

DOUGLAS SCHOOL DISTRICT
BOARD OF EDUCATION

AGENDA

Monday, February 23, 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/94410779462?pwd=6SABYqkkVlpfmSGtKaBbMT6KELJ8nL.1>
Meeting ID: 944 1077 9462
Passcode: 151259

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

{{Name: Agenda Item Name}}

1. Call Meeting To Order:
2. Pledge of Allegiance and Moment of Silence In Honor Of Fallen Soldiers And Active Duty Persons:
3. Recognition:
4. Review of Board Working Agreements:
 - We ask
 - We learn
 - We lead
- 5.
6. Public Forum:
7. Approval of Agenda:
8. Consent Agenda Items:
 - A. Approval of Regular Meeting Minutes of February 9, 2026.
 - B. Approve Personnel Action.
 - C. Approve Financial Reports

- D. Approve the Purchases and Issuing of Accounts Payable.
 - E. Approve Capital Outlay request in the amount of \$28,270.21 to purchase gym floor coverings for the middle and high school.
 - 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. Douglas Middle School Addition Update
12. Fiscal Resources Items:
- A. BE IT RESOLVED that the Douglas Board of Education, in accordance with Board Policy BBB, hereby sets the Douglas School District Board Election for Tuesday, June 2nd, 2026. Polls will be open from 7:00 am until 7:00 pm.
 - B. Capital Outlay Timeline and Update
13. Operational Support Services Items:
- A. Hear Informational Reading of New Board Policy GCB - R(1) — National Board Certified Teachers
14. Reports:
- A. Superintendent:
 - 1. Classified Listening Sessions are scheduled for March 3 & 4.
 - B. Committee Reports From Board Members and Comments from Associate Board Members
15. Upcoming Calendar Events:
- March 2 - Capital Outlay Committee Meeting, 3:00 pm
 - March 2 - Curriculum Coordinating Council, 3:20 pm
 - March 9 - BOE Meeting, 5:00 pm
 - March 10 - POG Steering Committee,
 - March 13 - Staff PD Day, No School
 - March 23 - BOE Meeting, 5:00 pm
 - March 23 - 26-27 Negotiations #1
 - March 31 or April 1 - 26-27 Negotiations #2

16. Executive Session to prepare for the 2026-27 Negotiations according to SDCL 1-25-2.4.
17. Executive Session to conduct the Superintendent's Annual Evaluation according to SDCL 1-25-2.1.
18. Action As A Result of Executive Session
19. Adjournment

| | | | | | |
|---------|----------|-------|--|------|-------------|
| SECTION | B | TITLE | Board Governance and Operations | FILE | BDDH |
|---------|----------|-------|--|------|-------------|

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 | | | |
| 2 | | | |
| 3 | | | |
| 4 | | | |
| 5 | | | |
| 6 | | | |
| 7 | | | |
| 8 | | | |
| 9 | | | |

| | | | | | |
|---------|----------|-------|--|------|------------------|
| SECTION | B | TITLE | Board Governance and Operations | FILE | BDDH-E(2) |
|---------|----------|-------|--|------|------------------|

Introduction to Public Forum

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

This is the time for the Public Forum.

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

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

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

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

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

Adopted: 3/14/2022

MINUTES
DOUGLAS SCHOOL DISTRICT
BOARD OF EDUCATION MEETING

Monday, February 9, 2026

The Douglas School District No. 51-1 Board of Education held a Regular meeting on Monday, February 9, 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, Chris Misselt: Present via zoom, Tonya Welch: Present. Chris Misselt exited the meeting at 5:30 p.m.

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.

Superintendent Kevin Case recognized the Douglas School Board and its members for their support of the district. Each one received a special certificate. February 16-20 is School Board Recognition Week.

There was nothing for public forum.

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

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

Approved Regular Board Meeting Minutes of January 26, 2026.

Approved Personnel Action for February 9, 2026. (Attachment)

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

Acknowledged receipt of letter from the Douglas Education Association indicating the desire to enter into negotiations for the 2026-27 school year.

Approved a Capital Outlay request in the amount of \$6,851.00 to repair high school roof damaged by high winds.

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

Superintendent Items:

Rob Schwarz of RSP & Associates joined the meeting via zoom to present the enrollment analysis for 2025. Due to technical difficulties, the presentation was postponed until the next school board meeting.

Superintendent Kevin Case gave an update on the Portrait of a Graduate work. The Steering Committee met two weeks ago and completed draft #2 which is now being "socialized" by

posting in the buildings and giving parents, staff and students the opportunity to offer feedback. A final review is planned in April before presenting it to the school board.

Superintendent Kevin Case shared that the T-HUD budget passed at the federal level, which includes the \$42 million for construction of Elementary Building #1. Next steps and timelines will be shared when they become known.

Motion to approve open enrollment request under the Emergency Clause of Policy JECB as recommended. This motion, made by Amy McGovern and seconded by Tonya Welch, Carried.

Motion to approve student assignment request as recommended. This motion, made by Ben Frerichs and seconded by Amy McGovern, Carried.

Reports

Committee Reports from Board Members and Comments from Associate Board Members

Chris Misselt participated in the Portrait of a Graduate work at the recent Steering Committee meeting.

Ben Frerichs asked for a DSD Wellness program presentation at an upcoming meeting.

Amy McGovern will attend the Box Elder Area Chamber meeting next week.

Motion to move into executive session at 5:30 p.m. to conduct the Superintendent's annual evaluation according to SDCL 1-25-2.1. This motion, made by Amy McGovern and seconded by Tonya Welch, Carried.

President Tanya Gray called the Board out of executive session at 6:30 p.m.

No action taken.

Motion to adjourn the meeting at 6:31 p.m. This motion, made by Ben Frerichs and seconded by Tonya Welch, Carried. Yea: 4, Nay: 0, Absent: 1

Tanya Gray, President

Trista Olney, Business Manager

_____ Initials

_____ Date

Published once at the total approximate cost of _____.

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

DOUGLAS SCHOOL DISTRICT**PERSONNEL ACTION 2/23/2026****Classified Service Factor Bonus**

| Name | Position/Years | Amount | Dates of Service |
|--------------|--------------------------------|---------------|-------------------------|
| Traci Knight | Administrative Asst 3 / 10 yrs | \$485.73 | 2/29/16 - 2/29/26 |

Certified Resignations/Terminations

| Name | Position | Location | Effective Date |
|-------------|--------------------|-----------------|-----------------------|
| Cassidy Hop | Special Ed Teacher | BC | 5/22/2026 |

Classified Resignations/Terminations

| Name | Position | Location | Effective Date |
|------------------|--------------------|-----------------|-----------------------|
| Kimberly Leonard | Lunchroom Aide | VES | 1/23/2026 |
| Earon Cooper | Bus Driver | Trans | 2/27/2026 |
| Tabatha Morgan | Bus Aide | Trans | 2/17/2026 |
| Kalin Wright | Instructional Aide | FC | 2/18/2026 |

Certified Voluntary Transfer Request/ Assignments

| Name | From Bldg/Position | To Bldg/Position | Effective Date |
|-------------------|---------------------------|-------------------------|-----------------------|
| Michele Smith | HS/ISS Aide | HS/Special Ed Teacher | 2026-2027 |
| Jonathan Deruyter | VES/5th Grade | VES/4th Grade | 2026-2027 |

Classified Voluntary Transfer Request/ Assignments

| Name | From Bldg / Position / Hrs / | To Bldg / Position / Hrs / | Effective Date |
|---------------------|-------------------------------------|-----------------------------------|-----------------------|
| Terry Bruce | District/Custodian Floater/8 hrs | FC/Night Custodian/8 hrs | 2/4/2026 |
| Luanne Stukerjurgan | CO/Admin Asst 3 / Registrar | CO/Admin Asst 3 / Receptionist | 6/8/2026 |

Certified Staff Hiring

| Name | Location / Position | Wage | Effective Date |
|---------------|----------------------------|-------------|-----------------------|
| Michele Smith | HS/Special Ed Teacher | \$63,950.00 | 2026-2027 |

Classified Staff Hiring

| Name | Location / Position | Wage | Effective Date |
|---------------|----------------------------|-------------|-----------------------|
| Michele Smith | HS/ISS Aide | \$17.00/hr | 2/17/2026 |
| Mason Johnson | District/Custodian Floater | \$18.50/hr | 2/23/2026 |

Temporary Hires

| Name | Position | Salary | Effective Date |
|-------------|----------------------|---------------|-----------------------|
| Brook Clark | HS Asst. Track Coach | \$4,403.00 | 2025-2026 |

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

| January 1, 2026 FINANCIAL | GENERAL FUND | CAPITAL OUTLAY | SPECIAL EDUCATION |
|--------------------------------------|-------------------------|---------------------------|------------------------------|
| BALANCE 12/31/25 | (95,573.67) | 334,823.31 | 2,148,395.55 |
| RECEIPTS: | | | |
| TAXES | 40,203.11 | 29,228.99 | 14,309.80 |
| INTEREST | 1,521.94 | 0.00 | 0.00 |
| ADMISSIONS | 3,174.00 | 0.00 | 0.00 |
| LOCAL | 125.00 | 0.00 | 0.00 |
| COUNTY | 13,573.75 | 0.00 | 0.00 |
| STATE | 1,433,689.00 | 0.00 | 320,259.00 |
| FEDERAL | 0.00 | 0.00 | 49,143.36 |
| OTHER | 221.75 | 249.71 | 0.00 |
| INTERFUND TRAN. | 12,971.26 | 0.00 | 0.00 |
| TOTAL RECEIPTS: | 1,505,479.81 | 29,478.70 | 383,712.16 |
| DISBURSEMENTS: | | | |
| VERIFIED CLAIMS | 391,960.19 | 312,089.60 | 379,008.22 |
| SALARIES | 1,912,066.17 | 0.00 | 469,929.45 |
| TRANSFERS OUT | 0.00 | | |
| BALANCE 01/31/26 | (894,120.22) | 52,212.41 | 1,683,170.04 |
| BALANCE 01/31/25 | *360525.23 | (711,477.89) | 1,963,503.90 |

| January 1, 2026 FINANCIAL | FEDERAL PROJECTS | UNEMPLOY- MENT FUND |
|--------------------------------------|-----------------------------|--------------------------------|
| BALANCE 12/31/25 | (66,978.58) | 47,510.70 |
| RECEIPTS: | | |
| LOCAL | | |
| STATE | | |
| FEDERAL | 45,986.00 | 0.00 |
| REIMBURSEMENTS | 0.00 | |
| OTHER (LOCAL) -AFROTC | 0.00 | 0.00 |
| INTERFUND TRAN. | | |
| TRANSFER IN | | |
| TOTAL RECEIPTS: | 45,986.00 | 0.00 |
| DISBURSEMENTS: | | |
| VERIFIED CLAIMS | (612.62) | 0.00 |
| SALARIES | 80,046.86 | 0.00 |
| TRANSFERS OUT | | |
| BALANCE 01/31/26 | (100,426.82) | 47,510.70 |
| BALANCE 01/31/25 | 819,382.72 | 48,686.70 |

| January 1, 2026 FINANCIAL | DEP CARE | MEDICAL REIMB | IMPACT AID |
|--------------------------------------|-----------------|----------------------|----------------------|
| BALANCE 12/31/25 | 2,122.82 | (3,126.28) | 30,812,533.54 |
| RECEIPTS: | | | |
| INTEREST | 0.00 | 0.00 | 12,971.26 |
| 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 | 12,971.26 |
| DISBURSEMENTS: | | | |
| VERIFIED CLAIMS | 1,106.68 | 4,424.84 | 0.00 |
| EXPENDITURES/TRANSFERS OUT | 0.00 | 0.00 | 12,971.26 |
| BALANCE 01/31/26 | 2,412.40 | (4,042.74) | 30,812,533.54 |
| BALANCE 01/31/25 | 1,531.32 | (8,057.73) | 2,841,629.54 |

| January 1, 2026 FINANCIAL | FOOD SERVICE | FIDUCIARY FUNDS |
|--------------------------------------|-------------------------|----------------------------|
| BALANCE 12/31/25 | 122,251.56 | 248,576.03 |
| RECEIPTS: | | |
| INTEREST | | |
| SALES | 46,347.82 | 0.00 |
| STATE | 0.00 | 0.00 |
| FEDERAL | 64,727.35 | 0.00 |
| LOCAL | 0.00 | 76,431.78 |
| OTHER | (169.63) | 0.00 |
| INTERFUND TRAN. | 0.00 | |
| LOANS | | |
| TOTAL RECEIPTS: | 110,905.54 | 76,431.78 |
| DISBURSEMENTS: | | |
| VERIFIED CLAIMS | 125,371.79 | 69,142.20 |
| SALARIES | 27,617.00 | 0.00 |
| BALANCE 01/31/26 | 80,168.31 | 255,865.61 |
| BALANCE 01/31/25 | 207,557.08 | 212,238.58 |

