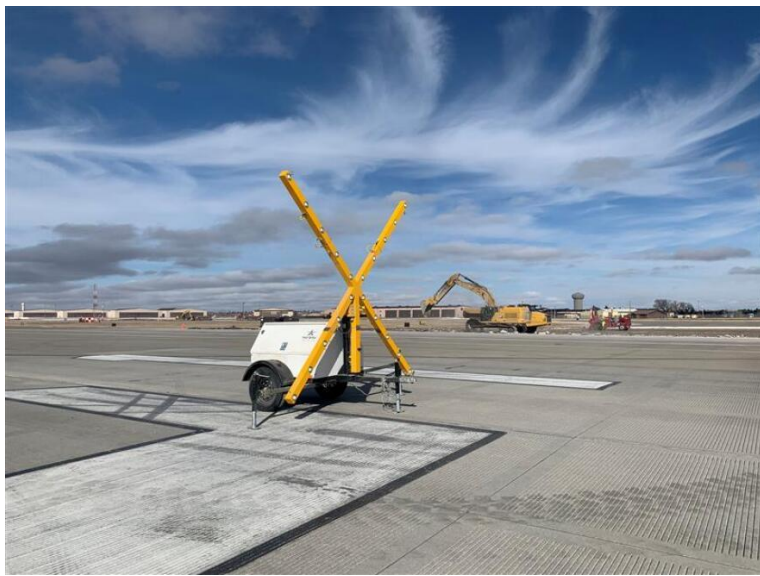
- Large-scale base investment now underway as Ellsworth prepares for the B-21 mission; media coverage describes “billion-dollar improvements” beginning with major airfield work (e.g., runway reconstruction).
- Planning materials shared with state officials cite ~1,500 additional students over ~15 years tied to B-21 mission growth at Ellsworth (military-connected enrollment concentration in Douglas SD).

Box Elder Growth Enablement:

- Planning documents describe it Box Elder as **one of the fastest-growing cities in South Dakota** (often ranking just behind Sioux Falls and Rapid City), reflecting strong housing momentum and demand pressures.
- Cheyenne Boulevard / Westgate / South Box Elder sewer work is a key growth enabler—City project status describes a ~\$6.2M sanitary sewer installation intended to accommodate future residential and commercial expansions.
- DoD’s documentation supports infrastructure design planning in Box Elder (water/sewer along corridors including **Highway 14/16 and Cheyenne Boulevard**) explicitly tied to expected growth around Ellsworth mission expansion.

Rapid City Spillover:

- Population estimates show strong post-2020 growth, reinforcing metro housing demand that can shift households into the Douglas School District attendance area.



Sources:
<https://www.sdpb.org/politics/2025-02-07/billion-dollar-improvements-begin-as-ellsworth-prepares-for-b-21>
<https://www.boxeldersd.gov/ProjectsandFundingStatuses>
https://oldcc.gov/sites/default/files/2025-01/oldcc_director_signed_02_2024-02-02_tab_a_nepa_growth_catex_box_elder_infrastructure_design_plans.pdf

Part 2 Conclusions

Main Takeaway Observations:

- The general population within the district boundaries is increasing – **indicator of enrollment growth**
 - With an average growth of about 300 residents per year, this trends supports student population growth.
- Student yield rates have been decreasing over the past decade – **limitation to enrollment growth**
 - Tracking the type and location of development is critical, as student yield rates vary widely between housing product types and across neighborhoods (**single-family and mobile home units yield more students than multi-family**)
 - With an abundance of new residential inventory, yield rates may be in-flux and stabilize in the coming years.
- Building activity is a primary driver to growth; 88 units have been built in 2025 so far – **indicator of enrollment growth**
 - There are sewer and infrastructure projects throughout Box Elder that support greater housing growth in future as the projects get completed and readily-buildable lots increase
- 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:

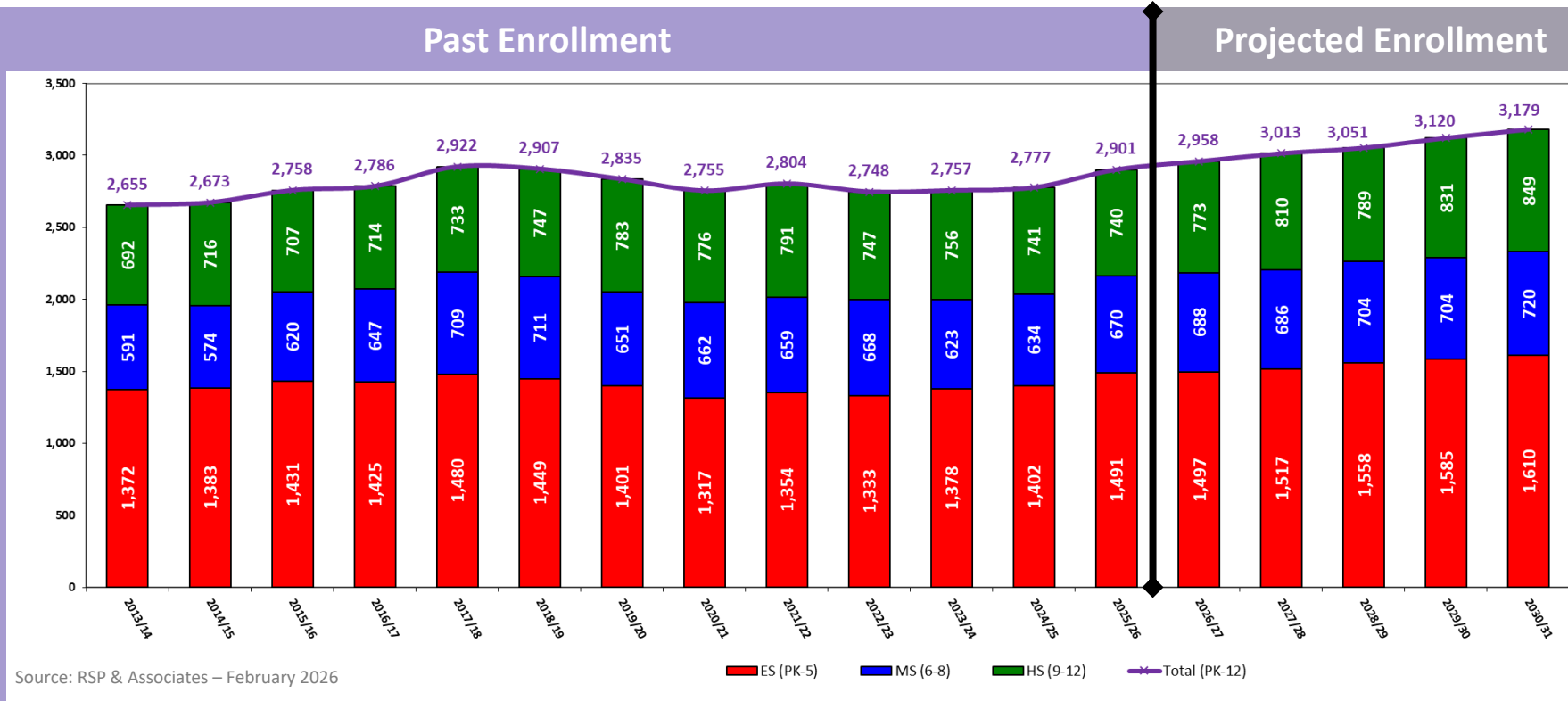
- With lower yield rates, new residential development has a more limited impact on student enrollment than in previous decades, reinforcing the need for a conservative growth model in planning.
 - Monitoring local economic factors is key to understanding how the next decade of residential growth may unfold.
 - Construction costs have more than doubled (100%+) since August 2020, as of February 2022.
 - Rising home values may slow the life cycle of new single-family subdivisions, delaying occupancy and student generation.
- Sewer and infrastructure availability remain critical in determining **where and how fast new development occurs.**
- National-level influences (economic shifts during the 2025 election year) could affect development pace and, in turn, enrollment outlook. Additionally, natural disasters across the country (e.g., hurricanes, wildfires) have begun to affect building supply chains and cost structures, which may slow down or limit residential development in the region.

Part 3: Enrollment Projections



Past, Current, & Future Enrollment

Market Forecast



Source: RSP & Associates – February 2026

Observations:

- Total district enrollment is projected to increase over the next five years, rising from 2,901 students to **3,179 students by 2030/31**:
 - **Elementary** enrollment is forecasted to increase to 1,610 students by 2030/31 (+119 students, +8.0%)
 - **Middle school** enrollment is projected to grow to 720 students by 2030/31 (+50 students, +7.5%)
 - **High school** enrollment shows the strongest percentage growth, increasing to 849 students by 2030/31 (+109 students, +14.6%)
- Total enrollment is projected to surpass 3,000 students by 2027/28, occurring earlier than prior forecasts, which anticipated this threshold closer to 2029/30. The addition of PK to district enrollment contributes to the higher near-term totals and accelerates overall growth compared to previous outlooks.

Projection Notes and Clarifications

Past Enrollment 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

Other Items

- Enrollment Grade Configuration in Student Forecast Model (PK-5, 6-8, 9-12)
 - Students not receiving services from the district are not shown in any of the information presented in the analysis
 - PK was included in projections at Badger Clark and Francis Case with the additional Full-Day preschool programming added to the district this year
 - *Carrousel School students are not included in the analysis; building can serve about 118 students*
- 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
 - 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 Building

Douglas School District Projections By School (Based on Student Reside)

Market Forecast

School	Capacity		Enrollment Type (Past)	Past School Enrollment				Projections Based on Residence (1-5 years)					Projected Change
	Functional	Maximum		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Badger Clark Elementary PK-3	539	599	Attend	444	467	476	517	525	536	549	548	555	7.4%
Francis Case Elementary PK-3	494	549	Attend	446	469	472	494	505	516	525	525	531	7.5%
Vandenberg Elementary 4-5	486	540	Attend	443	442	454	480	467	465	484	512	524	9.2%
Douglas Middle 6-8	612	680	Attend	668	623	634	670	688	686	704	704	720	7.5%
Douglas High 9-12	810	1,125	Attend	747	756	741	740	773	810	789	831	849	14.7%
ELEMENTARY SCHOOL TOTAL PK-5	1,519	1,688	Attend	1,333	1,378	1,402	1,491	1,497	1,517	1,558	1,585	1,610	8.0%
MIDDLE SCHOOL TOTAL 6-8	612	680	Attend	668	623	634	670	688	686	704	704	720	7.5%
HIGH SCHOOL TOTAL 9-12	810	1,125	Attend	747	756	741	740	773	810	789	831	849	14.7%
DISTRICT TOTALS PK-12	2,941	3,493	Attend	2,748	2,757	2,777	2,901	2,958	3,013	3,051	3,120	3,179	9.6%

Source: RSP & Associates, LLC - January 2026

- 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(PK-5) MS(6-8) and HS (9-12)
- Note 5: Each planning area is assigned the 2025/26 boundary
- Note 6: School capacity provided by Douglas School District
- Note 7: Attend is based on the student home address

School Utilization Legend

- Under 70% Functional Capacity
- Over 100% Functional Capacity
- Over 100% Maximum Capacity

Main Takeaway: Capacity challenges emerge at all levels over the next five years, with **middle school capacity constraints occurring first and most acutely**. Strategic planning discussions should prioritize **near-term middle school solutions**, while monitoring elementary growth patterns and planning ahead for sustained high school enrollment increases.

Projections by Grade

Enrollment By Grade

School Year	Grade														PK-12			K-12		
	PK	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total	Change	% Change	Total	Change	% Change
2012/13	0	232	223	225	203	202	207	159	215	181	212	197	143	132	2,531			2,531		
2013/14	0	250	231	230	234	223	204	208	164	219	207	181	169	135	2,655	124	4.9%	2,655	124	4.9%
2014/15	0	250	235	232	227	216	223	201	206	167	224	169	160	163	2,673	18	0.7%	2,673	18	0.7%
2015/16	0	258	252	241	229	219	232	208	206	206	202	198	154	153	2,758	85	3.2%	2,758	85	3.2%
2016/17	0	230	234	254	238	240	229	238	212	197	232	167	180	135	2,786	28	1.0%	2,786	28	1.0%
2017/18	0	265	237	244	254	235	245	225	258	226	212	197	157	167	2,922	136	4.9%	2,922	136	4.9%
2018/19	0	247	242	248	241	245	226	241	225	245	249	202	158	138	2,907	-15	-0.5%	2,907	-15	-0.5%
2019/20	0	234	248	217	230	232	240	217	233	201	269	202	157	155	2,835	-72	-2.5%	2,835	-72	-2.5%
2020/21	0	224	208	237	200	213	235	232	203	227	242	211	180	143	2,755	-80	-2.8%	2,755	-80	-2.8%
2021/22	0	219	238	215	241	228	213	242	219	198	276	197	161	157	2,804	49	1.8%	2,804	49	1.8%
2022/23	0	217	230	232	211	245	198	221	222	225	238	211	160	138	2,748	-56	-2.0%	2,748	-56	-2.0%
2023/24	0	238	224	236	238	205	237	208	206	209	254	187	174	141	2,757	9	0.3%	2,757	9	0.3%
2024/25	0	239	238	236	235	244	210	247	199	188	248	201	147	145	2,777	20	0.7%	2,777	20	0.7%
2025/26	53	256	240	233	229	239	241	214	239	217	202	226	174	138	2,901	124	4.5%	2,848	71	2.6%
2026/27	50	246	256	243	235	229	238	244	207	237	237	176	198	162	2,958	57	2.0%	2,908	60	2.1%
2027/28	55	244	247	261	245	235	230	241	237	208	257	205	163	185	3,013	55	1.9%	2,958	50	1.7%
2028/29	60	251	246	253	264	248	236	237	232	235	225	225	186	153	3,051	38	1.3%	2,991	33	1.1%
2029/30	62	253	251	251	256	264	248	241	233	230	254	197	205	175	3,120	69	2.3%	3,058	67	2.2%
2030/31	70	249	255	257	255	257	267	253	234	233	251	222	183	193	3,179	59	1.9%	3,109	51	1.7%

Source: South Dakota Department of Education and Douglas School District (2012/13 to 2025/26)

Observations:

- Total PK-12 enrollment is projected to increase steadily over the next five years with annual growth between 1.9% and 2.3%.
 - Annual enrollment growth remains moderate and consistent, indicating a stable upward trajectory rather than rapid expansion.
- All grade-level cohorts increase in size over the forecast period, with:
 - Kindergarten through 10th grade consistently exceeding 200 students by 2030/31
 - All grades reaching at least ~175 students, including upper high school grades.
- Elementary and middle grades drive the majority of near-term growth, while high school enrollment increases steadily as larger cohorts progress through the system.

Capacity Outlook 5-Year

Over 100% of Capacity

Douglas School District Capacity by Level (Functional Capacity Outlook)

School Year	Enrollment Totals:				Functional Capacity Totals				Capacity Percentage			
	ES	MS	HS	District	ES	MS	HS	District	ES	MS	HS	District
2021/22	1,354	659	791	2,804	1,519	612	810	2,941	89.1%	107.7%	97.7%	95.3%
2022/23	1,333	668	747	2,748					87.8%	109.2%	92.2%	93.4%
2023/24	1,378	623	756	2,757					90.7%	101.8%	93.3%	93.7%
2024/25	1,402	634	741	2,777					92.3%	103.6%	91.5%	94.4%
2025/26	1,491	670	740	2,901					98.2%	109.5%	91.4%	98.6%
2026/27	1,497	688	773	2,958					98.6%	112.4%	95.4%	100.6%
2027/28	1,517	686	810	3,013					99.9%	112.1%	100.0%	102.4%
2028/29	1,558	704	789	3,051					102.6%	115.0%	97.4%	103.7%
2029/30	1,585	704	831	3,120					104.3%	115.0%	102.6%	106.1%
2030/31	1,610	720	849	3,179					106.0%	117.6%	104.8%	108.1%

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

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

Douglas School District Capacity by Level (Maximum Capacity Outlook)

School Year	Enrollment Totals:				Maximum Capacity Totals				Capacity Percentage			
	ES	MS	HS	District	ES	MS	HS	District	ES	MS	HS	District
2021/22	1,354	659	791	2,804	1,688	680	1,125	3,493	80.2%	96.9%	70.3%	80.3%
2022/23	1,333	668	747	2,748					79.0%	98.2%	66.4%	78.7%
2023/24	1,378	623	756	2,757					81.6%	91.6%	67.2%	78.9%
2024/25	1,402	634	741	2,777					83.1%	93.2%	65.9%	79.5%
2025/26	1,491	670	740	2,901					88.3%	98.5%	65.8%	83.1%
2026/27	1,497	688	773	2,958					88.7%	101.2%	68.7%	84.7%
2027/28	1,517	686	810	3,013					89.9%	100.9%	72.0%	86.3%
2028/29	1,558	704	789	3,051					92.3%	103.5%	70.1%	87.3%
2029/30	1,585	704	831	3,120					93.9%	103.5%	73.9%	89.3%
2030/31	1,610	720	849	3,179					95.4%	105.9%	75.5%	91.0%

Key Considerations with Facility Planning:

- Capacity thresholds are ultimately a **student-experience decision**. The level of capacity the district is willing to operate at should be guided by desired instructional quality and student support outcomes.
- As utilization approaches or exceeds ~95%, **access to intervention, small-group, and regulation-support spaces becomes more limited**, which are critical for positive student growth.
- Capacity decisions should consider not only seat availability, but the space needed to deliver programs effectively, especially for students **requiring additional academic, social-emotional, or behavioral support**.

Main Takeaway:

- Capacity challenges emerge within the next year at the **Middle School** (Functional & Maximum):
 - Elementary and High School **capacity pressures follow later in the forecast**
 - Without capacity expansion or enrollment redistribution strategies, the district will experience increasing over-utilization over the next five years—particularly at the **middle school level**.
- **Capacity tolerance is a student-experience decision**. As enrollment exceeds ~95% of capacity, providing support services and intervention spaces at current levels becomes more challenging, potentially impacting program delivery and student outcomes.

Part 3 Conclusions



Main Takeaway Observations:

- Enrollment Outlook:
 - Elementary enrollment is forecasted to increase to 1,610 students by 2030/31, remaining the largest share of total enrollment.
 - Middle school enrollment is projected to grow to 720 students by 2030/31, reflecting steady cohort progression from elementary grades.
 - High school enrollment shows the strongest percentage growth, increasing to 849 students by 2030/31, as larger cohorts advance into upper grades.
- Capacity Outlook:
 - Total elementary enrollment is expected to surpass Functional Capacity by 2028/29 but remain under the Max. Capacity
 - Douglas Middle experiences the most immediate pressure, with enrollment projected to exceed Max. Capacity in 2026/27.
 - Douglas High enrollment grows steadily, surpassing the Functional Capacity by 2029/30, but remains under the Max Capacity.

Conclusion of Section:

- Continuing to annually monitor the items in this report (live births, state policies, yield rates, building rates, 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 will impact 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

Part 4:

Next Steps



Report Conclusion

Annually Review and Update Projected Enrollment Outlook

- ❑ Enrollment is projected to continue increasing over the next five years. Conducting an annual enrollment review will support timely, data-informed decision-making.
- ❑ Growth is uneven across schools, confirming that capacity challenges are location- and timing-specific, not district-wide shortages in the near term.
- ❑ Additional elementary, middle, and high school capacity should remain part of planning discussions over the next 5-10 years.

ACTION: Review enrollment outlook for the 2026/27 school year

Facility Planning Highlights

- ❑ A future elementary school site south of Freude Lane has been identified and should remain a key planning consideration. **Target Year = 2028/29, Boundary Discussion = On Deck**
 - The district recently received approval of **\$42 Million funding package** that will support the new elementary school.
 - A new elementary school, paired with potential grade configuration or boundary adjustments, could address capacity pressures across multiple grade levels.
- ❑ A potential middle school additional is being discussed to expand middle school programming capabilities and address over-utilization. **Target Year = 2027/28**

Enrollment findings should be integrated into future facility planning, recognizing that programming and building decisions influence household choice and enrollment behavior.

ACTION: Integrate 2025/26 Enrollment Findings with facility planning endeavors

Conclusion of Section:

- ✓ Enrollment is forecasted to continue increasing over the next five years resulting in **more students being served in the district**
- ✓ Financial and facility challenges may influence community conversations toward creating a **more effective utilization of schools** ranging from ideal school size to number of appropriate schools to be in the district inventory
- ✓ Balancing enrollment and efficiently utilizing facility space ensures the **adequate and appropriate space** is allocated for **programming needs for all students** (Core, Elective, SPED, ELL, Support Services, Staff/Office, etc.)

Appendix

Demographic Summary



Population

Percent Change of Annual Rate

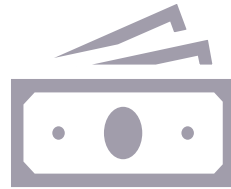
- 2000 to 2010: 1.41%
- 2010 to 2020: 2.61%
- 2020 to 2025: 2.00%
- 2025 to 2030: 1.30%



Housing

Percent Change of Annual Rate of Housing Inventory

- 2000 to 2010: 0.93%
- 2010 to 2020: 2.07%
- 2020 to 2025: 1.31%
- 2025 to 2030: 1.50%



Income

Median Household Income Forecasted Percent Change

- 2025: \$78,392
- 2030: \$85,255
- 2025 to 2030: 1.69%



Workforce

Unemployment Rate

- 2.1% unemployment
- 291 Businesses
- 7,111 Employees

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

Observations:

- Population and housing growth was greatest from 2010 to 2020 and slightly slowed the past five years. Census estimates may not fully capture local variables like the AFB expansion that will influence population, housing, and enrollment changes.
- Median household income is projected to continue increasing, signaling overall economic stability and potential for continued residential demand, even amid slower population growth.
- The unemployment rate for the district is greater than the State of South Dakota (estimated at 1.8%).

Demographic Comparative Analysis

General Demographics	Douglas School District 51-1	Meade School District 46-1	New Underwood School District 51-3	Rapid City School District 51-4	Box Elder City, SD	Meade County, SD	Pennington County, SD	South Dakota
2025 Unemployment Rate	2.1%	1.6%	1.2%	1.4%	1.9%	2.1%	1.3%	1.8%
2025 Average Household Size	2.85	2.43	2.55	2.28	2.76	2.58	2.30	2.43
2025 Median Age	30.30	43.70	42.10	39.60	29.80	37.70	39.60	38.50
2025 Total Population	16,997	21,144	1,265	104,762	13,139	31,957	115,897	935,078
2025 Median Household Income	\$78,392.00	\$75,319.00	\$80,872.00	\$78,193.00	\$75,453.00	\$76,866.00	\$78,865.00	#####
2025 Total Housing Units	6,187	9,532	528	47,593	5,068	13,030	53,452	419,068
2025 Owner Occupied Housing Units	3,292	6,650	391	27,768	2,344	8,702	30,687	247,526
2025 Renter Occupied Housing Units	2,396	1,960	88	16,447	2,288	3,308	17,892	123,974
Vacancy Rate	8.1%	9.7%	9.3%	7.1%	8.6%	7.8%	9.1%	9.1%
Race/Ethnicity	Douglas School District 51-1	Meade School District 46-1	New Underwood School District 51-3	Rapid City School District 51-4	Box Elder City, SD	Meade County, SD	Pennington County, SD	State of Illinois
White	72.3%	88.1%	86.9%	74.7%	71.2%	83.8%	74.6%	71.0%
Black	2.9%	0.4%	0.6%	1.2%	2.9%	1.3%	1.2%	5.6%
American Indian/Alaskan	6.5%	2.3%	3.8%	10.4%	7.2%	2.7%	10.1%	0.7%
Asian	1.7%	0.5%	0.9%	1.5%	1.7%	1.0%	1.5%	3.0%
Pacific Islander	0.3%	0.0%	0.0%	0.1%	0.3%	0.2%	0.1%	0.1%
Other Race	0.5%	0.2%	0.2%	0.4%	0.6%	0.3%	0.4%	0.4%
Two or More Races	8.2%	4.9%	5.4%	6.2%	8.0%	5.9%	6.3%	5.3%
Hispanic	7.6%	3.5%	2.3%	5.7%	8.0%	4.9%	5.8%	13.9%

Source: U.S. Census, ESRI BAO

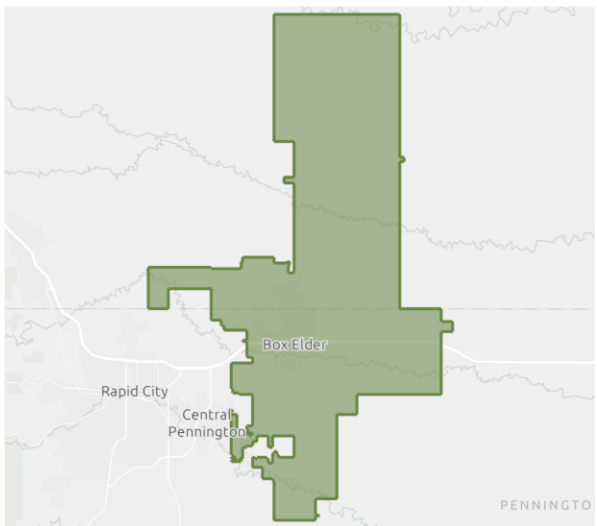
Notes:

- Douglas School District 51-1 has the second lowest vacancy rate (8.1%) when compared to all neighboring geographies
- The Average Household Size is the highest in Douglas School District 51-1 when compared to all neighboring geographies
- The Median Age is the second lowest in Douglas School District 51-1 when compared to all neighboring geographies

Census Demographic Overview

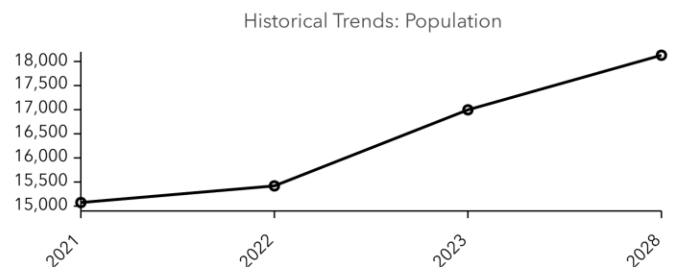
POPULATION TRENDS AND KEY INDICATORS

Douglas School District 51-1
Geography: Unified School District

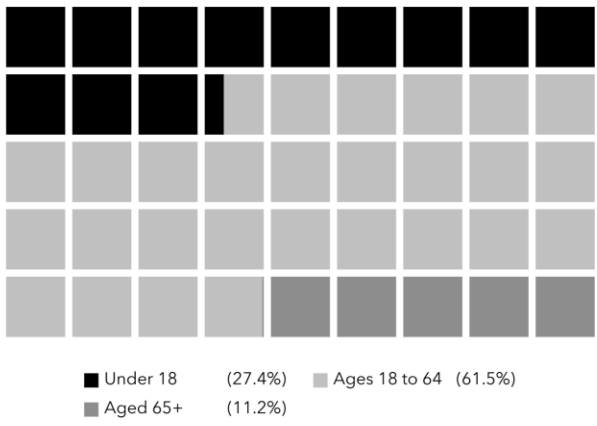


16,997	5,688	2.85	30.3	\$78,392	\$297,144	63	95	50
Population	Households	Avg Size Household	Median Age	Median Household Income	Median Home Value	Wealth Index	Housing Affordability	Diversity Index

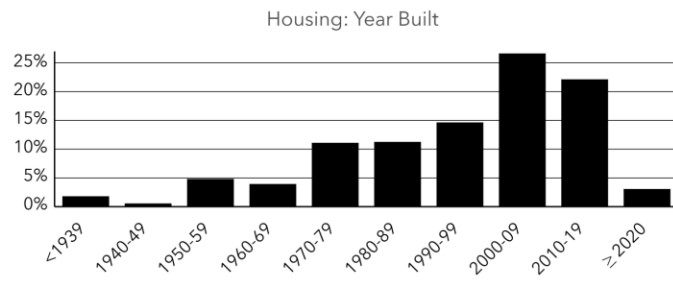
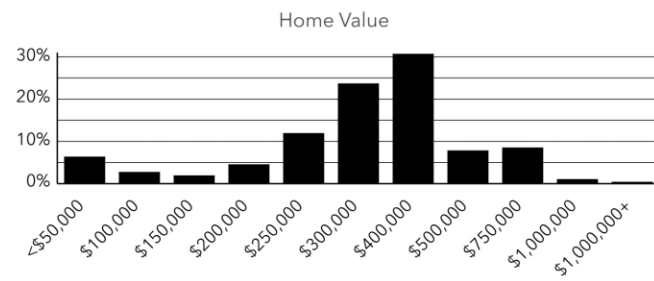
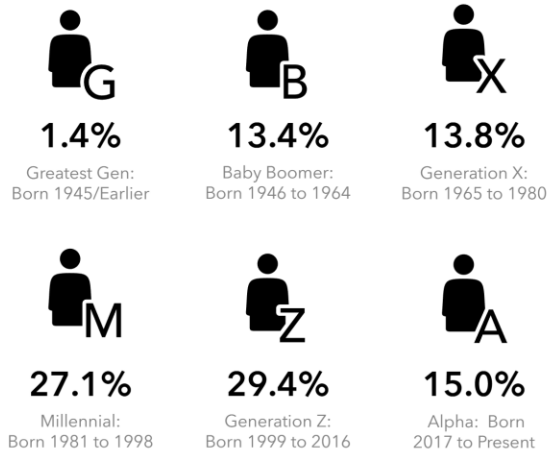
MORTGAGE INDICATORS



POPULATION BY AGE



POPULATION BY GENERATION



Source: This infographic contains data provided by Esri (2025, 2030), Esri-U.S. BLS (2025), ACS (2019-2023). © 2026 Esri

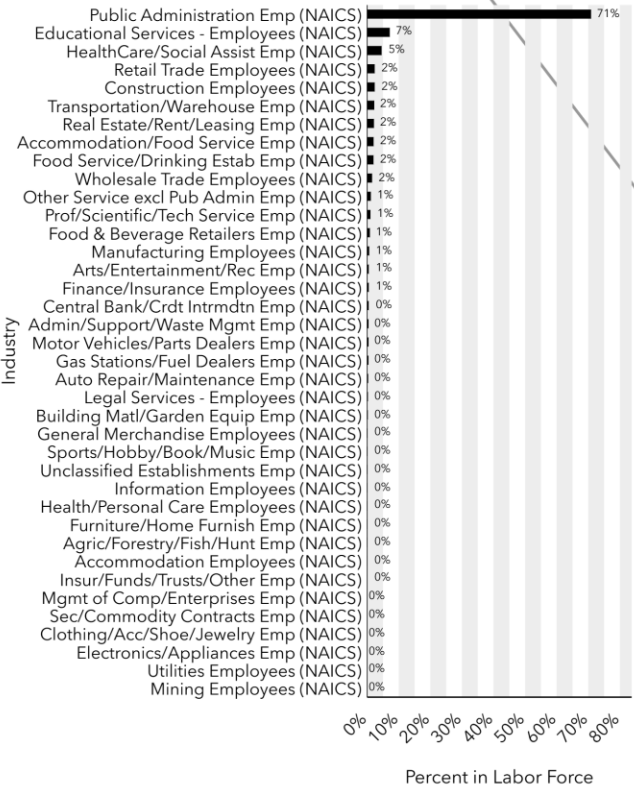
Source: US Census BAO and ESRI
Note: Demographic information includes all persons residing in the school district boundary (not just student data)

Census Employment Outlook

Economic Development Profile

Douglas School District 51-1
 Geography: Unified School District

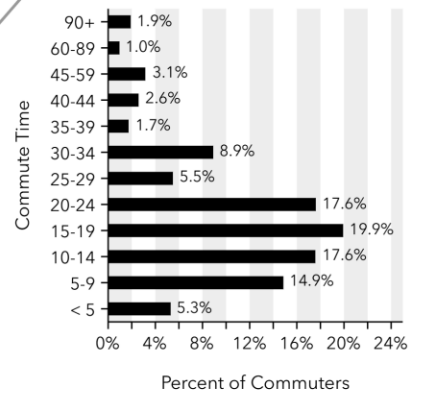
2024 The North American Industry Classification System (NAICS)



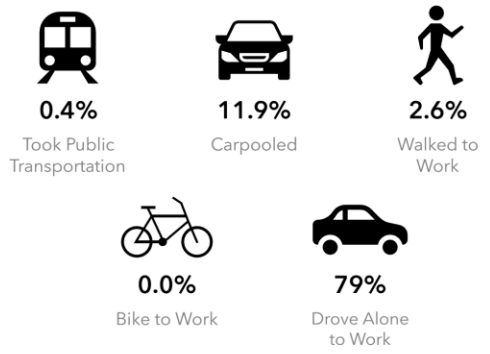
Workforce Overview



Commute Time: Minutes



Transportation to Work



Source: This infographic contains data provided by Esri (2025), Esri-Data Axle (2025), ACS (2019-2023).