| <u>Vendor Name</u> | <u>Check #</u> | <u>Expensed</u> | <u>Amount</u> |
|---------------------------------------|----------------|-----------------|---------------|
| A TO Z SHREDDING | 187075 | | 587.60 |
| AMERICINN OF CHAMBERLAIN | 187076 | | 2,285.92 |
| ANCORA PUBLISHING | 187077 | | 1,605.00 |
| BADEN SPORTS | 187078 | | 800.00 |
| BEST WESTERN PLUS RAMKOTA HOTEL | 187079 | | 2,736.00 |
| BHSSC | 187080 | | 500.00 |
| BLACK HILLS ENERGY- AUTO PAY | 296 | | 38,022.49 |
| BLACK HILLS URGENT CARE | 187081 | | 300.00 |
| BUTTE COUNTY EQUIPMENT | 187082 | | 26.95 |
| CAMPBELL COUNTY HIGH SCHOOL | 187083 | | 280.00 |
| COLUMN SOFTWARE PBC | 187084 | | 175.08 |
| CRESCENT ELECTRIC | 187085 | | 994.51 |
| DAKOTA BUS SERVICE, INC. | 187087 | | 6,940.00 |
| DOUBLETREE RAPID CITY DOWNTOWN | 187088 | | 54.48 |
| DOUGLAS PETTY CASH | 187089 | | 528.00 |
| FIDUCIARY ACCOUNT | 187092 | | 5,470.03 |
| HARLOW'S BUS SALES, INC. | 187095 | | 1,770.00 |
| HAUFF MID-AMERICA SPORTS INC. | 187096 | | 1,292.53 |
| HOLE IN THE WALL NFL DISTRICT | 187097 | | 430.00 |
| HOUGHTON MIFFLIN HARCOURT PUBLISHING | 187098 | | 11,975.00 |
| IMPERIAL SUPPLIES LLC | 187099 | | 309.51 |
| INNOVATIVE OFFICE SOLUTIONS | 187100 | | 282.90 |
| KETEL THORSTENSON, LLP | 187101 | | 14,832.00 |
| KIEFFER SANITATION | 187102 | | 644.38 |
| KIEFFER SANITATION, INC.-AUTO PAY | 295 | | 3,221.14 |
| LAKOTA NATION INVITATIONAL | 187103 | | 350.00 |
| LIBERTY SUPERSTORES | 187104 | | 380.80 |
| LYNN JACKSON SHULTZ & LEBRUN PC INC | 187105 | | 819.00 |
| LYNN'S DAKOTAMART | 187106 | | 62.15 |
| MENARDS | 187108 | | 204.02 |
| MIDCONTINENT COMMUNICATIONS- AUTO PAY | 298 | | 1,531.45 |
| MIDWEST BUS PARTS, INC. | 187109 | | 994.20 |
| MIL-BAR PLASTICS | 187110 | | 45.16 |
| MOSYLE CORPORATION | 187111 | | 10.55 |
| PERFECT PLAYCEMENT LLC | 187112 | | 1,000.00 |

| | | |
|--------------------------------------|--------|-------------------|
| RAMKOTA HOTEL | 187114 | 618.90 |
| RENCOUNTRE, JESSIE | 187116 | 500.00 |
| RIVERSIDE TECHNOLOGIES INC | 187117 | 842.00 |
| SAM'S CLUB | 299 | 115.95 |
| SASD | 187118 | 1,086.00 |
| SDMEA | 187119 | 600.00 |
| STAGECOACH WEST BUS INC | 187120 | 10,982.00 |
| TEMPERATURE TECHNOLOGY INC | 187122 | 1,464.29 |
| WAL-MART STORES INC | 299 | 328.97 |
| WARNE CHEMICAL & EQUIPMENT, INC. | 187126 | 98.85 |
| WESTERN COMMUNICATIONS, INC. | 187128 | 258.09 |
| GENERAL FUND | | 118,355.90 |
| FOLLETT CONTENT SOLUTIONS, LLC | 187093 | 2,127.95 |
| HOUGHTON MIFFLIN HARCOURT PUBLISHING | 187098 | 8,000.00 |
| MCPHERSON, MAEGAN | 187107 | 12.36 |
| PROGUARD SERVICE & SOLUTIONS | 187113 | 722.50 |
| TOWEY DESIGN GROUP, INC | 187123 | 1,721.20 |
| WARNER, ANDREA | 187127 | 19.29 |
| CAPITAL OUTLAY | | 12,603.30 |
| Crowther, Pamela | 187086 | 90.27 |
| DOUGLAS PETTY CASH | 187089 | 934.00 |
| Good, Holly | 187094 | 38.04 |
| LYNN'S DAKOTAMART | 187106 | 9.83 |
| RATWIK, ROSZAK & MALONEY, P.A | 187115 | 199.50 |
| SUNBELT STAFFING LLC | 187121 | 3,104.00 |
| TWIETMEYER, JENNA | 187124 | 120.27 |
| USD CENTER FOR DISABILITIES | 187125 | 892.50 |
| SPECIAL ED | | 5,388.41 |
| | | 136,347.61 |
| CASH-WA DISTRIBUTING COMPANY, INC. | 12999 | 3,640.84 |
| CHILD AND ADULT NUTRITION | 13000 | 8,313.54 |
| COCA-COLA BOTTLING CO HIGH COUNTRY | 13001 | 479.00 |
| GENERAL FUND | 13002 | 47,462.96 |
| PAN-O-GOLD BAKING COMPANY, INC. | 13003 | 879.61 |
| PIZZA HUT- BOX ELDER | 13004 | 891.00 |
| PRAIRIE FARMS | 13005 | 5,874.30 |

| | | |
|------------------------------------|-------|-------------------|
| REINHART FOOD SERVICE LLC | 13006 | 17,433.15 |
| SERVALL TOWEL & LINEN SUPPLY, INC. | 13007 | 183.00 |
| SYSCO MONTANTA | 13008 | 7,004.01 |
| FOOD SERVICE | | 92,161.41 |
| Grand Total: | | 228,509.02 |



952.808.9900 | 866.574.5389

INNOVATIVEOS.COM

SALES PERSON Western Sd
605-730-1413
chad.gullickson@innovativeos.com

PROPOSAL

DATE 02/11/2026
CUSTOMER NAME DOUGLAS SCHOOL DISTRICT 51-1
CUSTOMER NUMBER C109031
CUSTOMER PO
ORDER NAME Gym Floor Covering
ORDER NUMBER 241403
PROJECT NUMBER
TERMS NET30

BILL TO
DOUGLAS SCHOOL DISTRICT 51-1
400 PATRIOT DR
BOX ELDER, SD 57719-9749

ATTN: Marilyn Knodel
Phone: 605-923-0000
Email: marilyn.knodel@k12.sd.us

SHIP TO
DOUGLAS SCHOOL DISTRICT
ATTN: WAREHOUSE, 508 225TH ST
BOX ELDER, SD 57719-9751

ATTN: Marilyn Knodel
Phone: 605-923-0000
Email: marilyn.knodel@k12.sd.us

| LINE | DESCRIPTION | QUANTITY | UNIT PRICE | EXTENDED AMOUNT |
|------|---|--------------|--------------|--------------------|
| 1 | HS MAIN GYM Ultima 4000 Gym Floor Cover - 8 Sections at 10ft wide x 85ft long | 1.00 Each | 28,270.21 | 28,270.21 |
| | Includes: Ultima Series CoverMate II - 8 Roll Model Ultima Series CoverClean - Dual Brush System PowerMate 300 Winder - 110 Volt Carton of Seaming Tape 16 Rolls @ 3" x 36 yards TapeMate - Walk Behind Dispenser Lift Gate Delivery Freight | | | |
| | Remit to address for deposits: Innovative office Solutions LLC Lockbox #131434 PO Box 1414 Minneapolis, MN 55480-1414 | | SUBTOTAL | \$28,270.21 |
| | | | TOTAL | \$28,270.21 |

Proposal Valid For 14 Days

Thank you for the opportunity to partner together. Please review the quotation and let us know if you have any questions.



952.808.9900 | 866.574.5389

INNOVATIVEOS.COM

SALES PERSON Western Sd
605-730-1413
chad.gullickson@innovativeos.com

PROPOSAL

| | |
|-----------------|------------------------------|
| DATE | 02/11/2026 |
| CUSTOMER NAME | DOUGLAS SCHOOL DISTRICT 51-1 |
| CUSTOMER NUMBER | C109031 |
| CUSTOMER PO | |
| ORDER NAME | Gym Floor Covering |
| ORDER NUMBER | 241403 |
| PROJECT NUMBER | |
| TERMS | NET30 |

THANK YOU FOR THE OPPORTUNITY

We are thrilled for the opportunity to partner together on your project. The terms and conditions below outline a working understanding for the project journey and is intended to set both organizations up for success. If you have questions or concerns, please contact us directly.

QUOTES AND PRICING

Please review your final project plan and quote to confirm it will fit your space and workplace needs. Quoted prices are good for 14 days from the date of the proposal. Due to the volatile transportation conditions freight will be billed based upon actual. Unless otherwise noted, prices quoted do not include sales, use, excise, or other applicable taxes. Any applicable taxes will be added or adjusted on the invoice at the time of billing. Buyers exempt from taxes should provide Innovative with copies of exemption certificates prior to placing the order.

DESIGN AND ORDERING

Innovative's Design team will work with you and/or your team to design a space that is customized to your budget, style and unique needs to transform your space/s and bring your vision to life. If you do not want to move forward with us on a project, the design work remains the exclusive property of Innovative Office Solutions and we reserve the right to invoice you for the design costs incurred.

NEED FOR DEPOSITS

A deposit of 50% of the order is required on all projects in excess of \$10,000. The deposit is essential as our vendor partners require payment from us when placing orders. Once the deposit is received, we will place your order. Payments must be in the form of check, ACH or wire transfer. Credit cards are not accepted for deposits or other furniture payments over \$5,000.

PAYMENT TERMS

Our Innovative team will send invoices following delivery and installation completion. To ensure a seamless accounting experience, please send payment within 30 days of the invoice date. It is not uncommon for a project to be substantially complete, except for a few punch list items. We appreciate you paying your invoice in full. Innovative will complete your project when outstanding items and/or parts become available.

CHANGES

Once we receive the signed proposal on design plan and proposed budget, your order will be placed. Due to the customization of many projects, once orders are placed, most products are not returnable. Modifications or cancellations may result in cancellation or restocking charges by our manufacturer partners. Unfortunately, we will need to invoice you if such charges are incurred. Where a Scope of Work is included with this Agreement, costs resulting from changes in the scope of the project, including any additional requirements or restrictions placed on Innovative will be added to the project price. When Innovative becomes aware of the nature and impact of the change, you will be notified, and all project paperwork will be updated as necessary. In this instance, a revised quote will be generated for signoff.

PROJECT DELAYS AND STORAGE FEES

We understand projects are occasionally delayed. This may mean you are unable to accept product from us as scheduled. When this occurs, Innovative will store your items at no charge for up to 30 days to provide you with additional time to ensure your space is ready for installation. After 30 days, we will provide a quote to continue to store your product, as we want to make sure it is safe and in a secure location. After the 30 days we will continue to store your product add any additional storage fees on a monthly basis to your order prior to the final invoice.



952.808.9900 | 866.574.5389

INNOVATIVEOS.COM

SALES PERSON Western Sd
605-730-1413
chad.gullickson@innovativeos.com

PROPOSAL

DATE 02/11/2026
CUSTOMER NAME DOUGLAS SCHOOL DISTRICT 51-1
CUSTOMER NUMBER C109031
CUSTOMER PO
ORDER NAME Gym Floor Covering
ORDER NUMBER 241403
PROJECT NUMBER
TERMS NET30

DELIVERY AND RECEIPT OF PRODUCT

We will contact you once we are notified your product has been shipped and is on its way. Your product will be delivered during regular business hours. In order to provide an exceptional delivery experience, we ask that you inform us of any unique circumstances that a driver or install team may face during a delivery. This may include such challenges as a downtown location or the need for a liftgate. Providing us with this information ensures that product is delivered to the proper location within your facility and will reduce the chances of damage to any of the items. We kindly ask you to inspect all product directly shipped and/or delivered and brought onto the job site as scheduled. If you discover product has been damaged or shipped in error during the receiving process, please notify us within 24 hours of delivery to ensure that appropriate claims can be filed. After product arrives at your site, any loss or damage caused by other trades or by weather, fire or other elements is your responsibility.