© 2026 Esri

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

Student Retention Analysis

2015/16 Retention Snapshot (Visual 1)

- Table represents the 2015/16 student data and illustrates the student change by year for the students who were attending in 2015/16
- From 2015/16 to 2025/26 the district has retained 38% of students (K-12)
- The 2015/16 Kdg class has decreased by 200 students from 2015/16 to 2025/26 (-78%)
- Currently there are 226 10th grade students meaning 168 (74%) of those students were new to the district after 2015/16

Visual 1: 2015/16 Student Data Retention Analysis

Grade		2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Grade	Starting	Percent	From	To
Starting	Ending	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Change	Enrollment	Change		
Kdg	10th	-74	-25	-31	-27	-13	-6	-5	-5	-9	-5	-200	258	-77.5%	Kdg	1st
1st	11th	-57	-31	-24	-17	-9	-12	-3	-6	-20	-5	-184	252	-73.0%	1st	2nd
2nd	12th	-47	-37	-26	-27	-13	-12	-9	-13	-10	-1	-195	241	-80.9%	2nd	3rd
3rd	12th	-43	-40	-16	-11	-9	-8	-18	-9	-3		-157	229	-68.6%	3rd	4th
4th	12th	-37	-25	-22	-28	-12	-15	-12	-3			-154	219	-70.3%	4th	5th
5th	12th	-41	-17	-18	-20	-34	-25	-5				-160	232	-69.0%	5th	6th
6th	12th	-35	-17	-20	-28	-22	-10					-132	208	-63.5%	6th	7th
7th	12th	-31	-25	-20	-31	-11						-118	206	-57.3%	7th	8th
8th	12th	-38	-31	-29	-11							-109	206	-52.9%	8th	9th
9th	12th	-62	-30	-12								-104	202	-51.5%	9th	10th
10th	12th	-41	-27									-68	198	-34.3%	10th	11th
11th	12th	-35										-35	154	-22.7%	11th	12th
All Grade Change		-541	-305	-218	-200	-123	-88	-52	-36	-42	-11	-1,616	2,605	-62.0%		
K-11 % Change		-20.8%	-11.7%	-8.4%	-7.7%	-4.7%	-3.4%	-2.0%	-1.4%	-1.6%	-0.4%	-62.0%				
K-11 Enrollment		2,605	2,605	2,605	2,605	2,605	2,605	2,605	2,605	2,605	2,605					

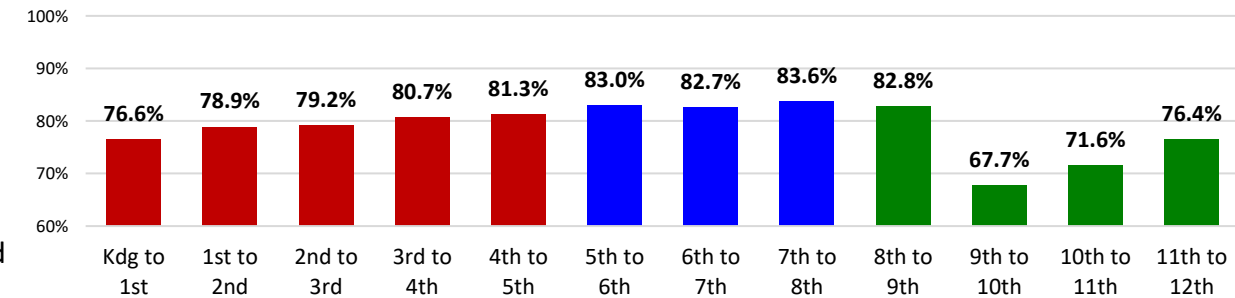
Source: Douglas School District Student Data and RSP

Notes: See Legend Color Code for grade change. Starting and ending year is key to see how each grade retained enrollment year to year.

Average Retention (Visual 2)

- Table represents the average student retention starting in 2015/16 (10 years of data) (tracked by **Student IDs**)
- On average, Douglas School District retains 78.7% of their student body year to year
- Retention is lowest from 9th to 10th grade and highest from 7th to 8th grade

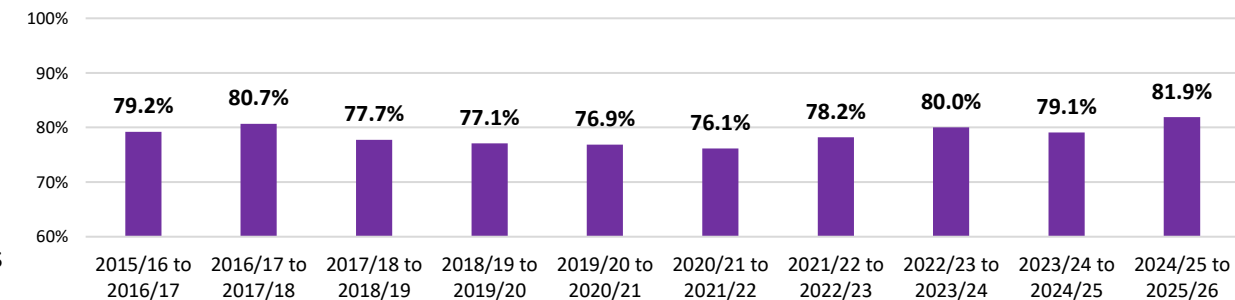
Visual 2: Average Cohort Retention by Grade Cohort



Retention Over Time (Visual 3)

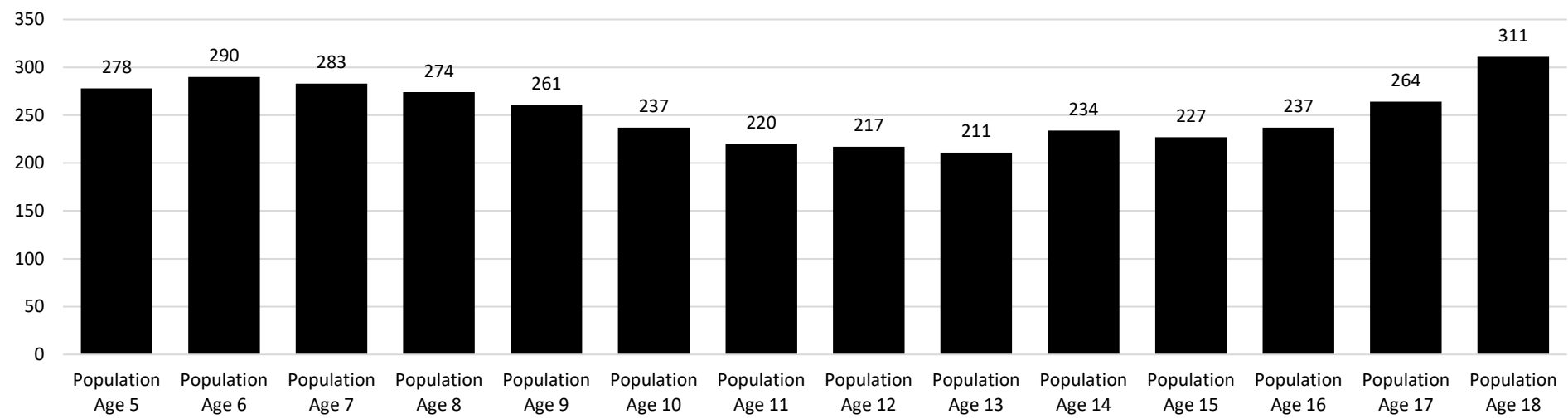
- The district has a highly transient population with the AFB population creating a lower student retention
- Retention has been improving as more years of enrollment stability and growth occur
- From 2024/25 to 2025/26, 81.9% of students were retained (10-Year High)

Visual 3: Retention Rate Over Time (All Grades, Year 1 to Year 2)

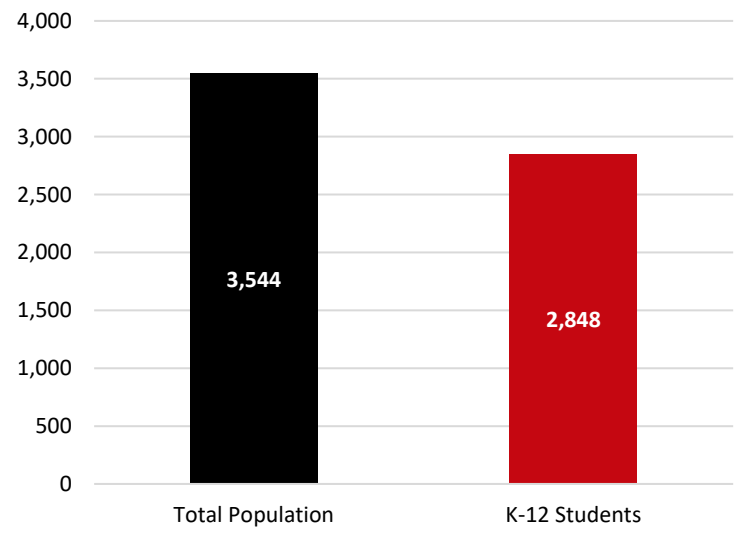


2025 Student Age Population (Ages 5 to 18)

Potential Student Age Population (2025 Estimates):



Age 5-18 Population V.S. K-12 Enrollment



Disclaimer: Population by age does not directly align with specific grade levels. This data represents a general estimate of the student-age population, not actual school enrollment figures.

Observations:

- The census estimates 3,544 people age 5 to 18 reside in the school district boundary in 2025.
- 2025/26 K-12 enrollment is 2,848 students – approximately 80% of the census estimated population.
- There is likely an adjustment between persons living in the district that attend other school options (private/parochial), and the number of students that reside of the of district boundary.
- Slightly lower populations at ages 10 to 13 may reflect past birth rate trends, and the transiency of the district’s population.
- Continued use of age-based population vs. enrollment comparisons will be helpful in projecting future yield rates and determining when/where shifts may occur.

Source: US Census BAO and ESRI, 2025 July Estimates, Douglas School District, and RSP

Birth Rate Information

Pennington County Live Births and Douglas Schools Kindergarteners 5 Years Later

Calendar Year	# Live Births	Birth Change	% Birth Change	School Year	# Kdg	%Kdg of Live Births
2008	1,563			2014/15	155	9.9%
2009	1,564	1	0.1%	2015/16	139	8.9%
2010	1,549	-15	-1.0%	2016/17	137	8.8%
2011	1,502	-47	-3.0%	2017/18	152	10.1%
2012	1,532	30	2.0%	2018/19	153	10.0%
2013	1,596	64	4.2%	2019/20	137	8.6%
2014	1,540	-56	-3.5%	2020/21	133	8.6%
2015	1,536	-4	-0.3%	2021/22	128	8.3%
2016	1,470	-66	-4.3%	2022/23	124	8.4%
2017	1,466	-4	-0.3%	2023/24	146	10.0%
2018	1,541	75	5.1%	2024/25	140	9.1%
2019	1,451	-90	-5.8%	2025/26	151	10.4%
2020	1,374	-77	-5.3%	2026/27	115	143
2021	1,491	117	8.5%	2027/28	124	155
2022	1,397	-94	-6.3%	2028/29	116	145
2023	1,369	-28	-2.0%	2029/30	114	142
2024	1,377	8	0.6%	2030/31	115	143
3-Year Average	1,381.0	-38				
3-Year Weighted Average	1,377.7	-21.0				

 Low Range
 High Range

Source: South Dakota Department of Health - Pennington County and Douglas Schools

Meade County Live Births and Douglas Schools Kindergarteners 5 Years Later

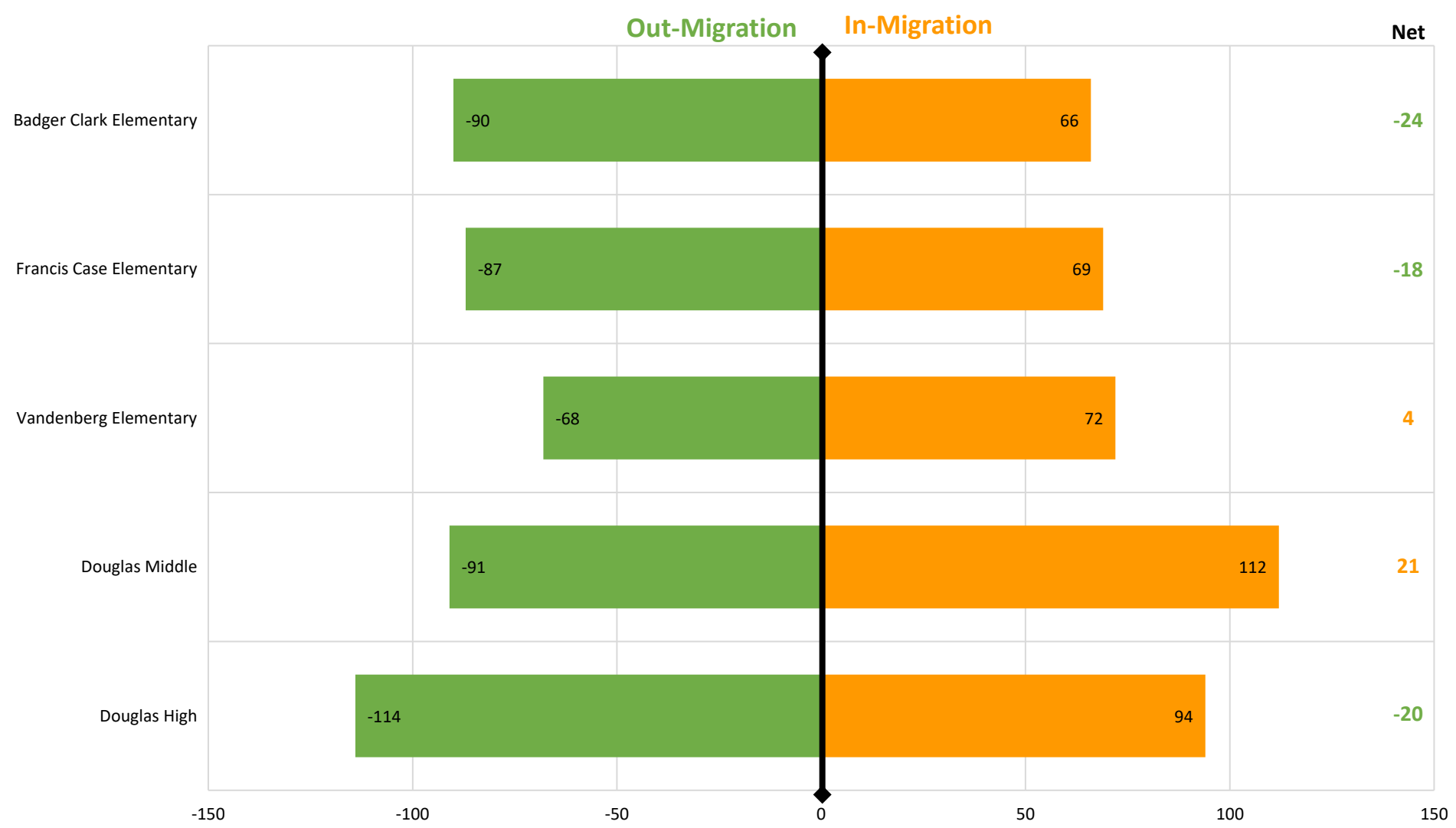
Calendar Year	# Live Births	Birth Change	% Birth Change	School Year	# Kdg	%Kdg of Live Births
2008	372			2014/15	81	21.8%
2009	312	-60	-16.1%	2015/16	111	35.6%
2010	334	22	7.1%	2016/17	93	27.8%
2011	314	-20	-6.0%	2017/18	113	36.0%
2012	327	13	4.1%	2018/19	94	28.7%
2013	320	-7	-2.1%	2019/20	97	30.3%
2014	318	-2	-0.6%	2020/21	91	28.6%
2015	304	-14	-4.4%	2021/22	91	29.9%
2016	269	-35	-11.5%	2022/23	93	34.6%
2017	258	-11	-4.1%	2023/24	92	35.7%
2018	261	3	1.2%	2024/25	98	37.5%
2019	245	-16	-6.1%	2025/26	94	38.4%
2020	244	-1	-0.4%	2026/27	73	94
2021	252	8	3.3%	2027/28	75	97
2022	294	42	16.7%	2028/29	88	113
2023	296	2	0.7%	2028/30	89	114
2024	314	18	6.1%	2028/31	94	120
3-Year Average	301.3	21				
3-Year Weighted Average	304.7	16.7				

Source: South Dakota Department of Health - Meade County and Douglas Schools

Observations:

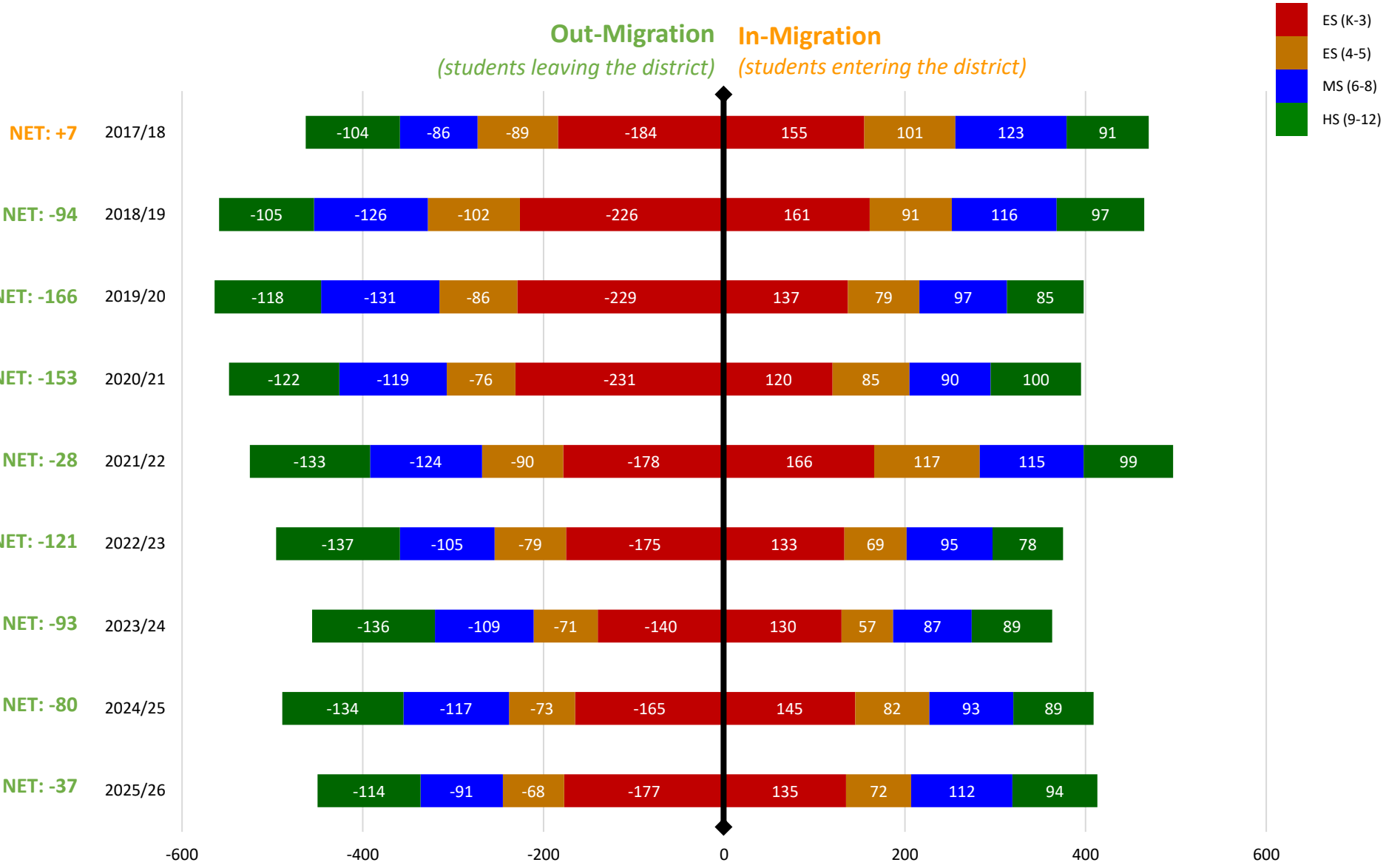
- Tracks the number of live births and the corresponding number of kindergarten students five years later
- Pennington County: 3-year average of 38 less live births per year; the district typically sees about 10% of births in Kdg five years later
- Meade County: 3-year average of 21 more live births per year; the district typically sees about 35% of births in Kdg five years later
- Birth trends alone are insufficient to drive enrollment growth in the near to mid term.
- Enrollment outcomes will be increasingly influenced by: *District program offerings, housing availability and affordability, in-migration of families with young children, competitive positioning relative to neighboring districts*

1-Year Student Migration by Buildings



Source: Douglas School District and RSP

10-Year Student Migration Trend



Source: Douglas School District and RSP

Student Yield Rate by Grade Level

Students per 100 Single-Family Units	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	10 Year Average
Elementary (K-3)	20.0	20.0	20.0	18.0	17.0	17.0	16.0	17.0	16.0	16.0	17.7
Vandenberg (4-5)	10.0	10.0	10.0	10.0	9.0	8.0	8.0	8.0	8.0	9.0	9
Middle School (6-8)	14.0	15.0	15.0	14.0	14.0	13.0	13.0	11.0	11.0	12.0	13.2
High School (9-12)	15.0	15.0	15.0	16.0	16.0	15.0	15.0	14.0	14.0	13.0	14.8

Source: Pennington and Meade County, and RSP

Adding new housing inventory can impact the yield rate.
There were 948 SF units built from 2016 to 2025.

Observations: Table shows the number of students per 100 single-family (SF) units by year and by grade level. District sees on average:

- 17.7 elementary (K-3) students per 100 single-family households
- 9 Vandenberg (4-5) students per 100 single-family households
- 13.2 middle school students per 100 single-family households
- 14.8 high school students per 100 single-family households

Students per 100 Multi-Family Units	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	10 Year Average
Elementary (K-3)	21.0	21.0	19.0	13.0	10.0	11.0	10.0	8.0	9.0	11.0	13.3
Vandenberg (4-5)	8.0	4.0	6.0	4.0	4.0	5.0	4.0	2.0	3.0	2.0	4.2
Middle School (6-8)	6.0	8.0	7.0	4.0	4.0	4.0	4.0	3.0	3.0	5.0	4.8
High School (9-12)	4.0	4.0	4.0	6.0	5.0	5.0	4.0	2.0	3.0	3.0	4

Source: Pennington and Meade County, and RSP

Adding new housing inventory can impact the yield rate.
There were 441 MF units built from 2016 to 2025.

Observations: Table shows the number of students per 100 multi-family (MF) units by year and by grade level. District sees on average:

- 13.3 elementary (K-3) students per 100 multi-family households
- 4.2 Vandenberg (4-5) students per 100 multi-family households
- 4.8 middle school students per 100 multi-family households
- 4.0 high school students per 100 multi-family households

Students per 100 MHP Units	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	10 Year Average
District (K-3):	16.0	16.0	14.0	15.0	12.0	13.0	14.0	14.0	13.0	12.0	13.9
District (4-5):	8.0	8.0	7.0	6.0	6.0	6.0	6.0	5.0	5.0	7.0	6.4
District (6-8):	11.0	12.0	10.0	8.0	7.0	8.0	10.0	10.0	8.0	9.0	9.3
District (9-12):	13.0	13.0	13.0	11.0	9.0	11.0	8.0	9.0	8.0	8.0	10.3


Source: Pennington and Meade County, and RSP

Adding new housing inventory can impact the yield rate.
There was 1 MHP unit built from 2016 to 2025.

Observations: Table shows the number of students per 100 mobile home (MHP) units by year and by grade level. District sees on average:

- 13.9 elementary (K-3) students per 100 mobile home households
- 6.4 Vandenberg (4-5) students per 100 mobile home households
- 9.3 middle school students per 100 mobile home households
- 10.3 high school students per 100 mobile home households

Elementary Attendance Map (School Choice)



Douglas School District

Elementary School Choice by Planning Area

Legend

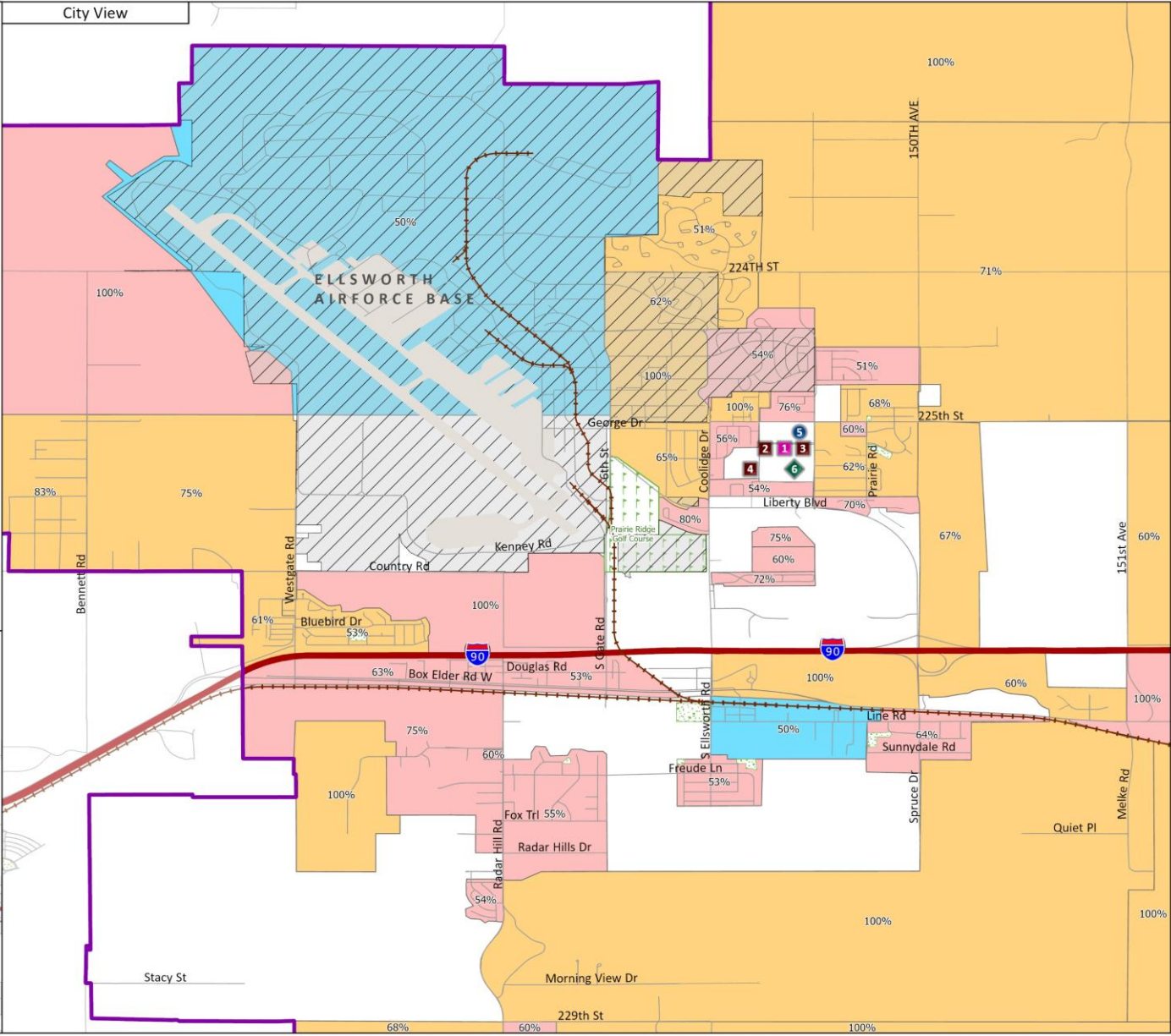
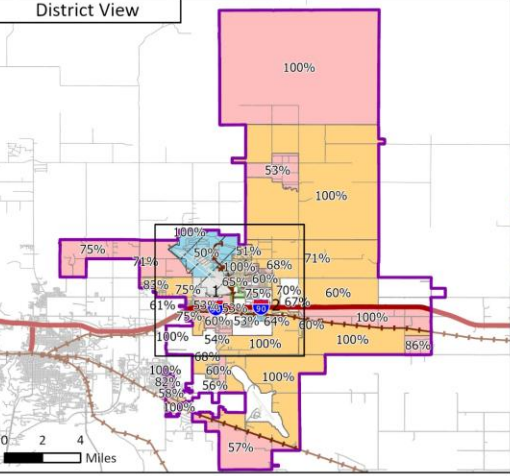
- District Boundary
- Early Education
- Elementary School
- Middle School
- High School
- Ellsworth Airforce Base
- Golf Course
- Park & Recreation
- Badger Clark Elementary
- Francis Case Elementary
- Equally Split
- No Students

List of Schools

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

The color blocks are associated with the school which has the most number of students in a given planning area. Two or more schools are planning areas which have the same amount of students attending any given school in a given 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 2026 by RSP & Associates.



Elementary Student Count Change Map

Douglas School District

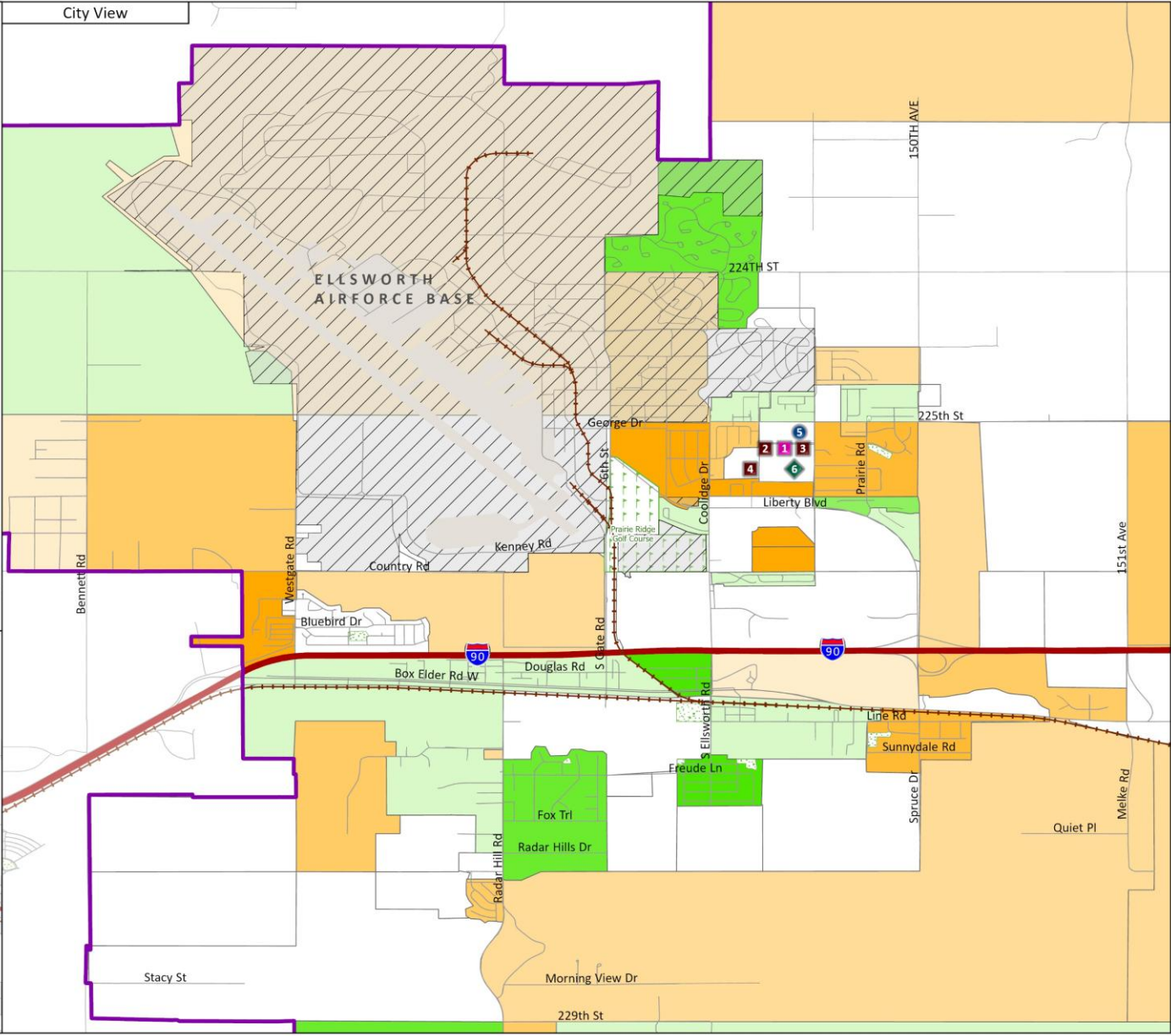
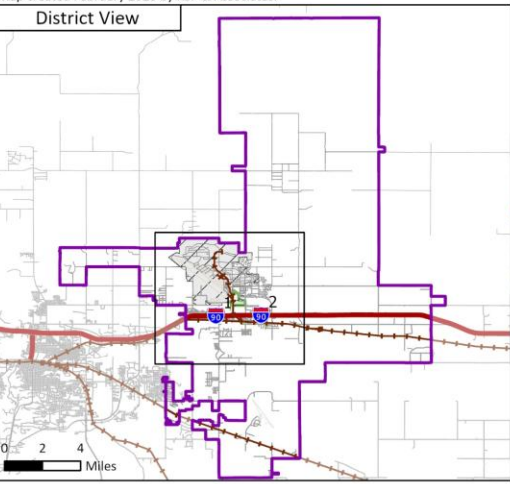
Student Count Change from 2021/22 to 2025/26 in Grades K-3

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



Count Change is the number of students in 2025/26 subtracted by the number in 2021/22 in 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 2026 by RSP & Associates.