INSTALLATION PREMISES CONDITIONS

It is our sincere priority to make sure the installation of your product is timely, professional, and as efficient as possible. To facilitate this, we ask the site to be clean, clear, and free of debris prior to installation. The jobsite should have proper lighting, heat, power source, hoisting and/or elevator service and suitable unobstructed dock space and a secured staging area. The job site shall also be free of the interference of other trades in the area where installation is taking place. We understand in certain situations spaces are not ready for installation when the initial date was scheduled. If this is the case, please provide at least a 48-hour notice so we can keep your project on track to the best of our ability. If proper, timely communication does not occur, unfortunately additional charges may be invoiced to cover costs incurred. Our Installation Team installs product based on the final approved layout. If there are any changes to the final plan, please make sure these are addressed prior to the installation date.

WARRANTY

Each manufacturing partner of Innovative has a warranty standard. For more information on warranty details, reach out to your Innovative Account Executive. Warrantied product replacements may require billable installation services.

CLAIMS

Innovative will help resolve claims concerning damaged and/or defective product, materials and/or workmanship made within the warranty period as stated by the manufacturer, supplier, or fabricator. We will arrange for the repair or replacement of any damaged or defective items and/or installation to make sure the project is successful.

FORCE MAJEURE

We will do our absolute best to ensure we can secure and install your product, but if there are reasons beyond our control, Innovative will not be liable. Reasons include but are not limited to, strikes, pandemics, embargos, war or other breakout of hostilities, acts of God, machinery breakdowns, delays of carriers or suppliers, and domestic or foreign governmental acts or regulations.

ECONOMIC/POLITICAL FORCE MAJEURE

In the event of a major political or economic upheaval arising from events beyond the reasonable control of the Company or its Suppliers-such as government-mandated tariff actions, import restrictions, regulatory measures, or other legislative actions that restrict or adversely affect the Company's ability to sell contracted products at the previously agreed upon price-the Company reserves the right to adjust its prices. Notice of any such price adjustment will be provided at least 72 hours prior to the effective date. For the purposes of this clause, a "major political or economic upheaval" is defined as any event or series of events that results in an increase in acquisition costs of 5.5% or more. In such cases, the Company shall furnish supporting documentation identifying the specific cost impacts that necessitate the adjustment.



952.808.9900 | 866.574.5389

INNOVATIVEOS.COM

SALES PERSON Western Sd
605-730-1413
chad.gullickson@innovativeos.com

PROPOSAL

DATE 02/11/2026
CUSTOMER NAME DOUGLAS SCHOOL DISTRICT 51-1
CUSTOMER NUMBER C109031
CUSTOMER PO
ORDER NAME Gym Floor Covering
ORDER NUMBER 241403
PROJECT NUMBER
TERMS NET30

GOVERNING LAW

This agreement shall be governed by and construed according to the laws of the State of Minnesota.

ARBITRATION

We want to make this a true partnership and resolve any issues that may occur. Any controversies or claims arising relating to this contract will be settled by arbitration administered by the American Arbitration Association. They will fall under its commercial rules, and judgment on the award rendered by the arbitrator(s) may be entered in any court with authority. The award shall include the costs of arbitration and the legal fees of the prevailing party.

THANK YOU FOR YOUR PARTNERSHIP

Innovative Office Solutions is built upon a "Relationships Matter" belief system, and every project matters to us. We are thankful for the opportunity to partner together, and we look forward to serving you!

YOUR SIGNATURE BELOW, ACKNOWLEDGES THAT YOU HAVE REVIEWED THE PROPOSAL AND ACCEPT THE TERMS AND CONDITIONS

Signature: _____ Name: _____ Title: _____ Date: _____



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

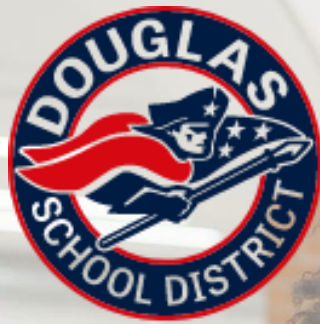


Key variables of enrollment analysis include:

- 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**



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

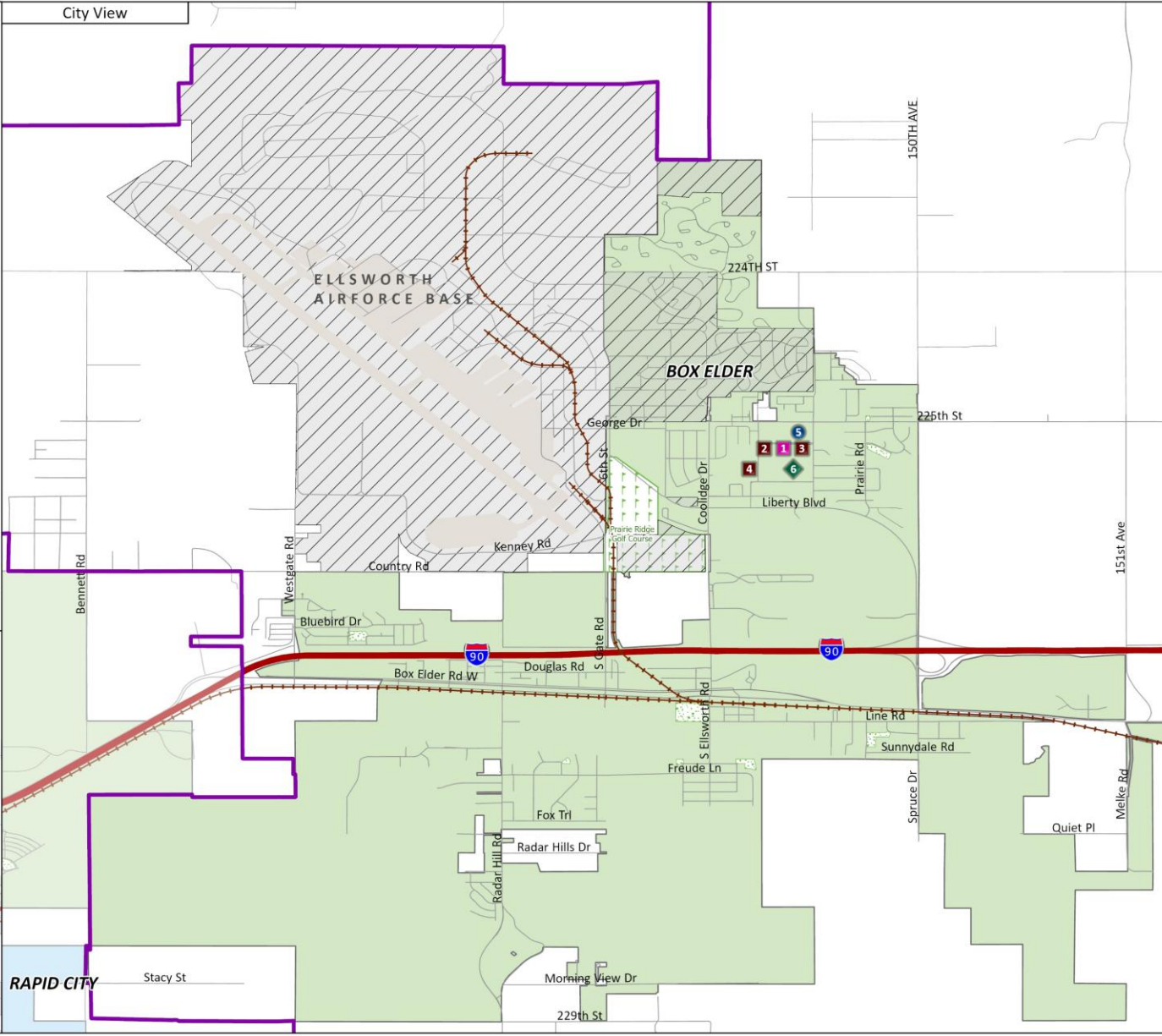
Part 1: Past Enrollment and Demographics



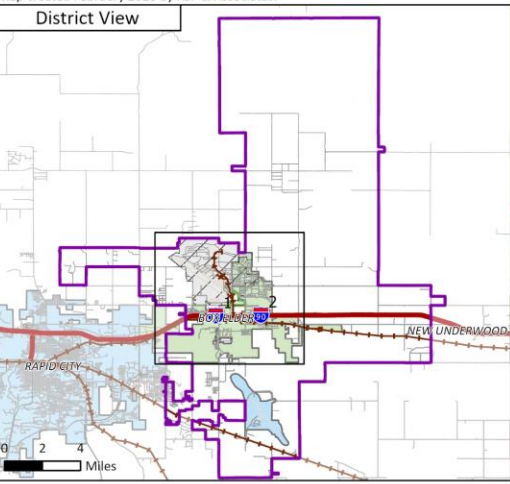
District Boundary and City Limits Map

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.

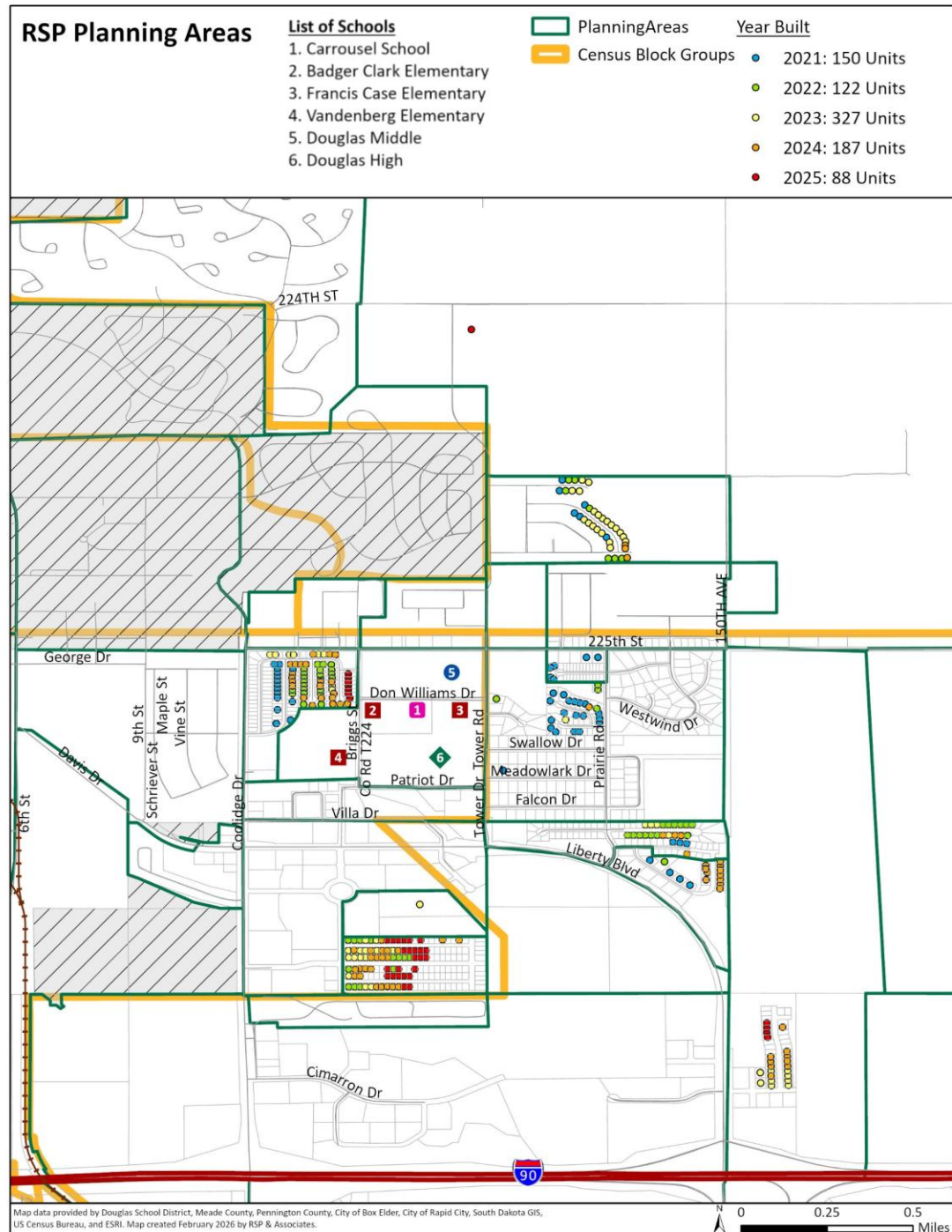
Map Details (Over 100 Planning Areas were analyzed):