Vandenberg Student Count Change Map



Douglas School District

Student Count Change from 2021/22 to 2025/26 in Grades 4-5

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

- List of Schools**
1. Carousel School
 2. Badger Clark Elementary
 3. Francis Case Elementary
 4. Vandenberg Elementary
 5. Douglas Middle
 6. Douglas High

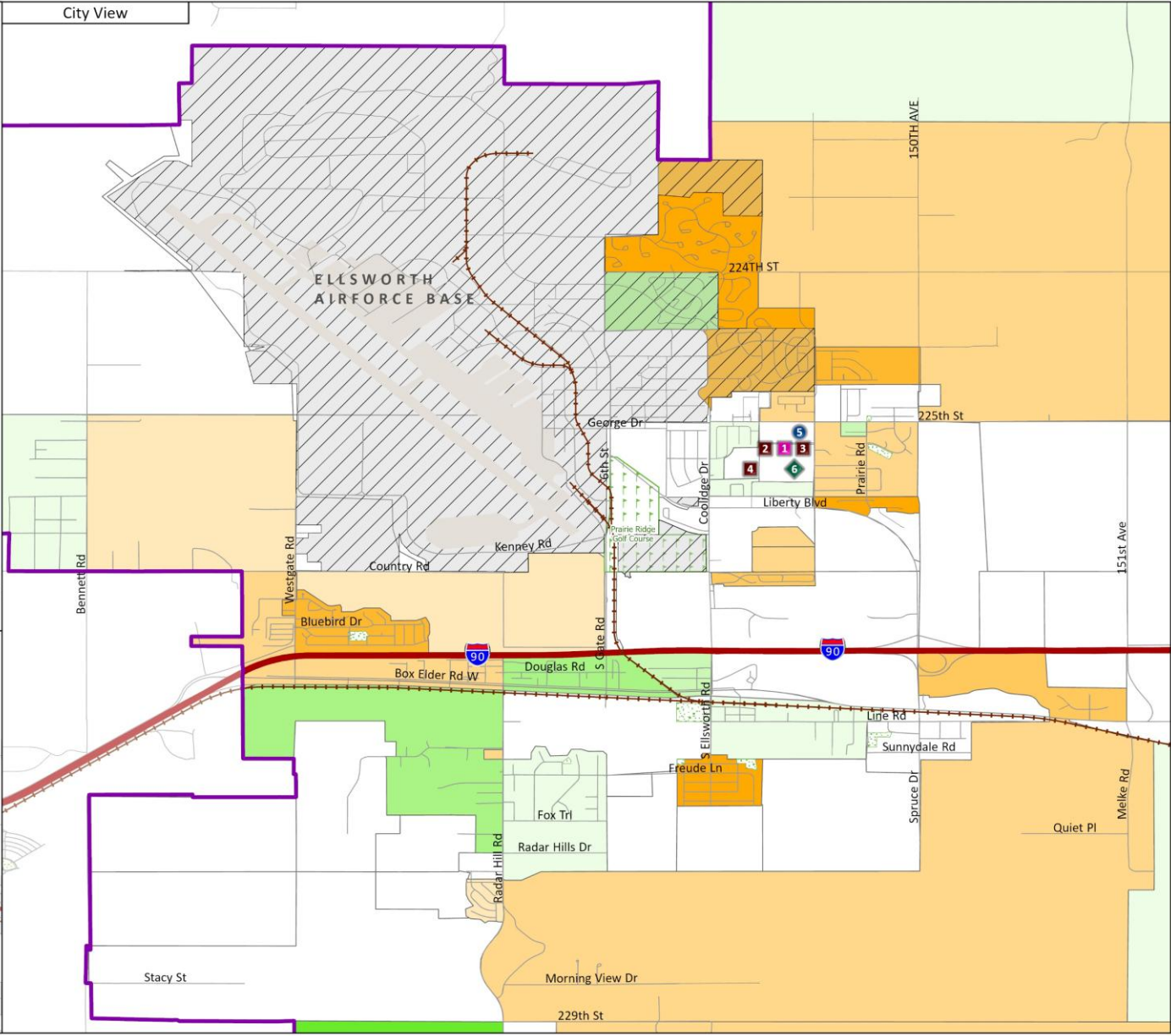
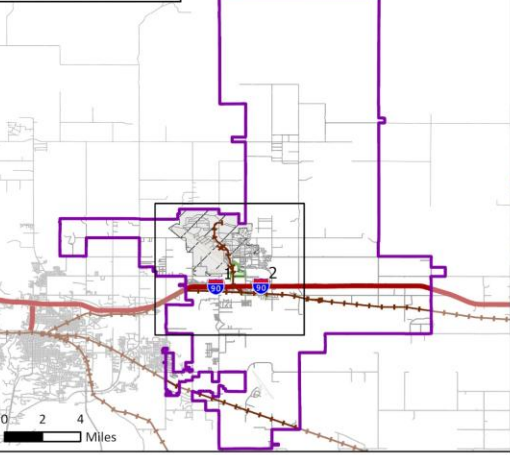


Count Change is the number of students in 2025/26 subtracted by the number in 2021/22 in each Planning Area.



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 2026 by RSP & Associates.

District View



Middle School Student Count Change Map

Douglas School District

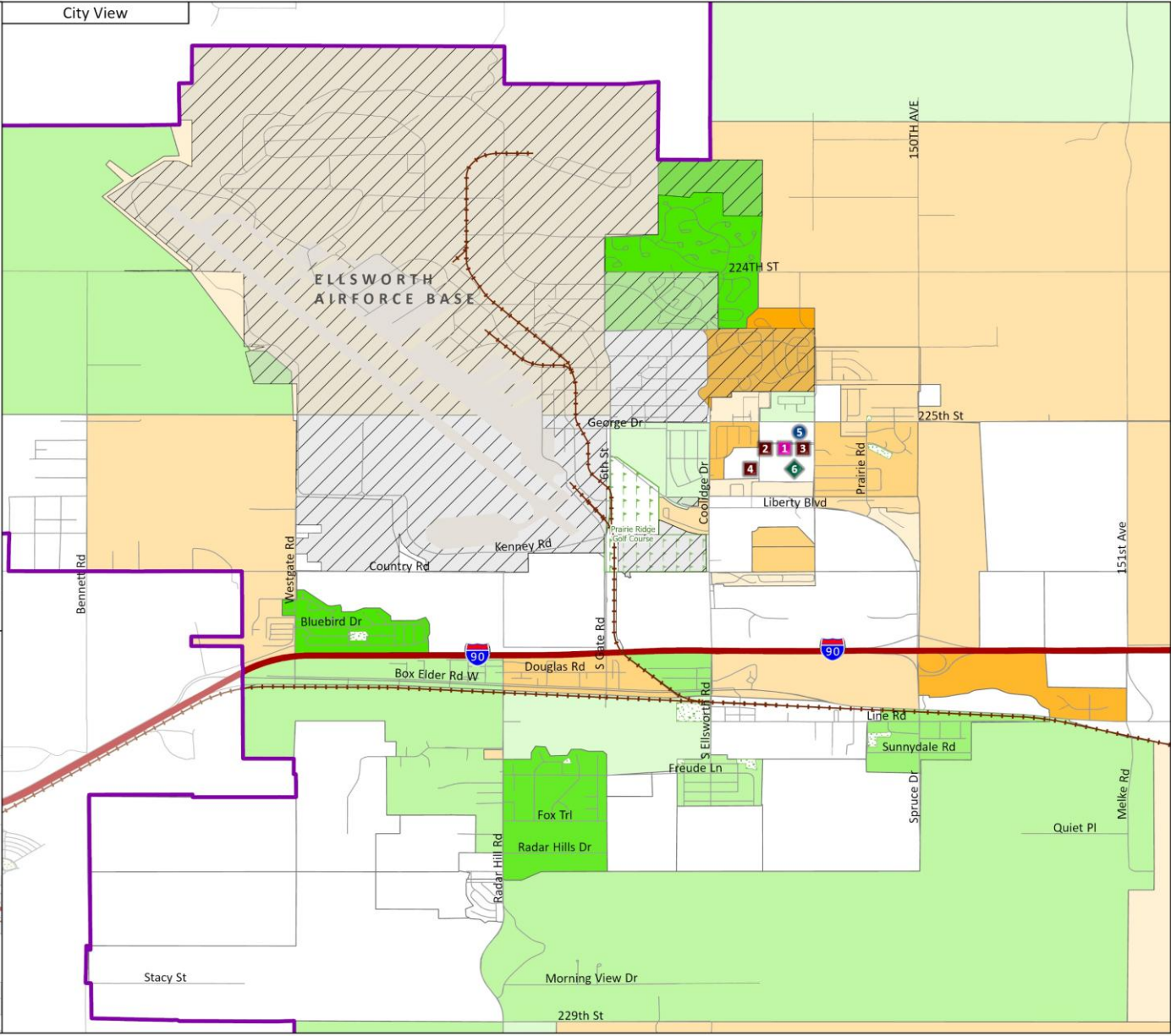
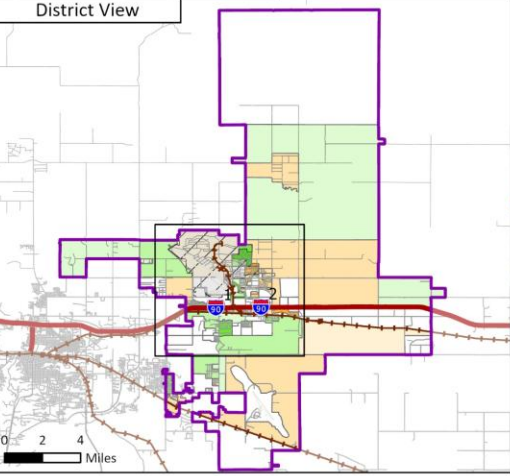
Student Count Change from 2021/22 to 2025/26 in Grades 6-8

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




Count Change is the number of students in 2025/26 subtracted by the number in 2021/22 in 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 2026 by RSP & Associates.











High School Student Count Change Map



Douglas School District

Student Count Change from 2021/22 to 2025/26 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. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

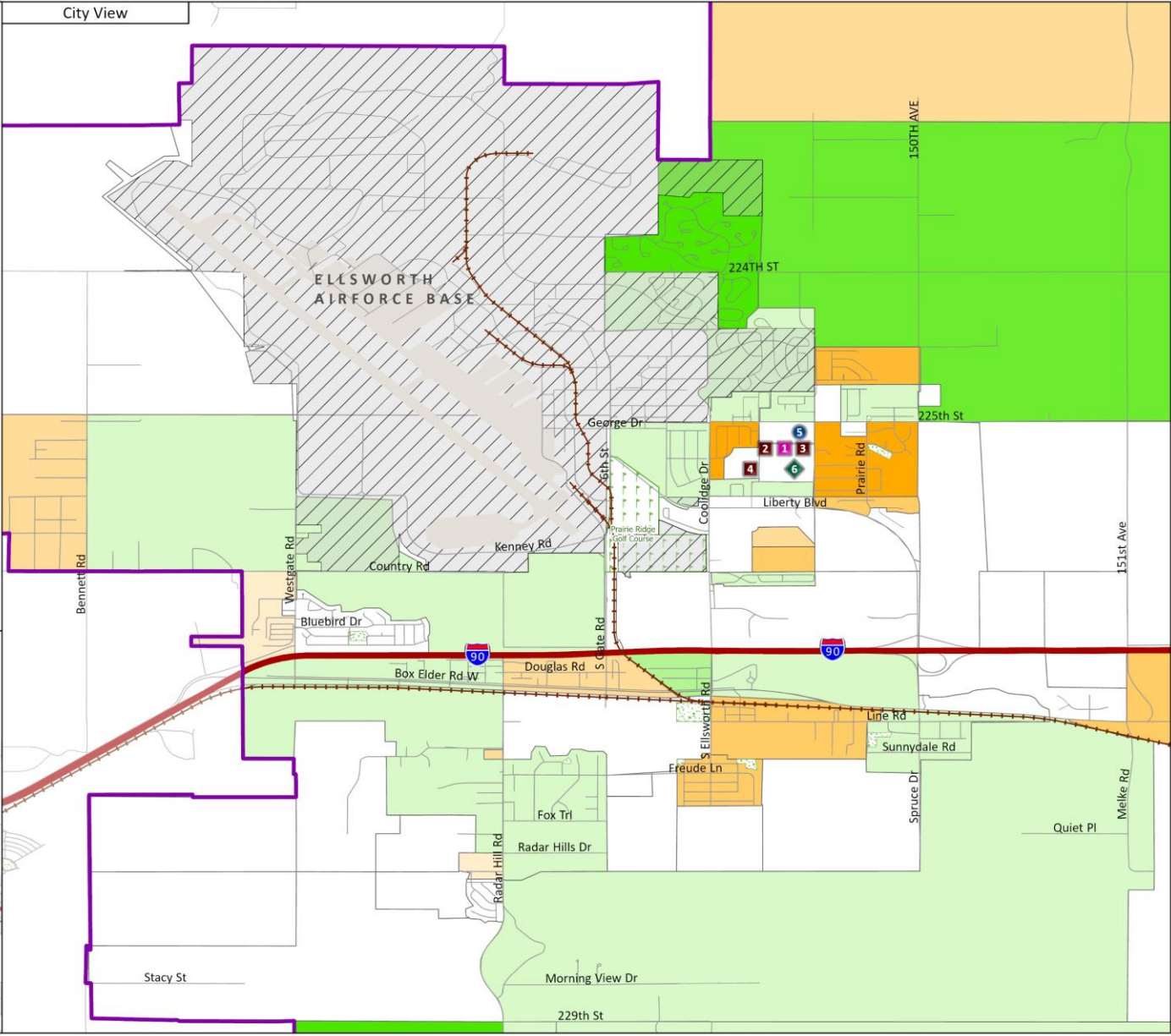
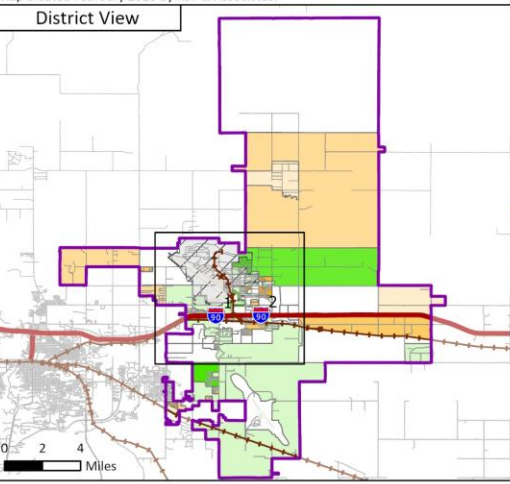
Count Change

 Decrease in Students

 Increase in Students

Count Change is the number of students in 2025/26 subtracted by the number in 2021/22 in 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 2026 by RSP & Associates.






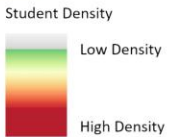
Elementary Student Density Heat Map

 **Douglas School District**

Student "Heat" Density in 2025/26 in Grades K-3

- Legend**
-  District Boundary
 -  Early Education
 -  Elementary School
 -  Middle School
 -  High School
- List of Schools**
1. Carousel School
 2. Badger Clark Elementary
 3. Francis Case Elementary
 4. Vandenberg Elementary
 5. Douglas Middle
 6. Douglas High

-  Ellsworth Airforce Base
-  Golf Course
-  Park & Recreation

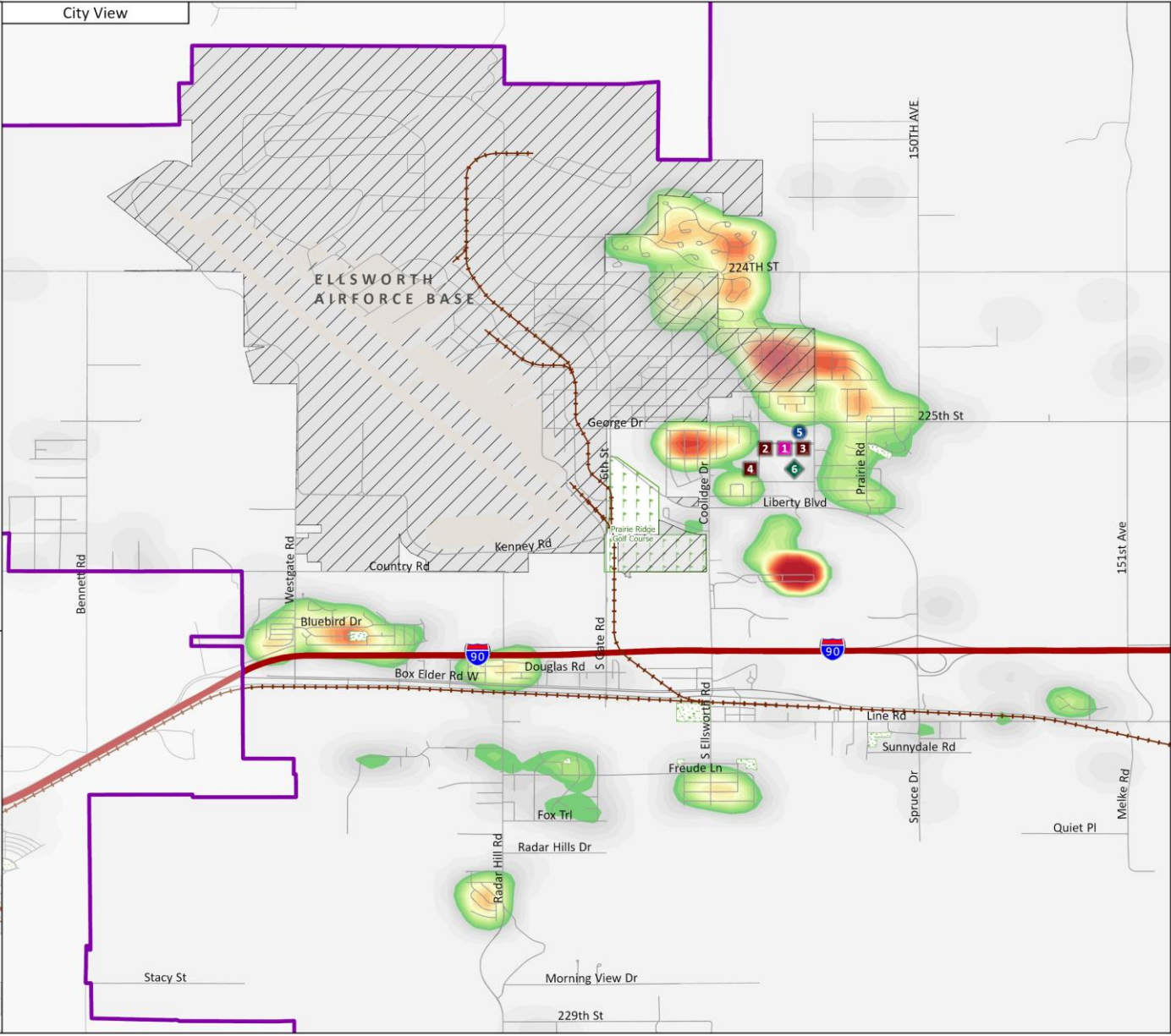
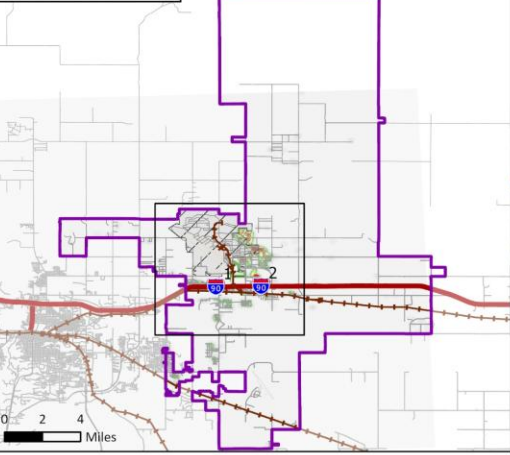


Student "Heat" is determined by calculating the number of students that are clustered within close proximity of one another. Overlapping of points (2 or more students residing at the same address) are handled using a weighting of coincident points. This weighted data is calculated by relational distance, 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 2026 by RSP & Associates.

District View



Vandenberg Student Density Heat Map



Douglas School District

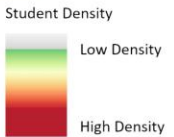
Student "Heat" Density in 2025/26 in Grades 4-5

Legend

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

List of Schools

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

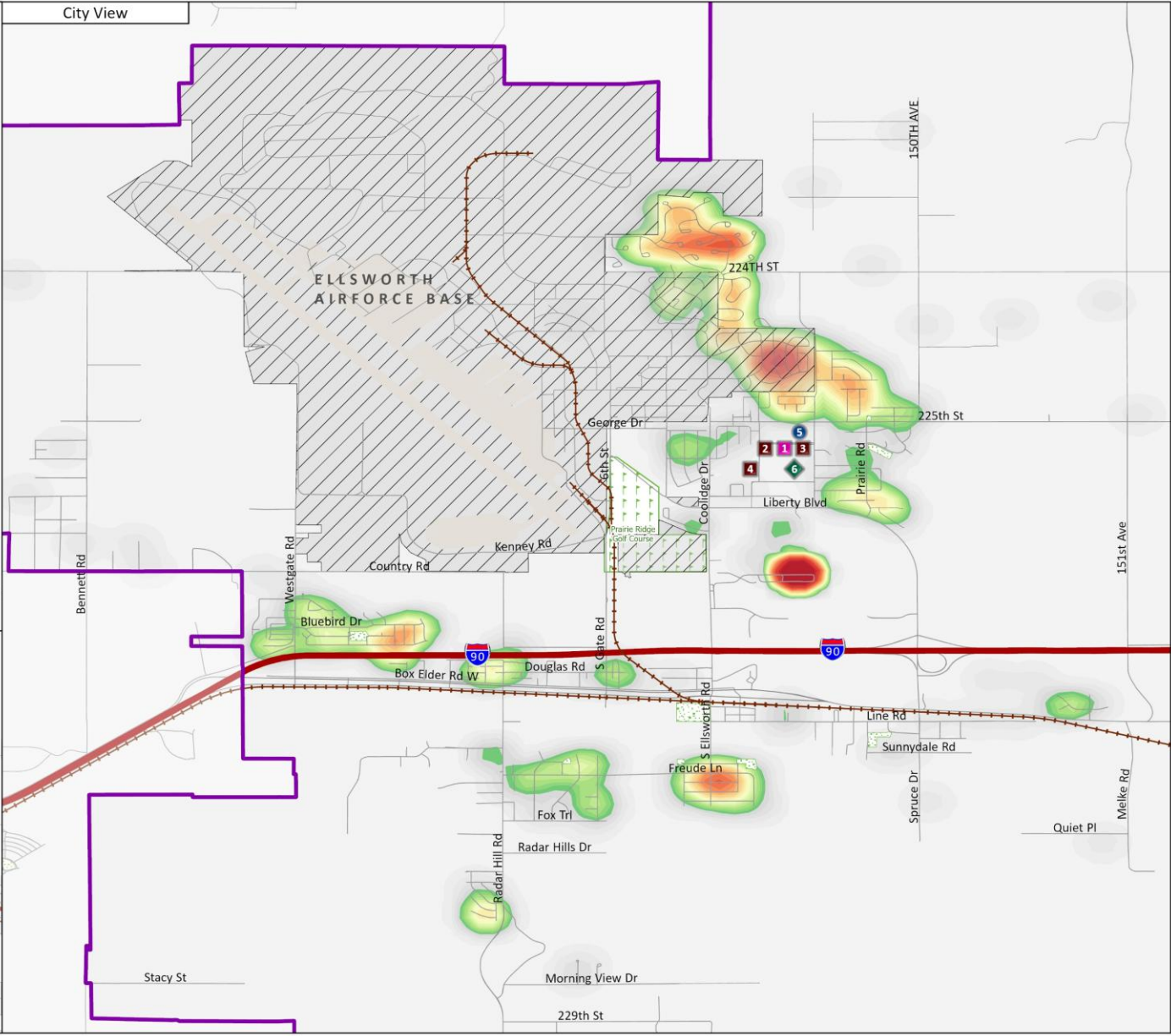
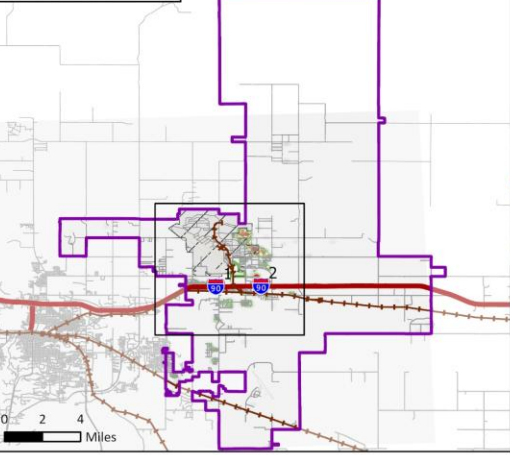


Student "Heat" is determined by calculating the number of students that are clustered within close proximity of one another. Overlapping of points (2 or more students residing at the same address) are handled using a weighting of coincident points. This weighted data is calculated by relational distance,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




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Map created February 2026 by RSP & Associates.

District View











Middle School Student Density Heat Map




Douglas School District

Student "Heat" Density in 2025/26 in Grades 6-8

Legend

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

Student Density



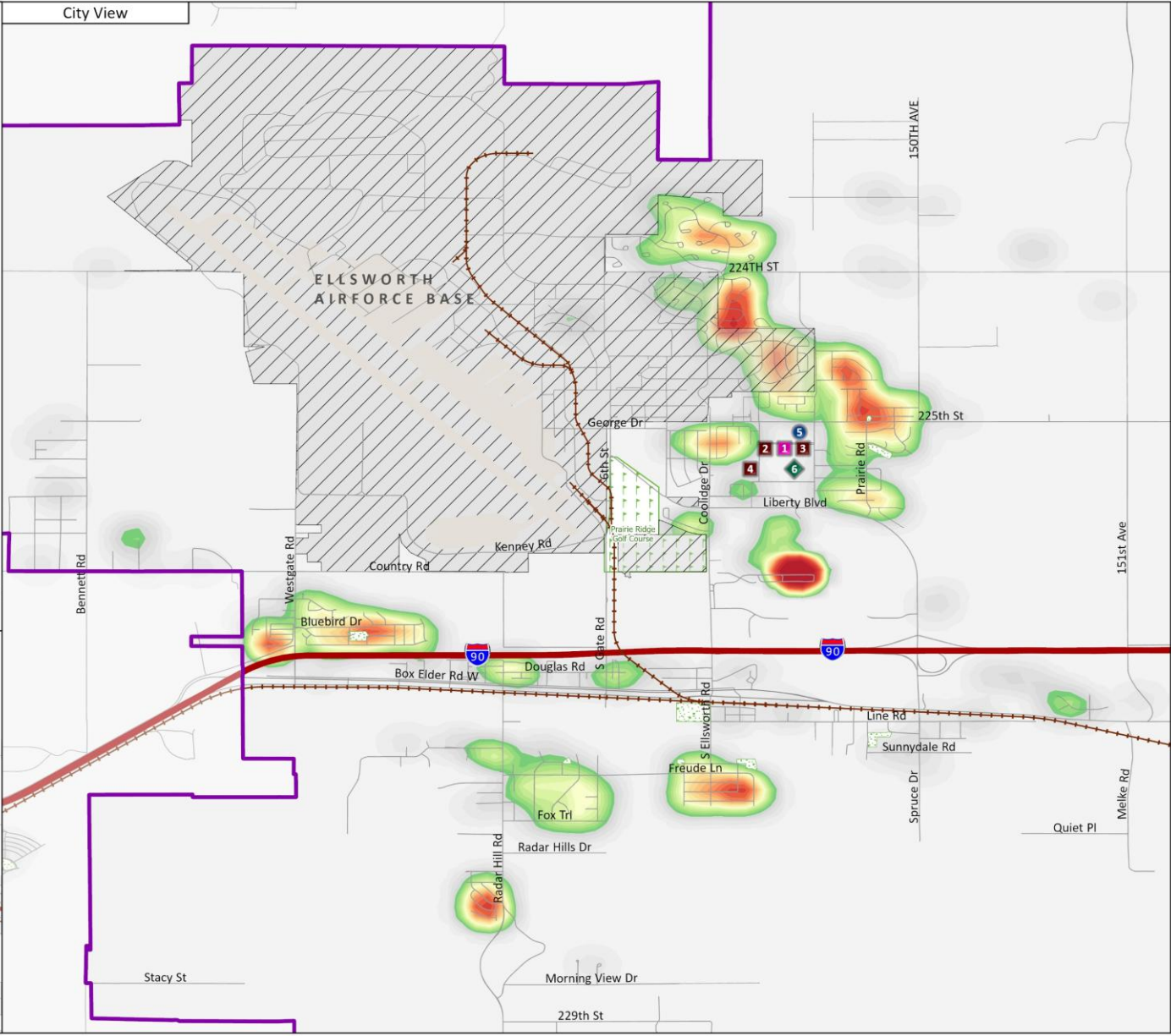
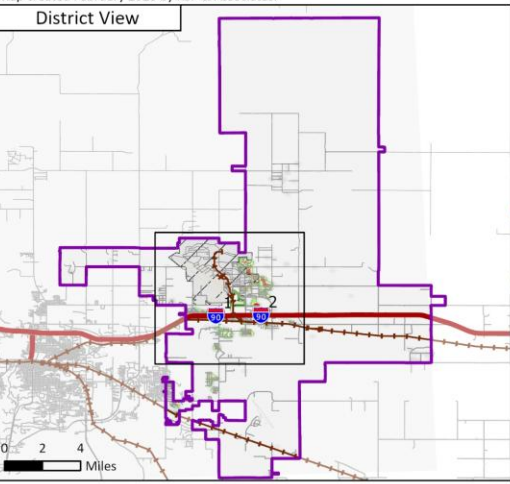
Low Density
High Density

List of Schools

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

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 2026 by RSP & Associates.



High School Student Density Heat Map



Douglas School District

Student "Heat" Density in 2025/26 in Grades 9-12

Legend

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


Student Density



Low Density
High Density

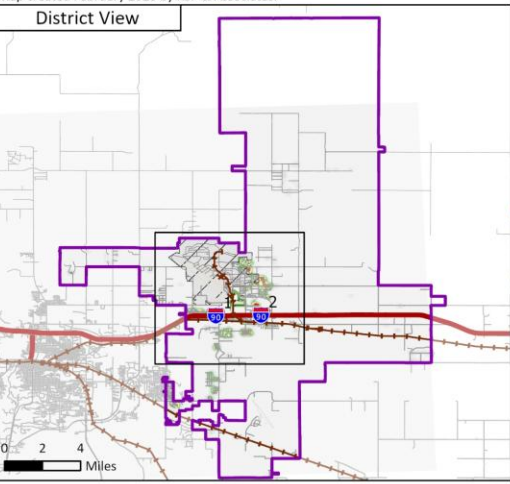
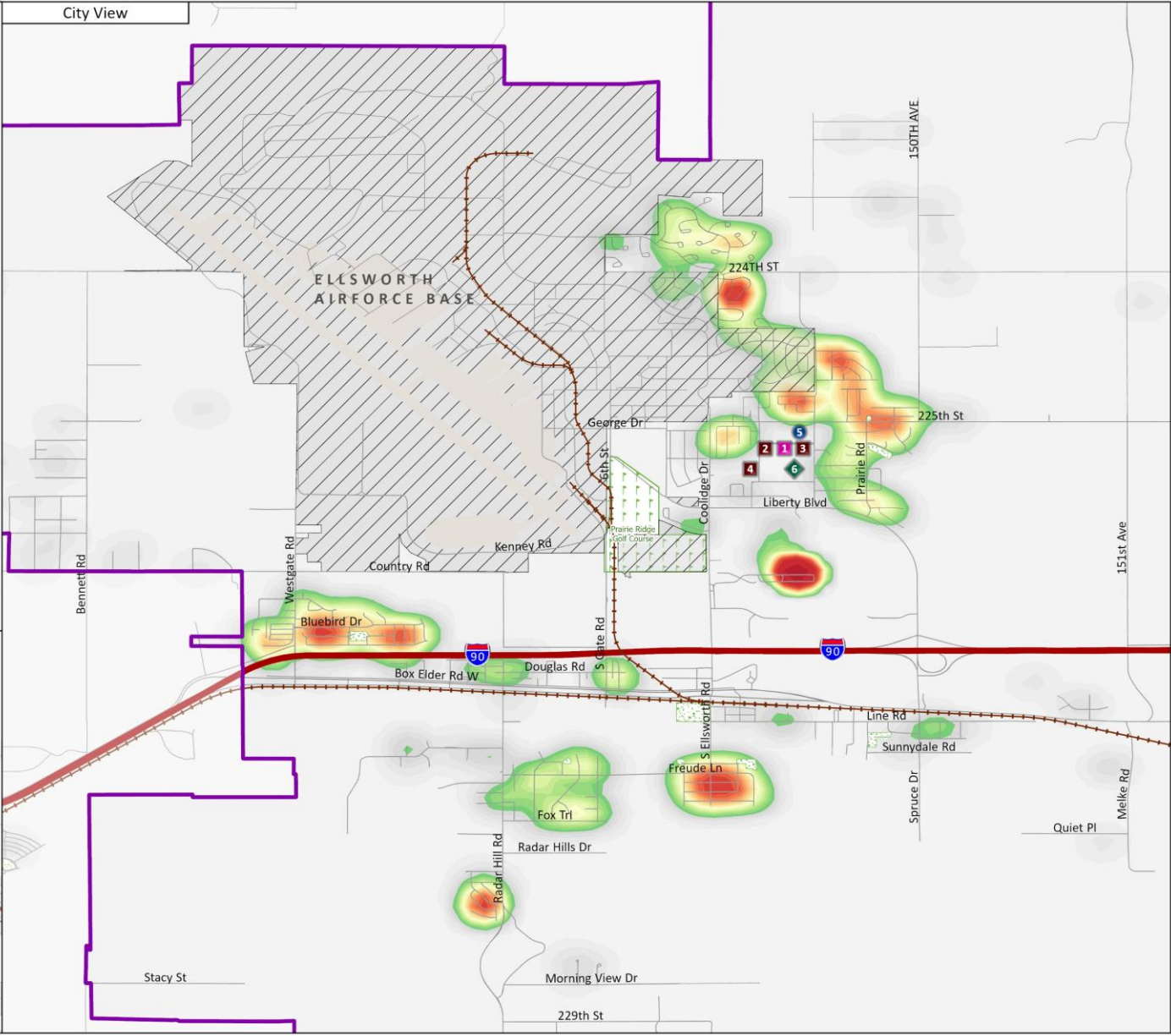
- List of Schools**
1. Carousel School
 2. Badger Clark Elementary
 3. Francis Case Elementary
 4. Vandenberg Elementary
 5. Douglas Middle
 6. Douglas High

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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 2026 by RSP & Associates.