- **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 |

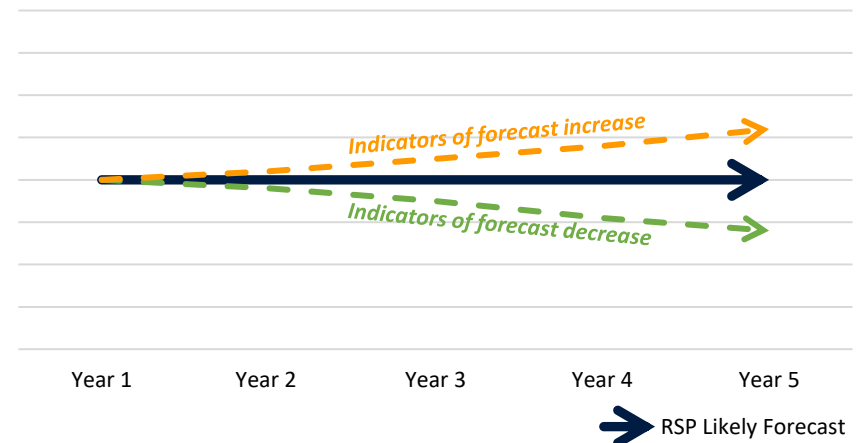
See graphic below to illustrate how the different variables may impact forecasted enrollment outlook:

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:

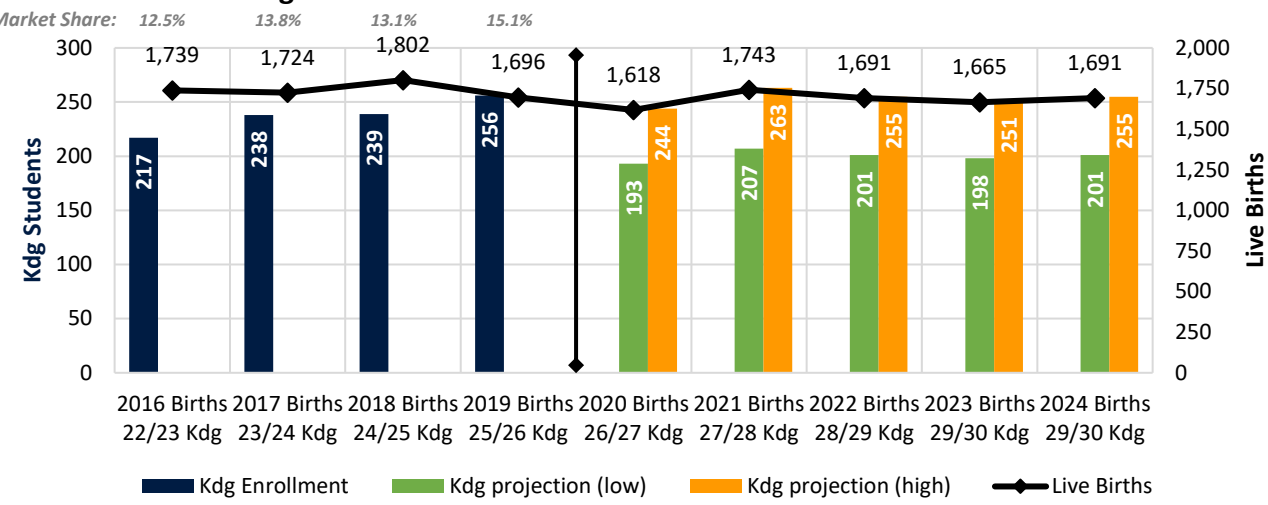
The goal of this study is to help the board, administration, and public understand how to make the best decision for the students at the classroom level.

Example of Forecast Evolution



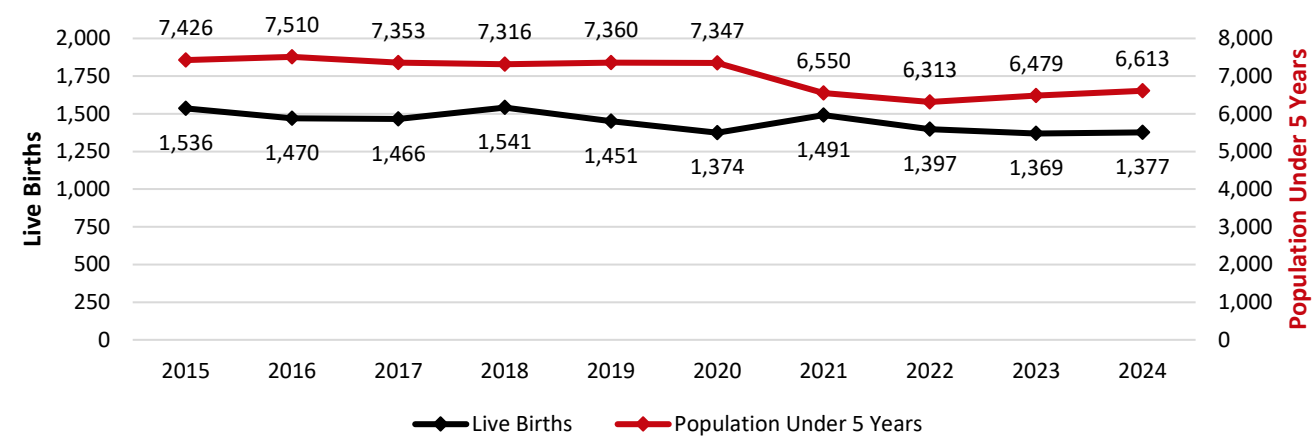
Birth Rate Visuals (Meade & Pennington Counties)

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% |

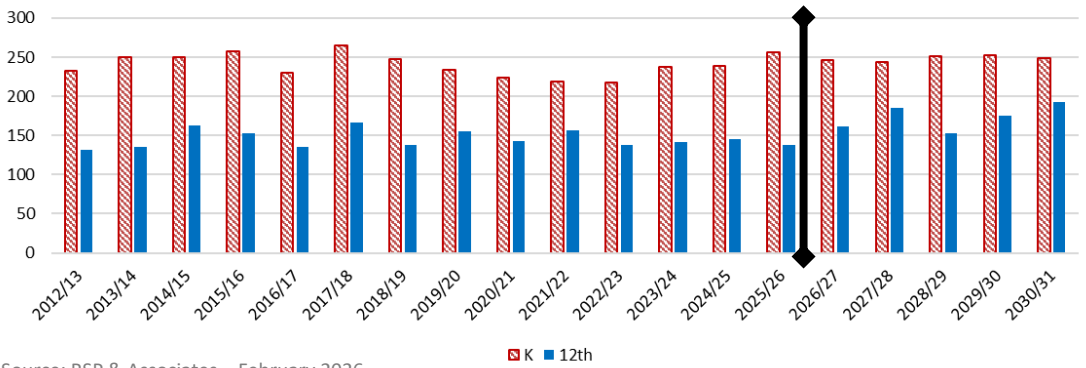
Source: South Dakota Department of Education and Douglas School District (2012/13 to 2025/26)

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

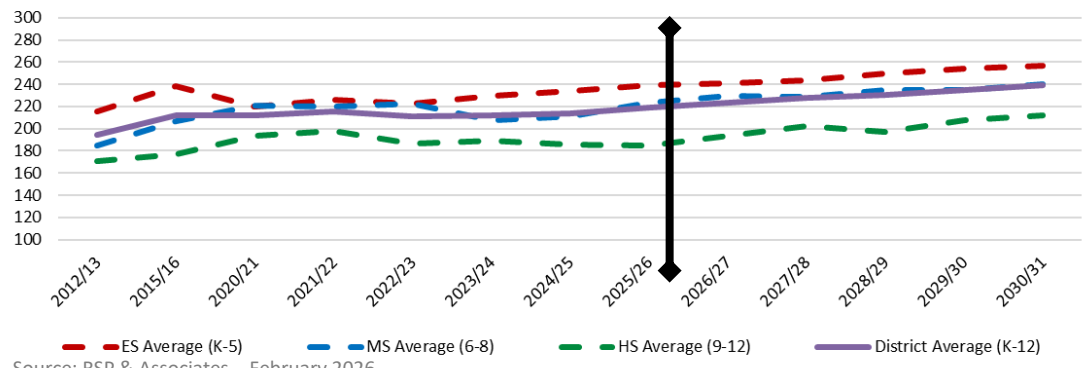


Source: RSP & Associates – February 2026

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

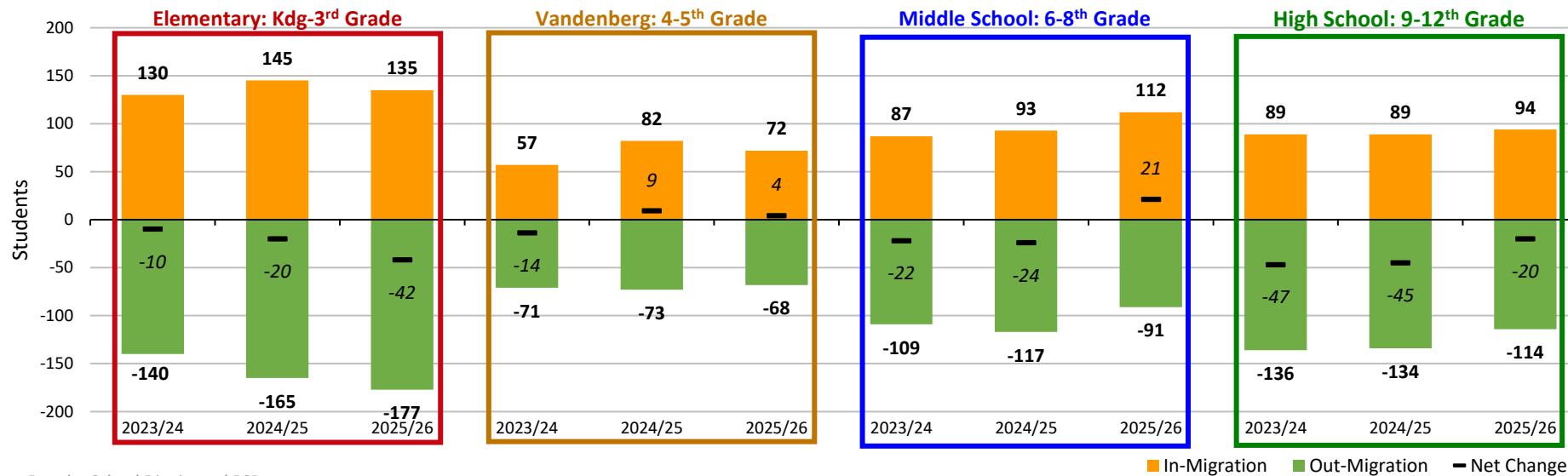
Average Class Sizes

- 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.

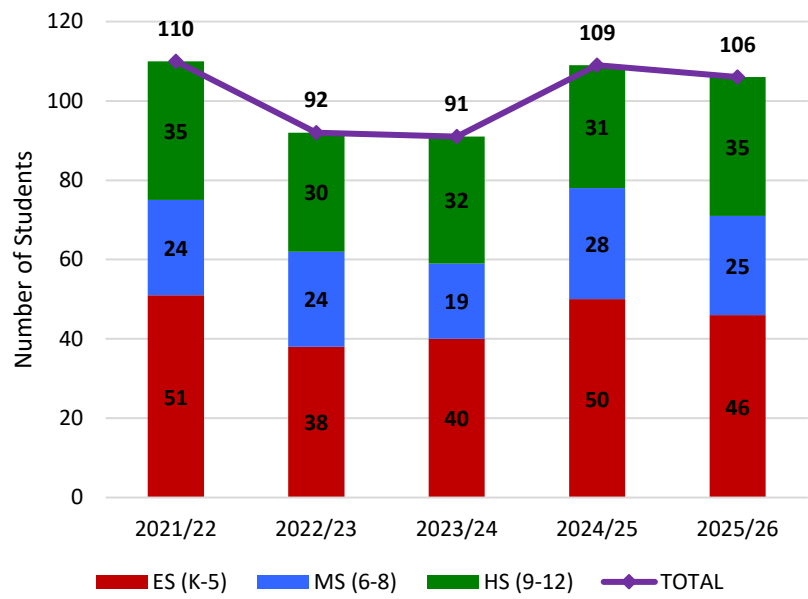
Observations

- 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.**

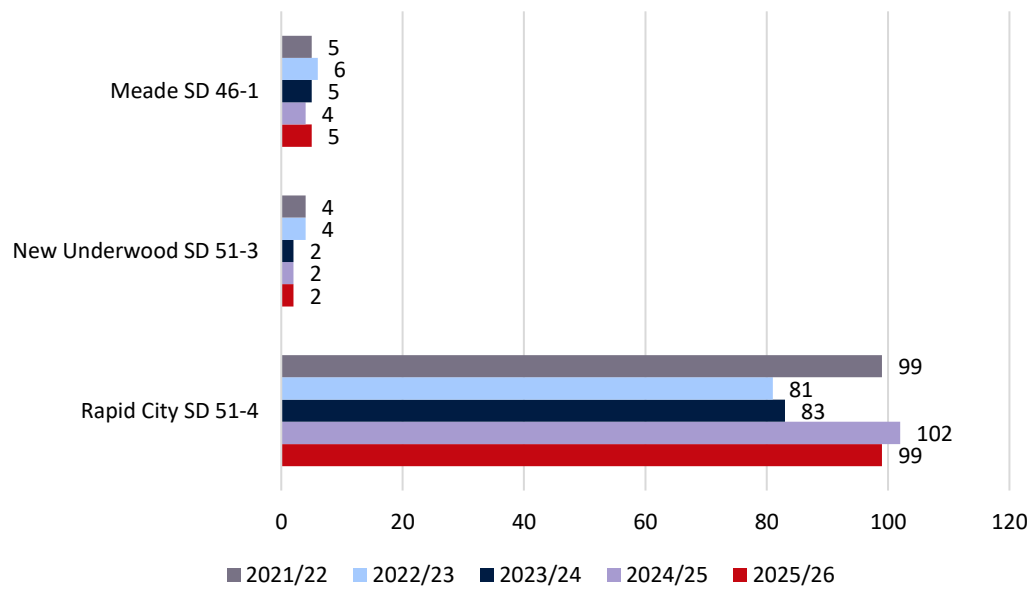
Main Takeaway: The district has experienced a net loss of students due to migration over the past three years; however, in-migration has increased and net losses have steadily declined, reaching their lowest point in 2025/26. These trends suggest improving enrollment stability.

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.

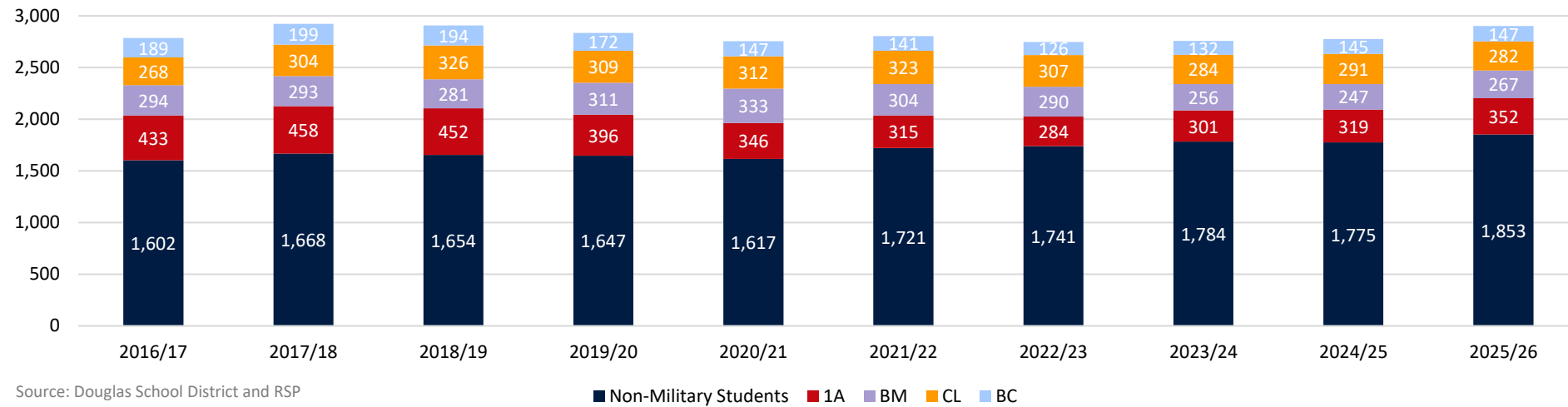
Observations

- 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



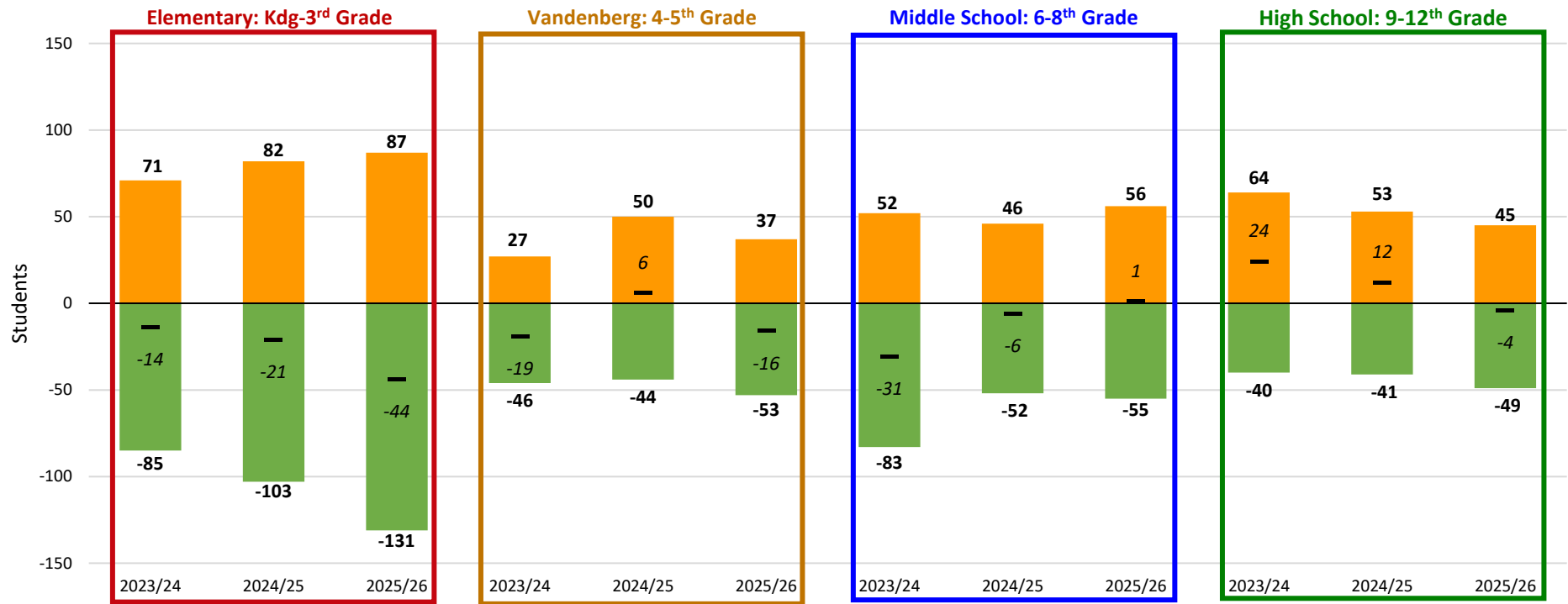
Observations

- 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

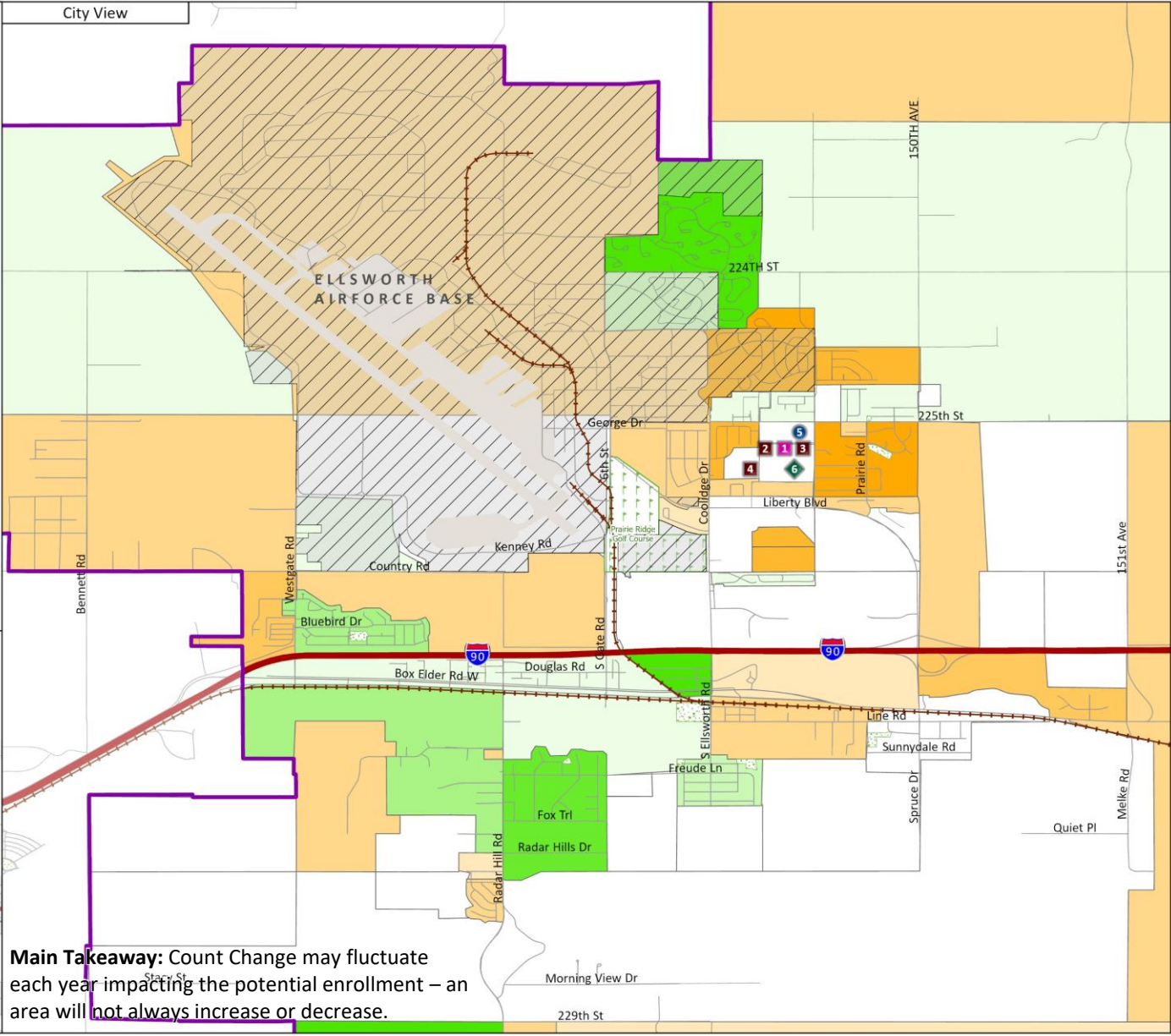
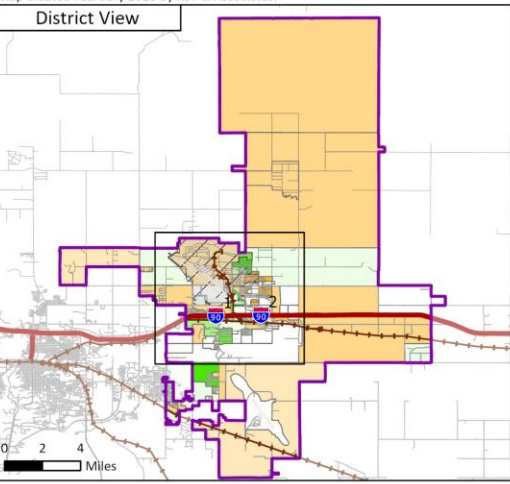
Student Count Change from 2021/22 to 2025/26 in Grades K-12