District View

Student Density Change Map

Douglas School District

Student Density Change from 2021/22 to 2025/26 in Grades K-12

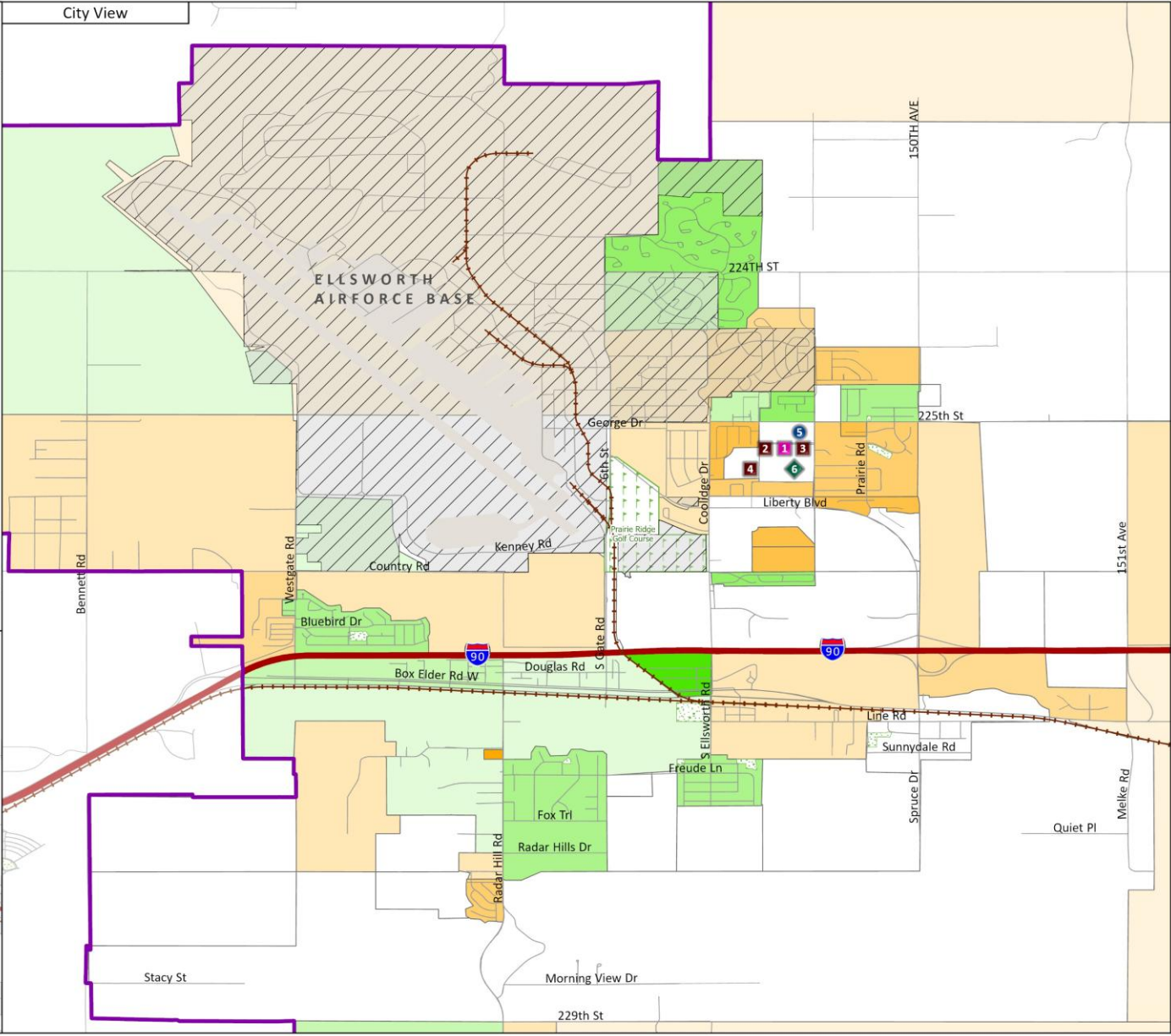
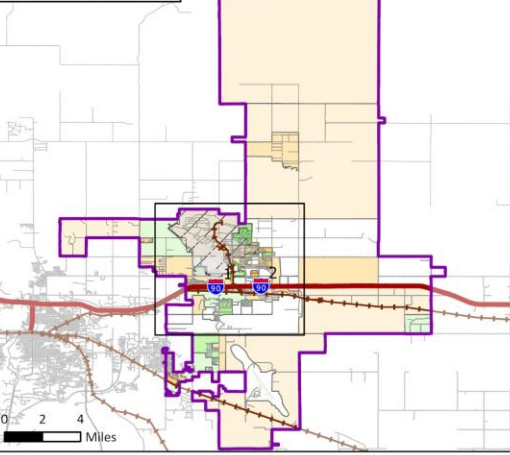
- Legend**
- District Boundary
 - Early Education
 - Elementary School
 - Middle School
 - High School
 - Ellsworth Airforce Base
 - Golf Course
 - Park & Recreation
- List of Schools**
1. Carousel School
 2. Badger Clark Elementary
 3. Francis Case Elementary
 4. Vandenberg Elementary
 5. Douglas Middle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




Density Change is the number of students within each Planning Area in 2025/26 subtracted by the number in 2021/22 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 2026 by RSP & Associates.

District View



2025/26 Student Density Map



Douglas School District

2025/26 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

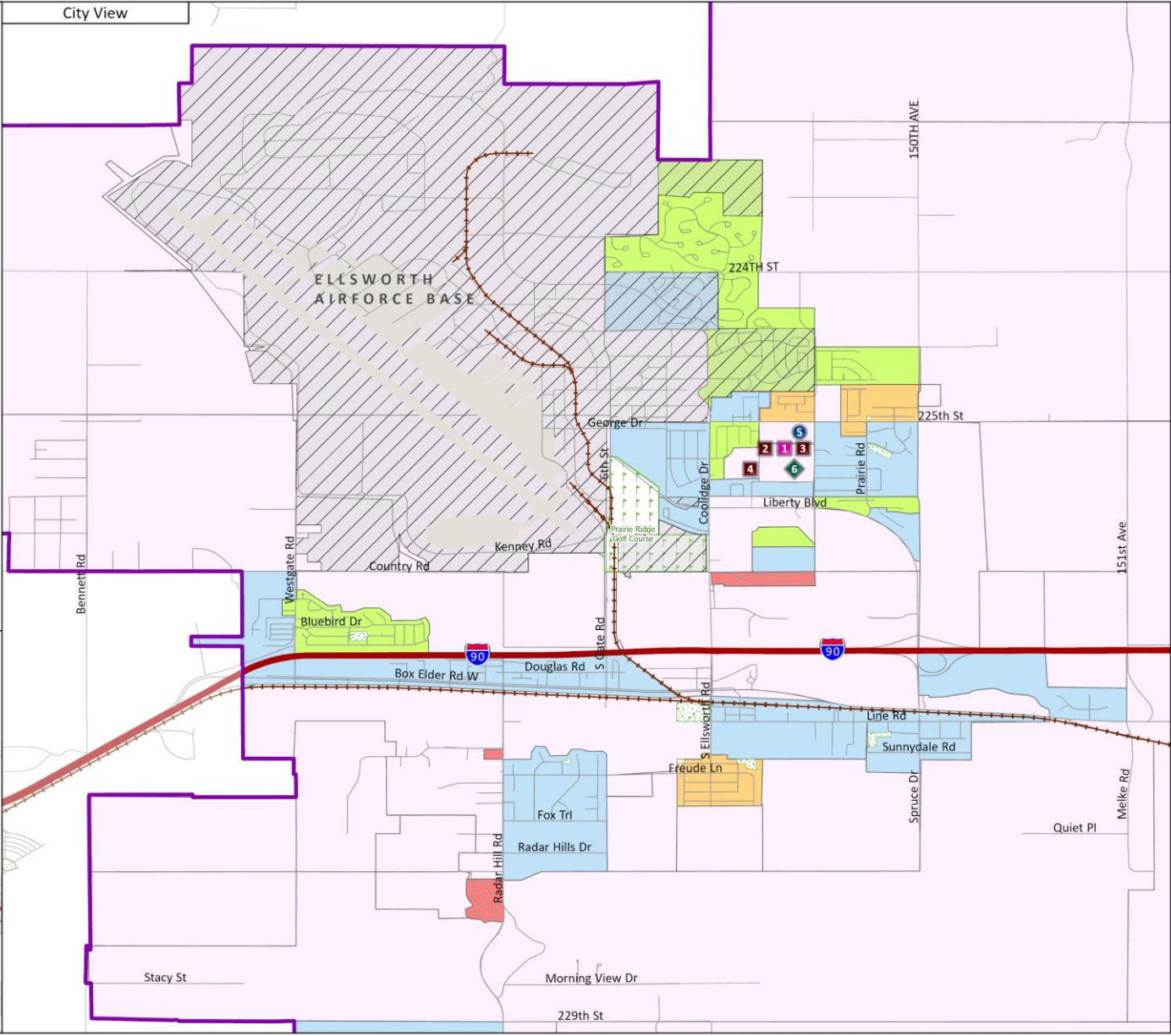
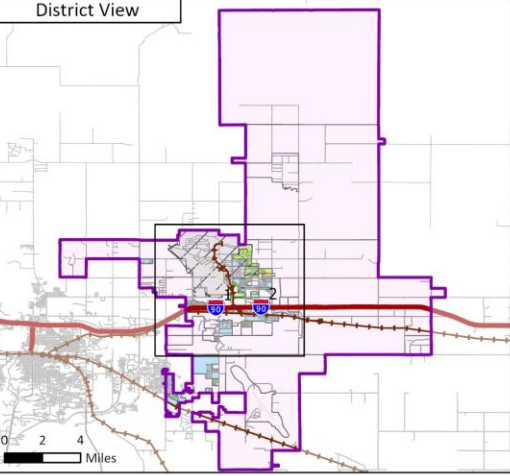
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

Student Density


- < 50
- 50 to 500
- 500 to 1000
- 1000 to 1500
- > 1500

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 2026 by RSP & Associates.



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

- < 10
- 10 to 20
- 20 to 40
- 40 to 60
- > 60

List of Schools

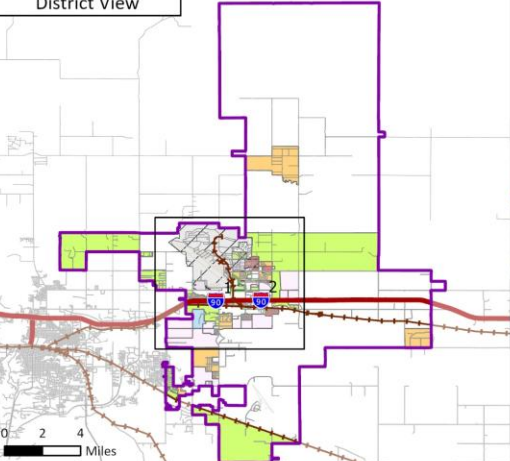

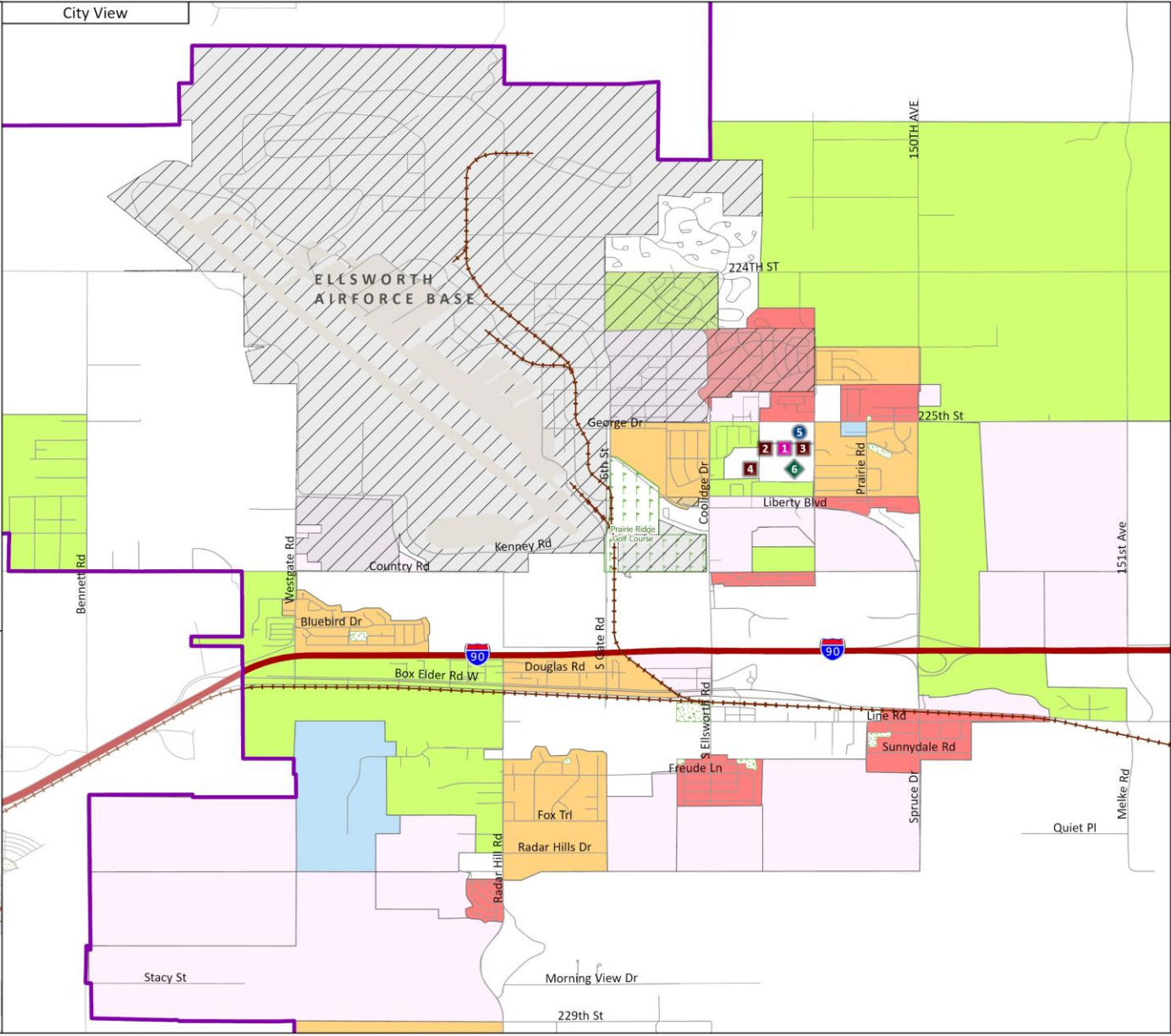
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

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 2026 by RSP & Associates.

District View

Central Box Elder Growth Area Map (Detailed)

Douglas School District

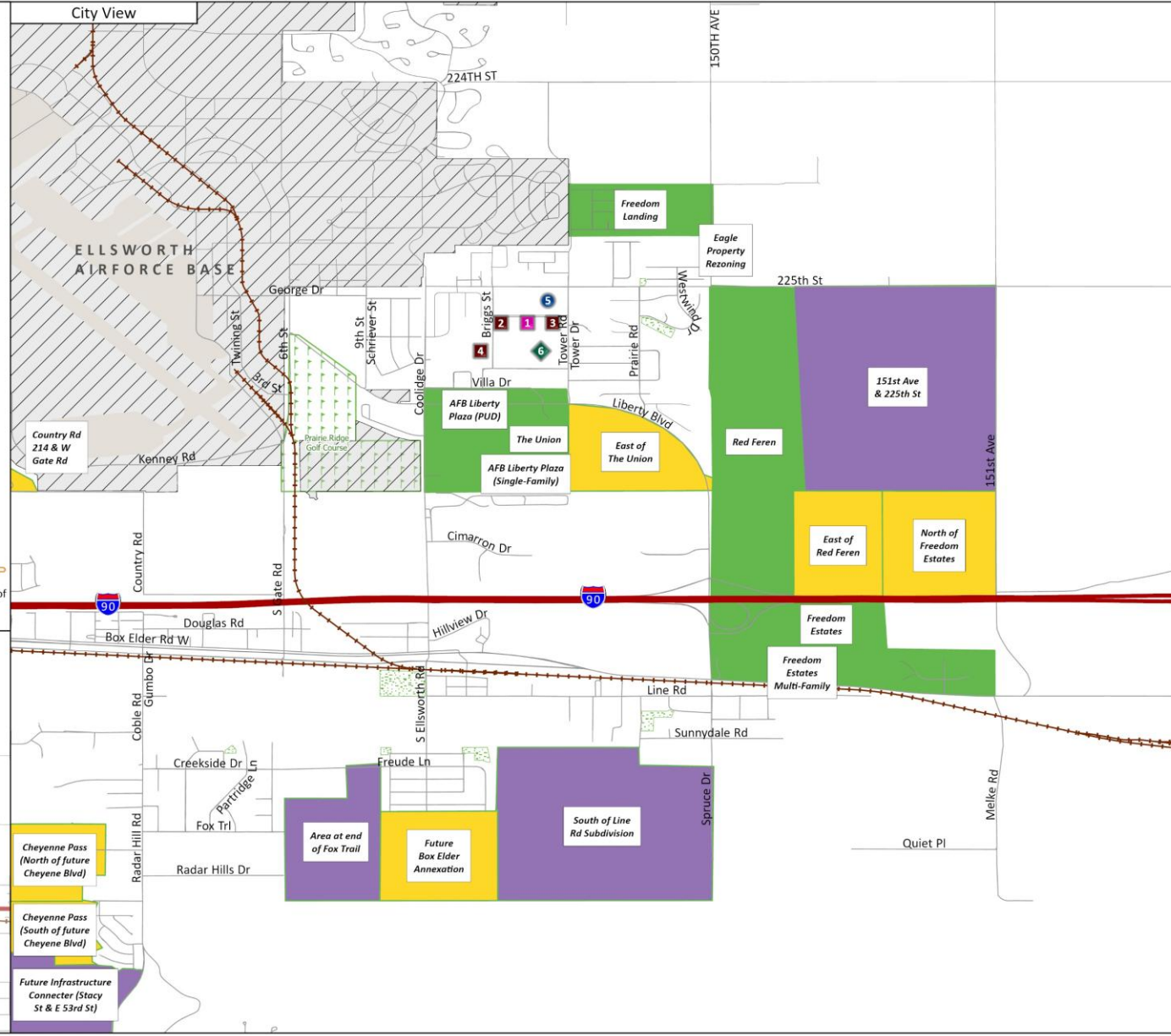
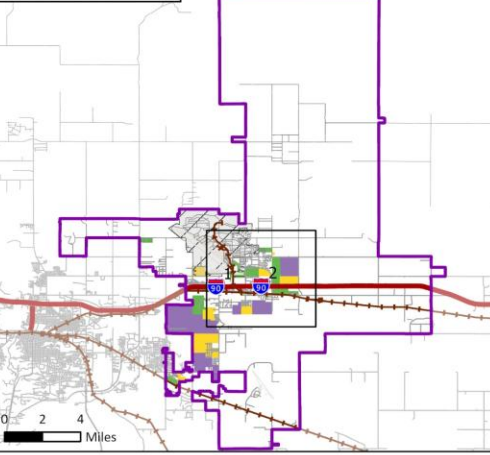
- Growth Areas**
- Legend**
- District Boundary
 - Early Education
 - Elementary School
 - Middle School
 - High School
 - Ellsworth Airforce Base
 - Golf Course
 - Park & Recreation
- Growth Areas**
- Current
 - 5 Year
 - 10 Year

- List of Schools**
1. Carousel School
 2. Badger Clark Elementary
 3. Francis Case Elementary
 4. Vandenberg Elementary
 5. Douglas Middle
 6. Douglas High


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.

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 2026 by RSP & Associates.

District View











Northwest 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

List of Schools


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

Growth Areas

-  Current
-  5 Year
-  10 Year

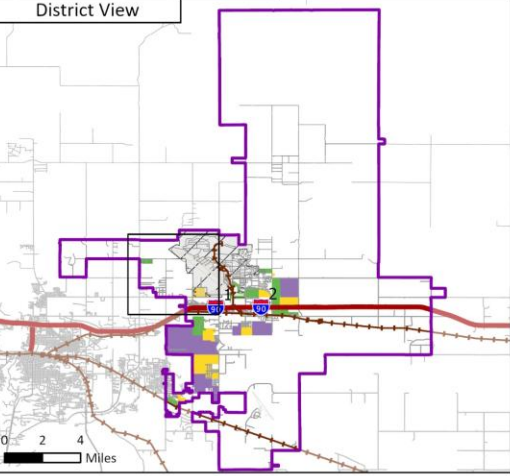
Population growth Areas are defined as areas that display a high propensity for growth; however, development is not guaranteed. Additionally, it is possible that areas not designated for growth may develop.

0 0.3 0.61 Miles

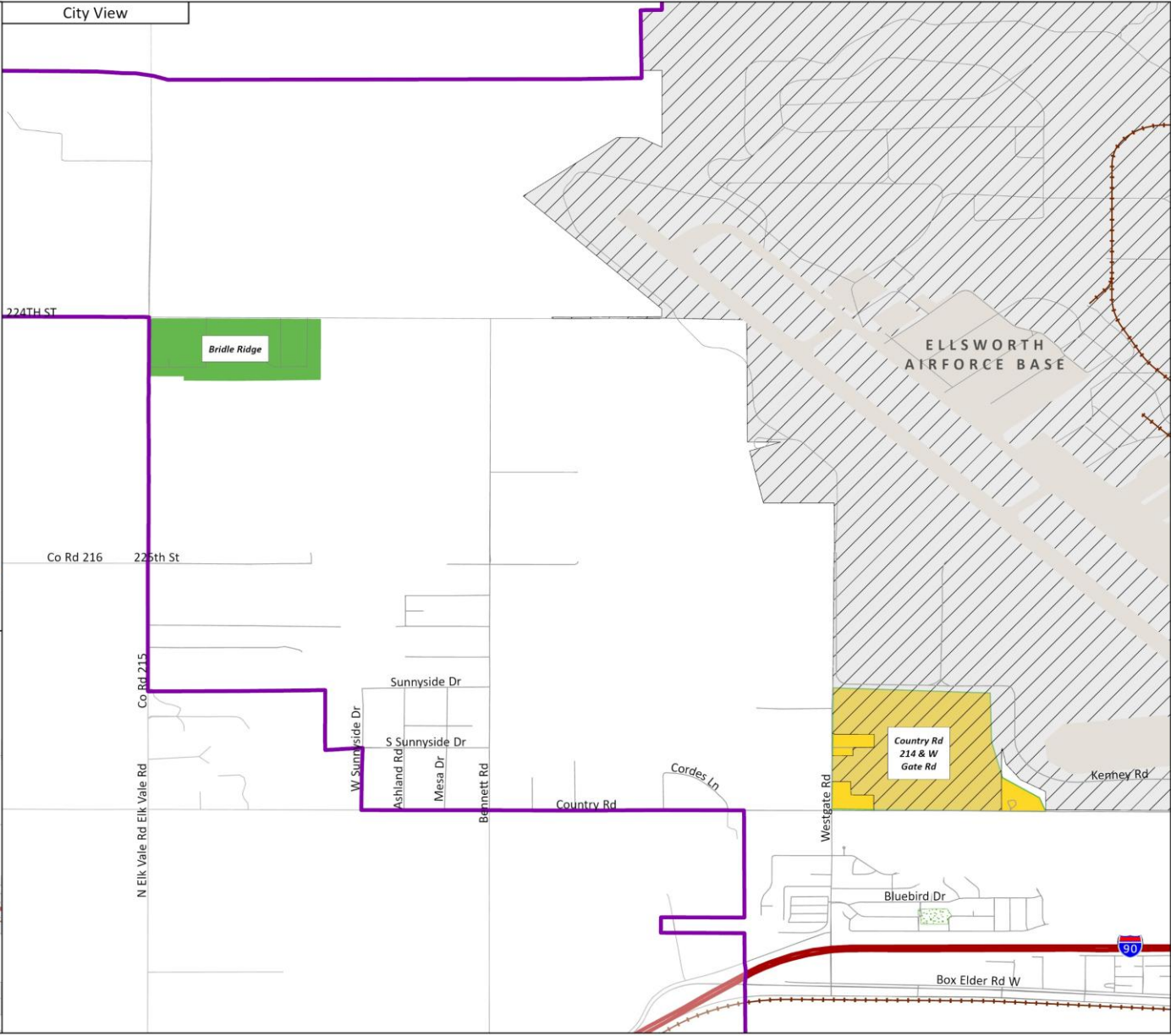


Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.
Map created February 2026 by RSP & Associates.


District View



0 2 4 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

List of Schools

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

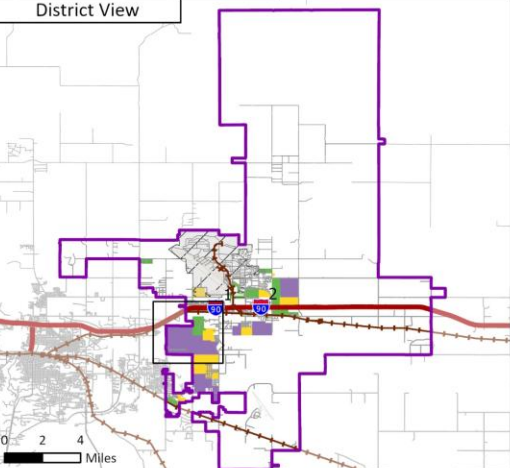
Growth Areas

- Current
- 5 Year
- 10 Year

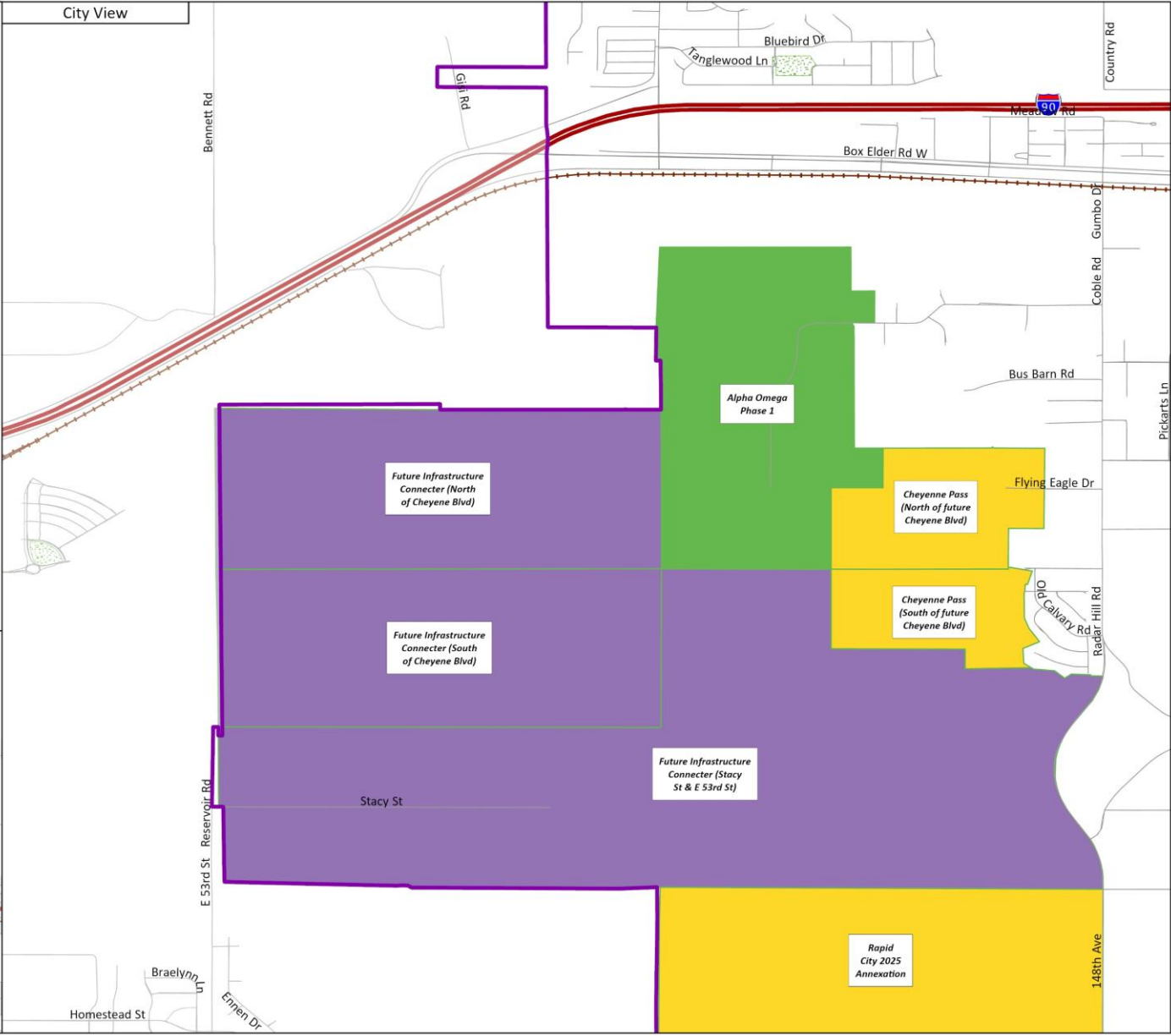
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Map created February 2026 by RSP & Associates.

District View



0 2 4 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 1st to 12th 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 11th 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

Project Documentation

Data Acquisition:

- School District Student Data
 - Data received: November 26, 2025
 - Data verified: December 8, 2025
- City Planning Meeting(s)
 - October 20, 2025
 - In-Person and meeting and included a tour of the district growth areas
- County Data
 - Open data source from Meade and Pennington counties



Douglas School District 2025/26 Findings:



District enrollment is forecasted to increase by 278 students over the next five years:

- Elementary enrollment forecasted to increase by **+119 students**
- Middle School enrollment forecasted to increase by **+50 students**
- High school enrollment forecasted to increase by **+109 students**

Total District Enrollment to increase by 9.6% by 2030/31 reaching 3,179 students.



Challenges to consider over the next five years include:

- Badger Clark ES: over Functional Capacity in 2028/29
- Francis Case ES: over Functional Capacity in 2026/27
- Vandenberg ES: over Functional Capacity in 2029/30
- Douglas MS: **over Maximum Capacity in 2026/27 (Most Immediate Concern)**
- Douglas HS: over Functional Capacity in 2029/30



Key variables of enrollment analysis include:

- Stable **live births and population**
- Continued **growth of residential neighborhoods**
- Greater **population growth** is likely linked with the expansion of **Ellsworth AFB**
- Increase of **+250 Kdg** students and addition of **Full-Day PK** at buildings
- City and county investment in **regional infrastructure** to support continued housing growth

Facility Planning Highlights

- New Elementary School:** Funding acquired; Location identified south of Freude Lane; **Expected Opening of 2028/29 School Year**
- Potential Middle School Addition:** Funding in discussion; **Expected Opening of 2027/28 School Year**

DRAFT #2 (1.28.2026)

1. Personal Character and Attitude

A Douglas School District Graduate is a resilient individual who demonstrates:

- **Willingness to learn:** They view challenges as opportunities to grow and improve. They show persistence when facing difficulties and adapt when circumstances change.
- **Curiosity:** Their curiosity drives them to keep learning and developing new skills throughout life.
- **Accountability and Integrity:** They take responsibility for their choices and understand the impact of their actions on themselves and others.
- **Self-Awareness and Motivation:** They recognize their strengths and areas for growth. They set meaningful goals, stay motivated to achieve them, and take an active role in maintaining their overall well-being.

2. Practical Life Skills

A Douglas School District Graduate is a contributing community member who demonstrates:

- **Critical and Creative Thinking:** Dissects complex problems into core components and generates innovative and novel approaches to both new and familiar challenges.
- **Digital Fluency:** Efficiently uses digital tools while understanding the ethical, professional, and practical implications of emerging technologies.
- **Financial Effectiveness:** Understanding foundational budgeting and personal financial literacy.
- **Organizational Mastery:** Demonstrating effective time management and strong organizational skills.
- **Personal Independence:** Competently handling basic life tasks and navigation of daily adult responsibilities.

3. Leadership

A Douglas Graduate responds with confidence and clarity in a variety of social and professional settings.

- **Effective Communication:** Communicates effectively and appropriately in a variety of situations.
- **Self-Advocacy:** Articulates their needs, opinions, and interests clearly and confidently to others.
- **Conflict Resolution:** Possesses the skills to respectfully and constructively resolve disagreements and positively influence their peers.

4. Career Readiness and Professional Planning

A Douglas School District Graduate is prepared for any chosen path after high school, whether college, career, or military, who demonstrates:

- **Path Exploration:** Actively engages in career exploration at all levels to align skills and interests with potential post-high school options.
- **Advancement Opportunities:** Takes advantage of opportunities at all levels that align with skills and interests for post-high school success: dual enrollment, career and technical education (CTE), clubs, athletics, ROTC, etc.
- **Real-World Integration:** Benefits from community partnerships that provide valuable exposure to opportunities including on-the job training and mentorships.
- **Culminating Experience:** Participates in capstone projects or experiential learning to apply learning and gain practical professional insight.

5. Foundational Academic Mastery: Grasps the foundational K-12 academic skills (reading comprehension and mathematical reasoning).