- 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

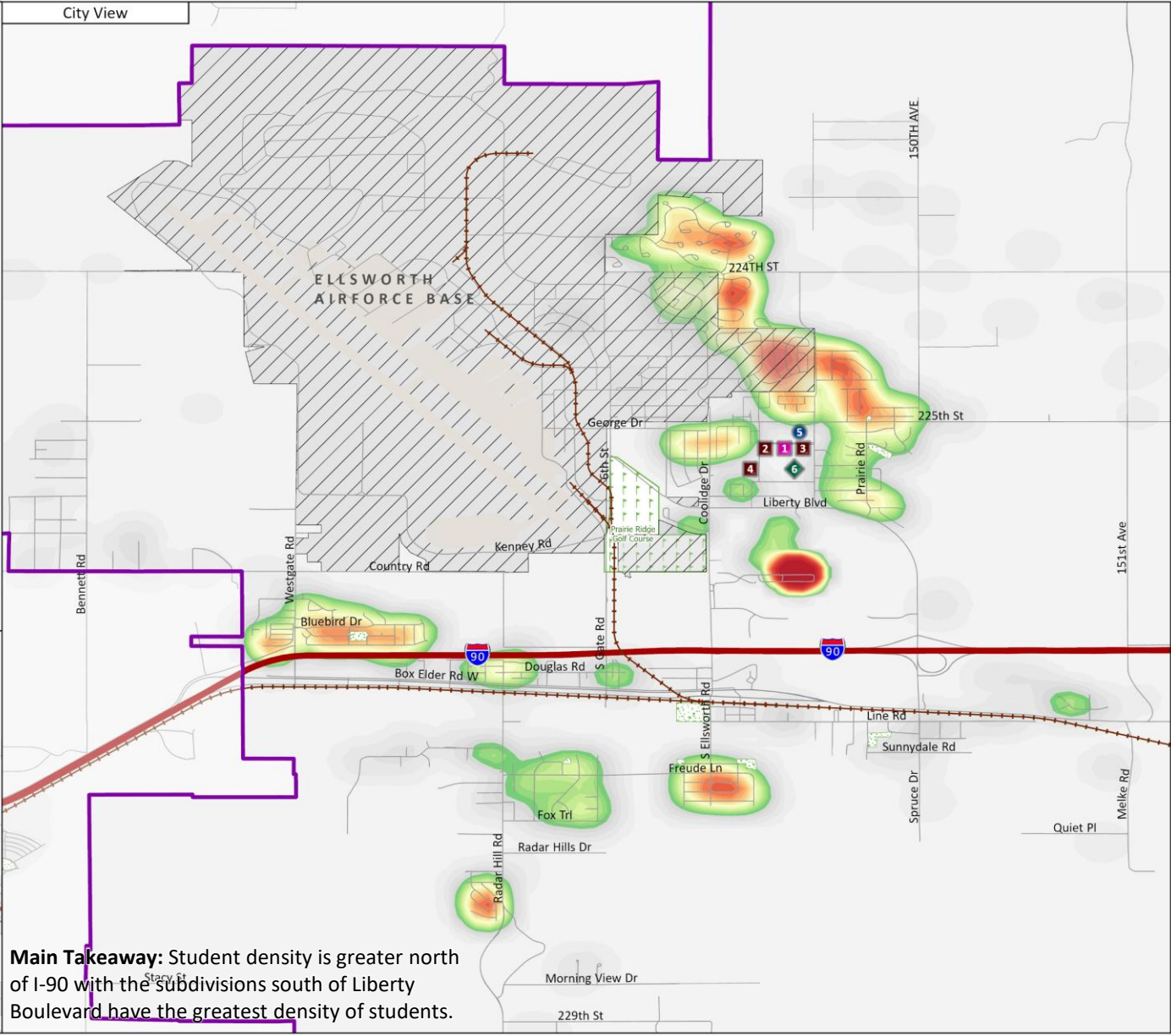
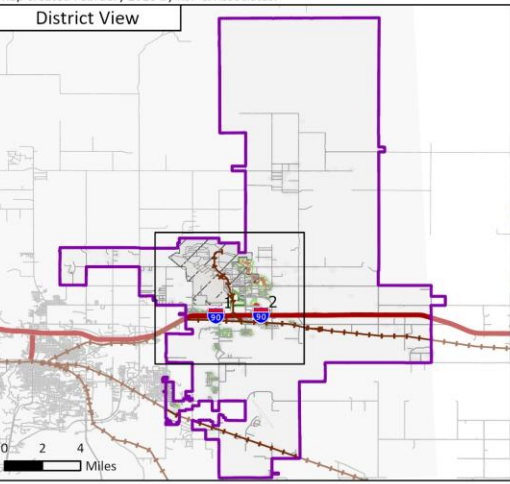
Student Density

Low Density
High Density

- List of Schools**
1. Carousel School
 2. Badger Clark Elementary
 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.



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:

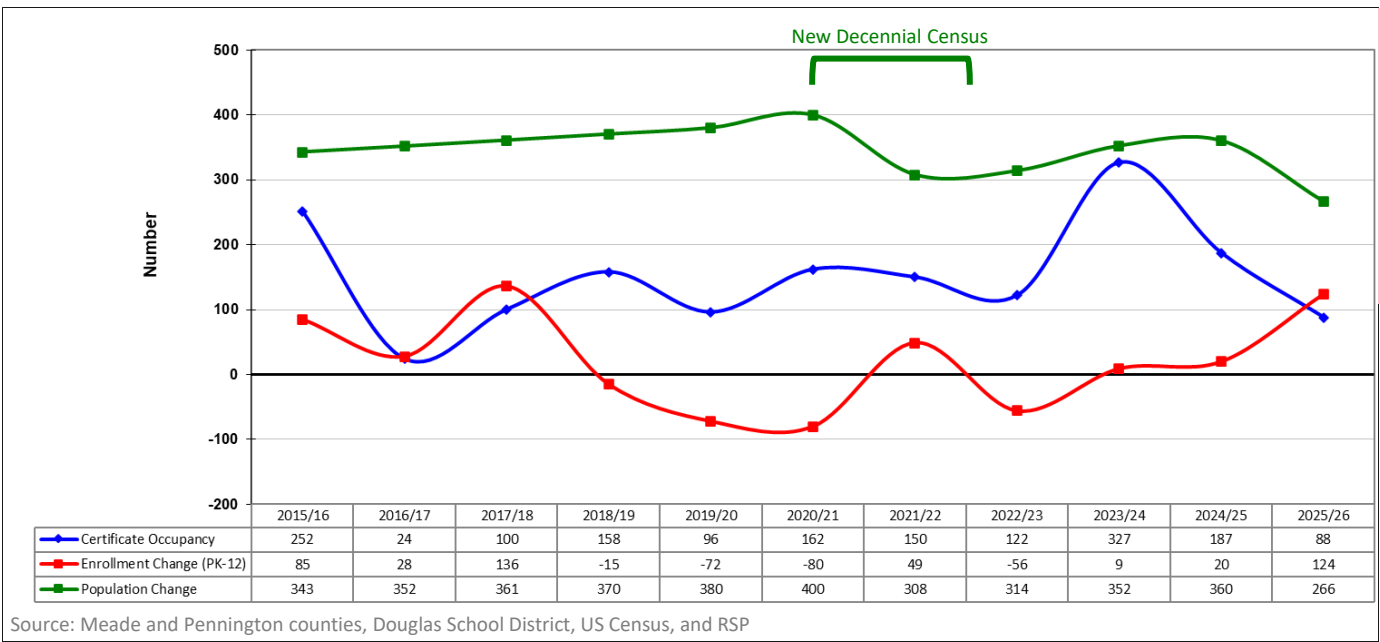
- RSP & Associates actively monitors over 100 planning areas, using demographic, development, and enrollment datasets to provide ongoing insight and forecasting.
 - The highest student population density is concentrated south of Liberty Boulevard in the mobile home park neighborhood
 - Neighborhoods 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.

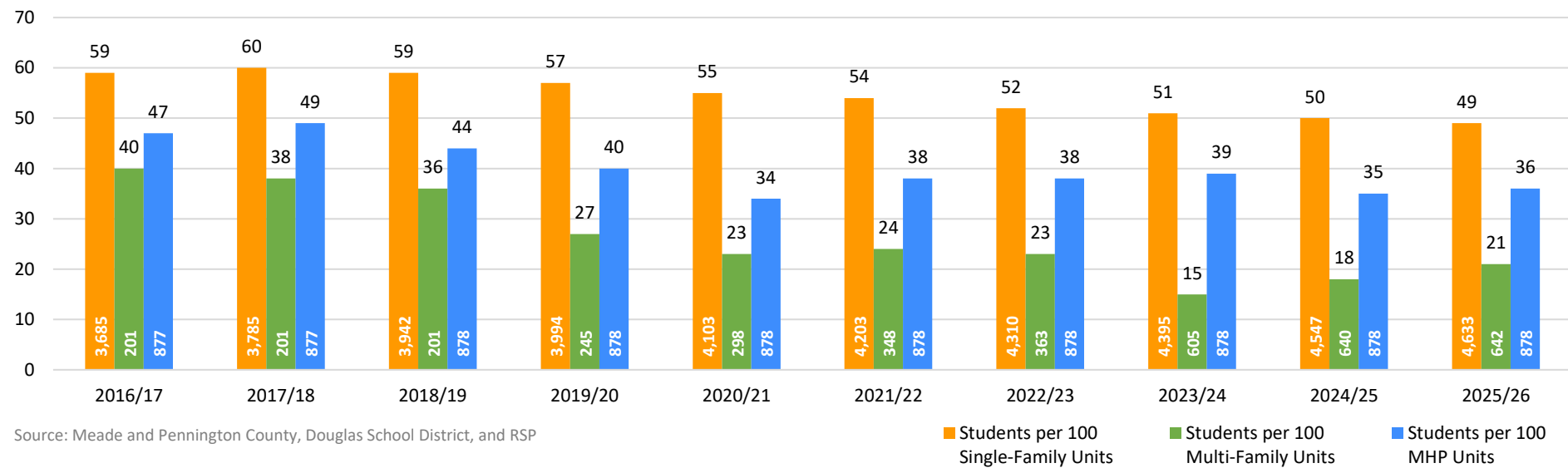


Observations:

- **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.

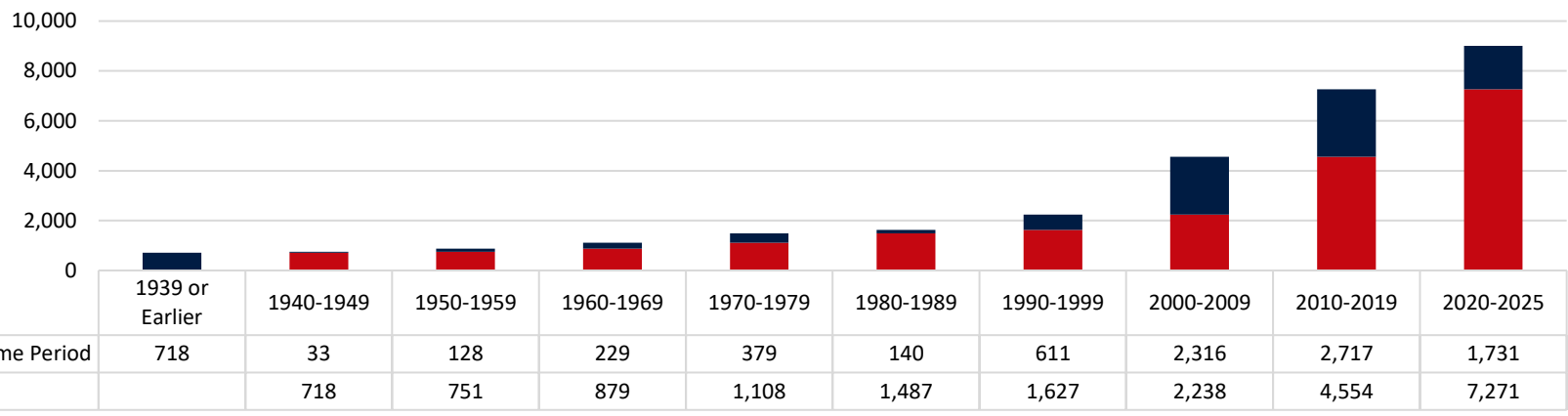
Source: Pennington and Meade County, and RSP

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



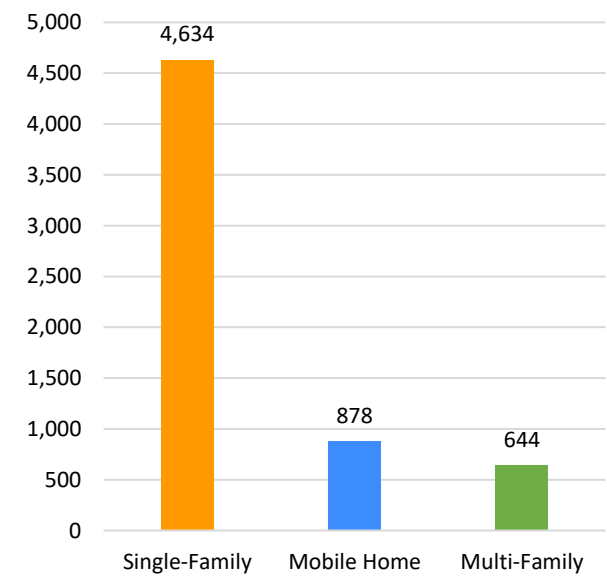
Source: Meade and Pennington counties and RSP

■ 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
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

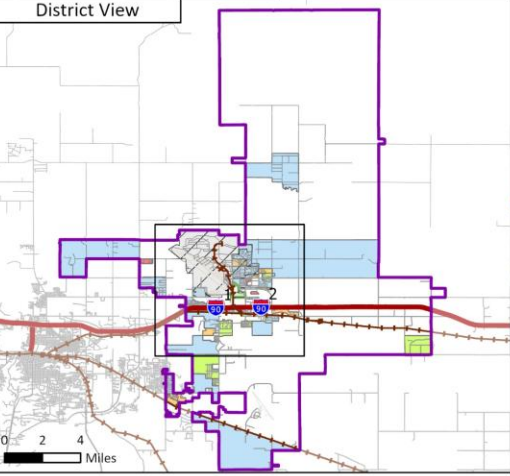
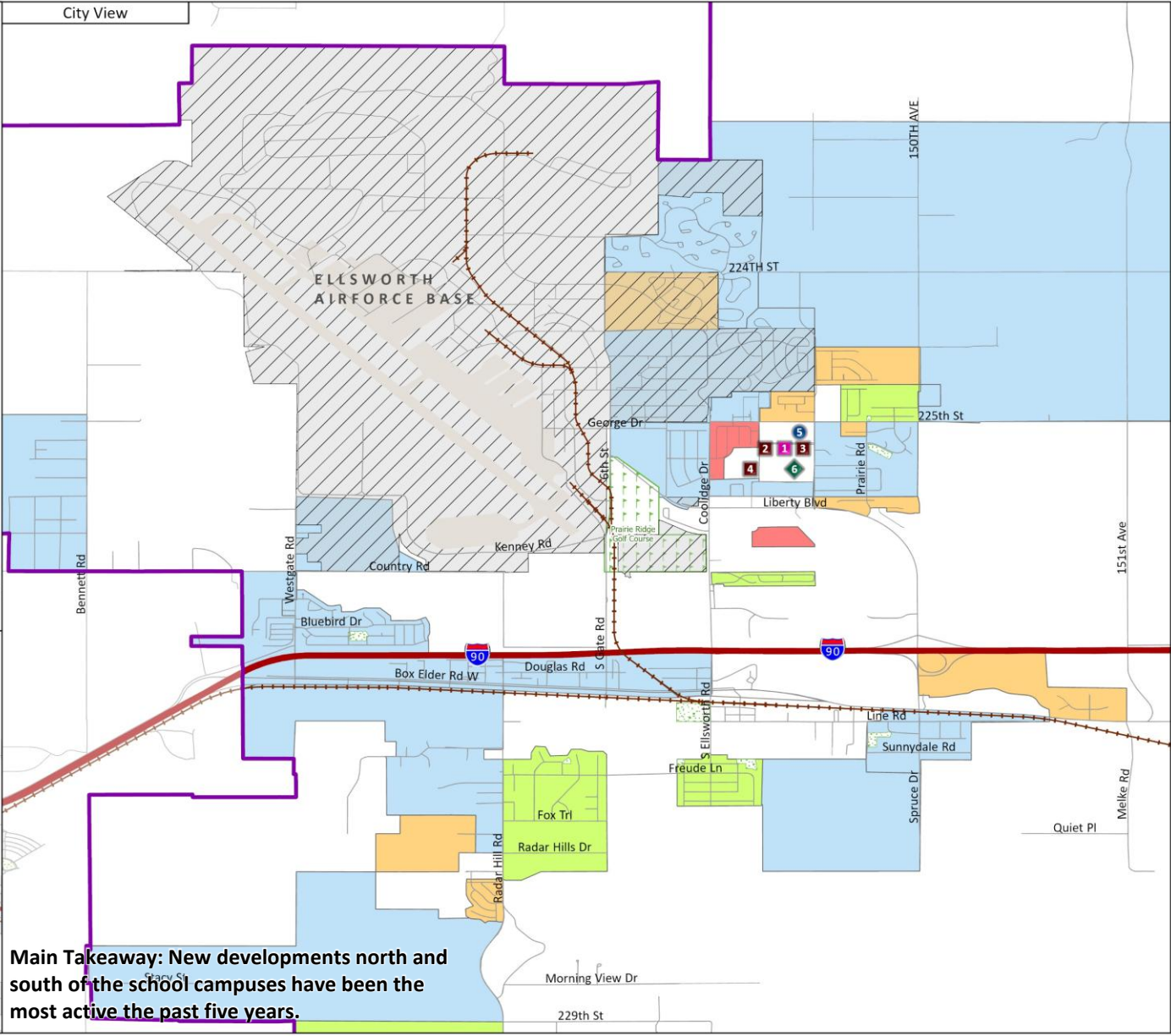
Average Year Built

- 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

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

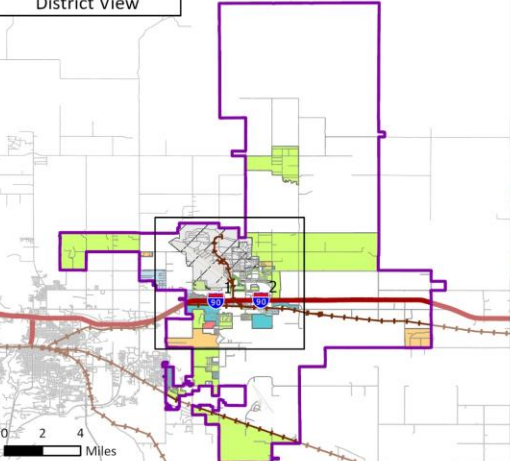
- No Residential Value
- < \$100,000
- \$100,000 to \$200,000
- \$200,000 to \$300,000
- \$300,000 to \$400,000
- > \$400,000

List of Schools

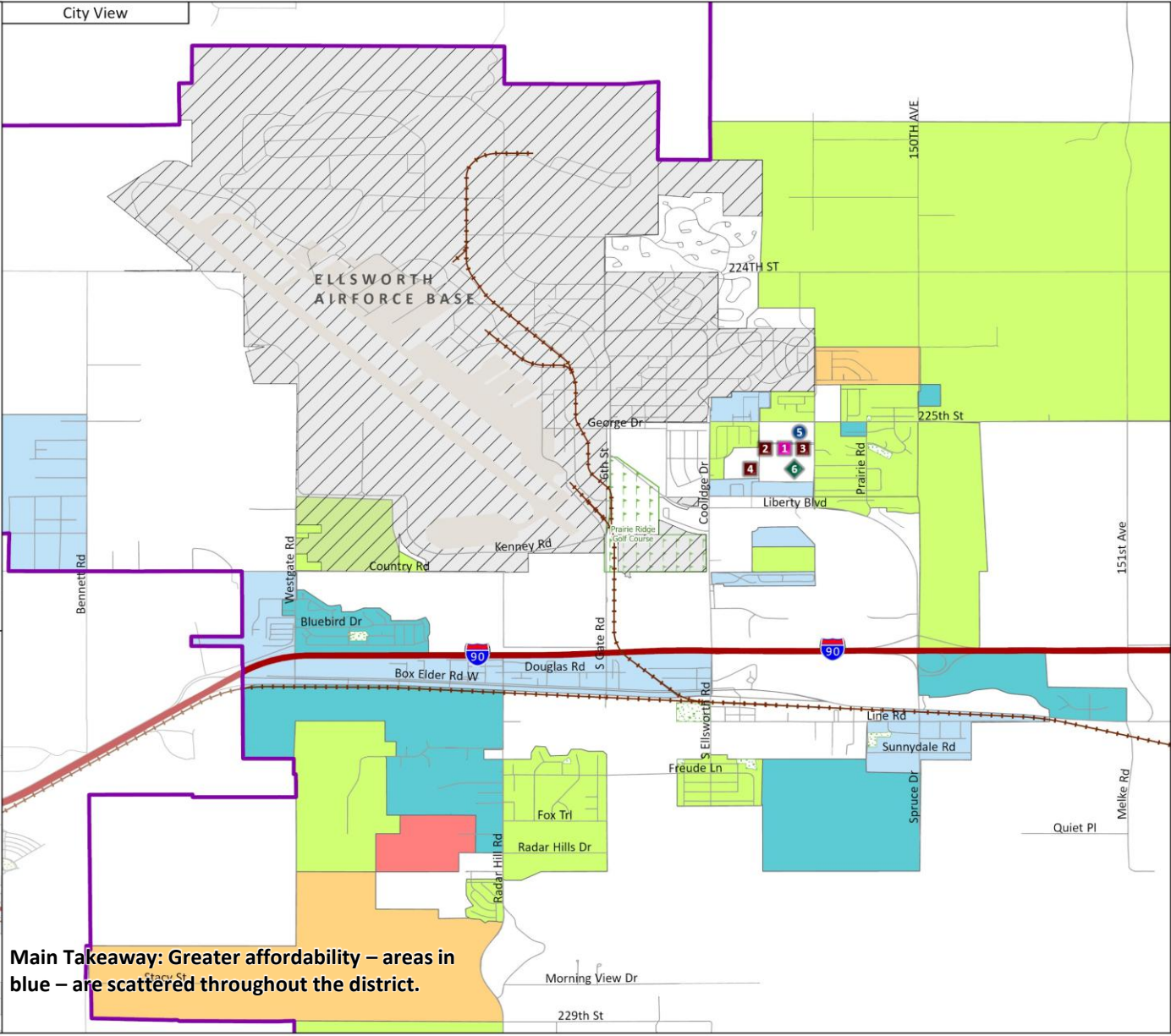
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

Property values provided by Pennington and Meade County. Median Home Values displayed by planning area.


District View



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.



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

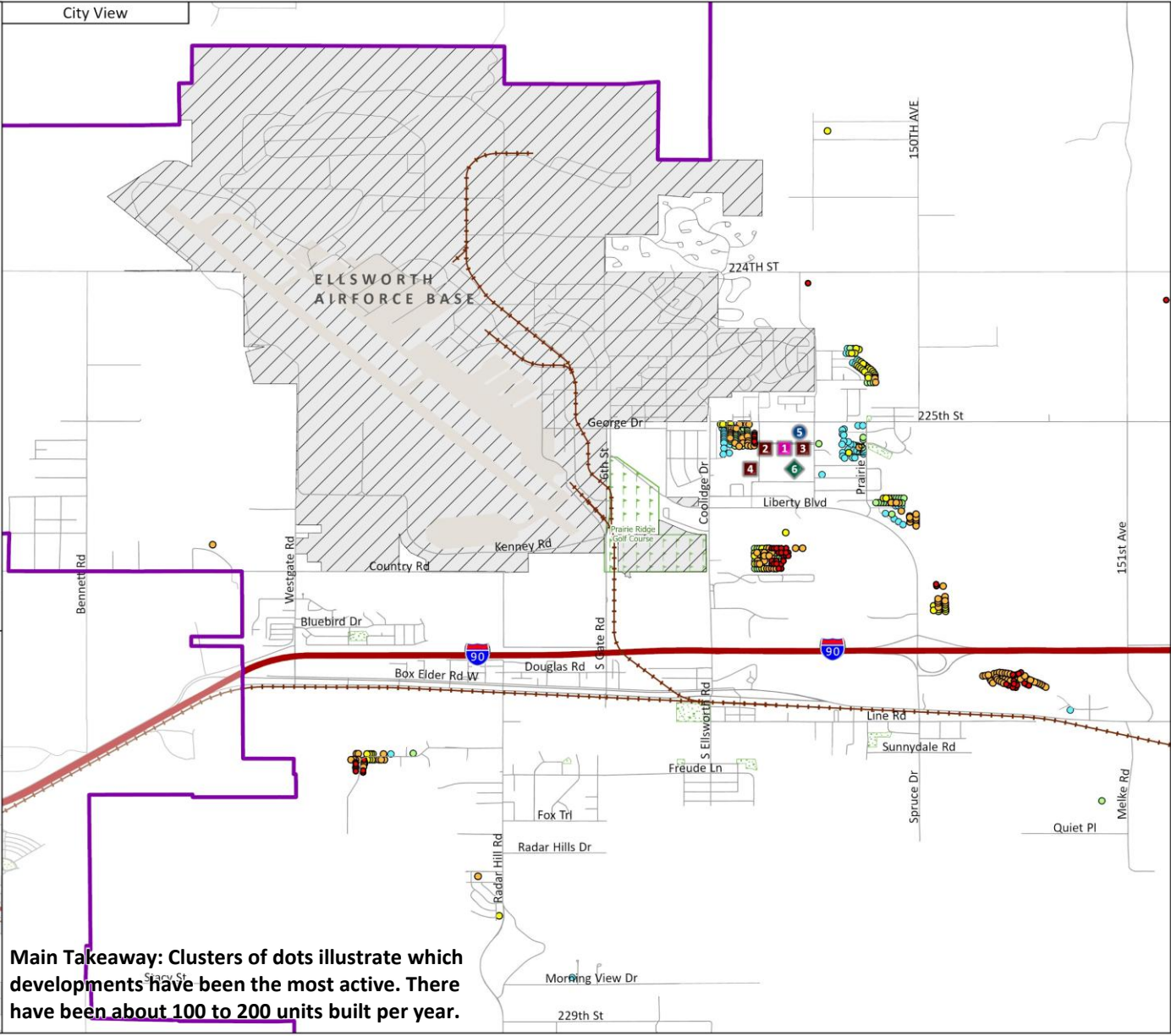
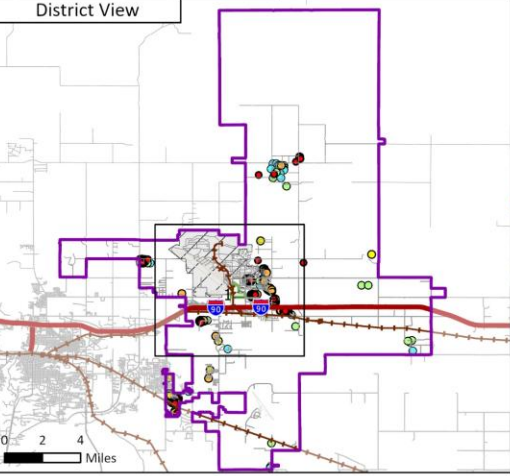
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

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

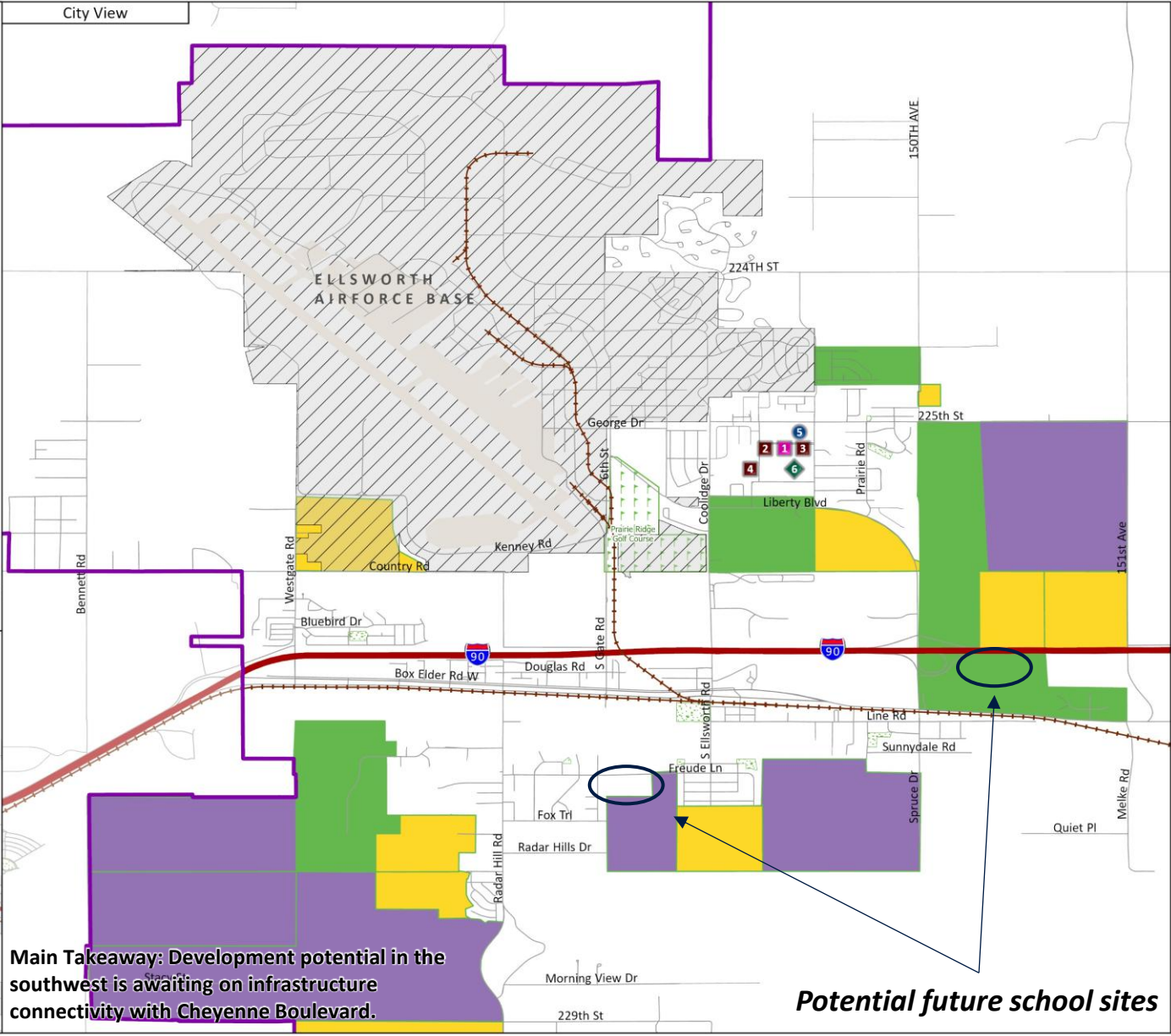
Growth Areas

- 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:

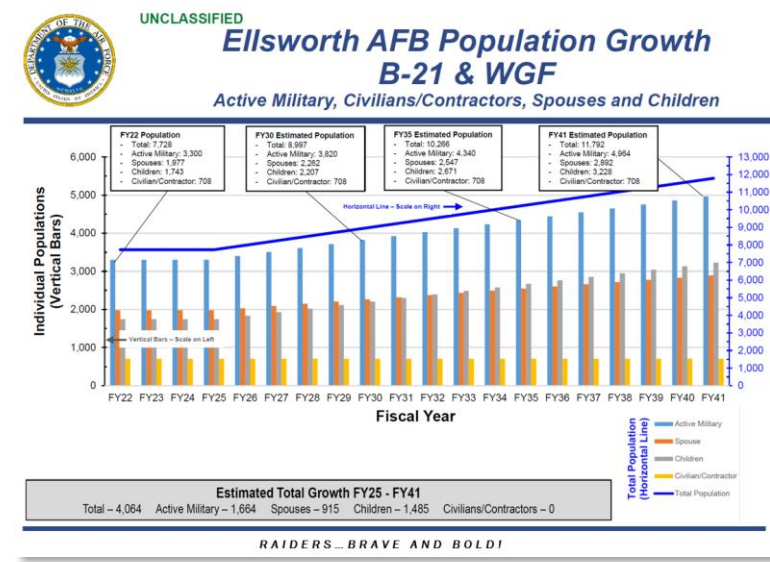
- Large-scale base investment now underway as Ellsworth prepares for the B-21 mission; media coverage describes “billion-dollar improvements” beginning with major airfield work (e.g., runway reconstruction).
- Planning materials shared with state officials cite ~1,500 additional students over ~15 years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

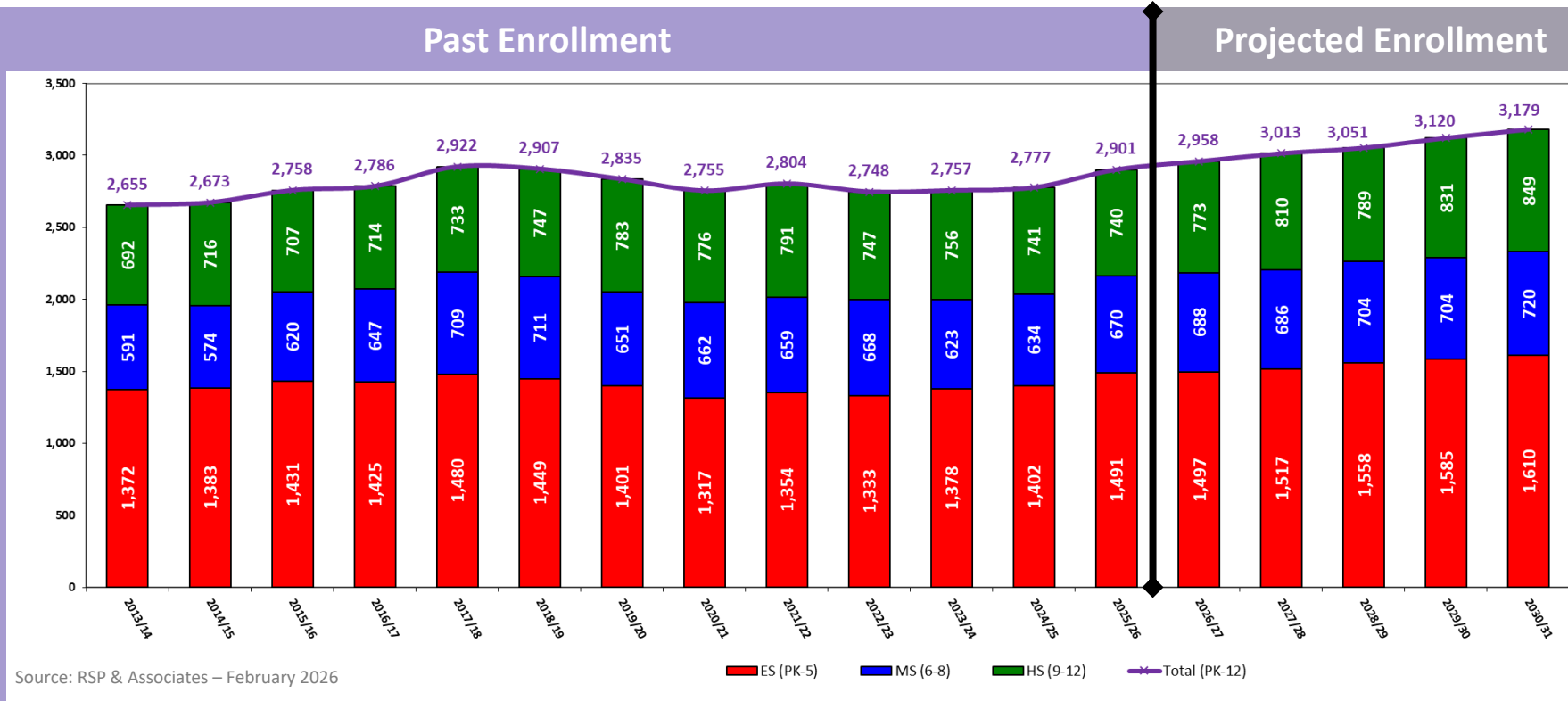
- With lower yield rates, new residential development has a more limited impact on student enrollment than in previous decades, reinforcing the need for a conservative growth model in planning.
 - Monitoring local economic factors is key to understanding how the next decade of residential growth may 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

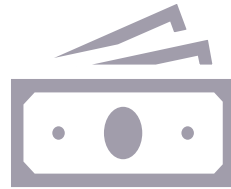
- 2000 to 2010: 1.41%
- 2010 to 2020: 2.61%
- 2020 to 2025: 2.00%
- 2025 to 2030: 1.30%



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

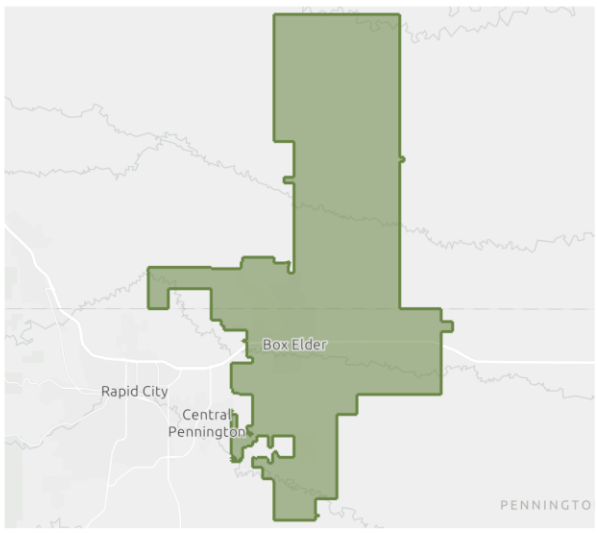
Notes:

- 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

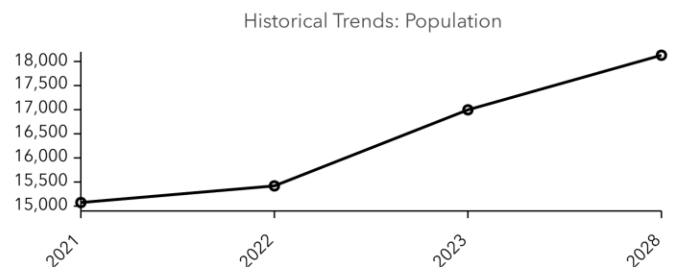
POPULATION TRENDS AND KEY INDICATORS

Douglas School District 51-1
Geography: Unified School District

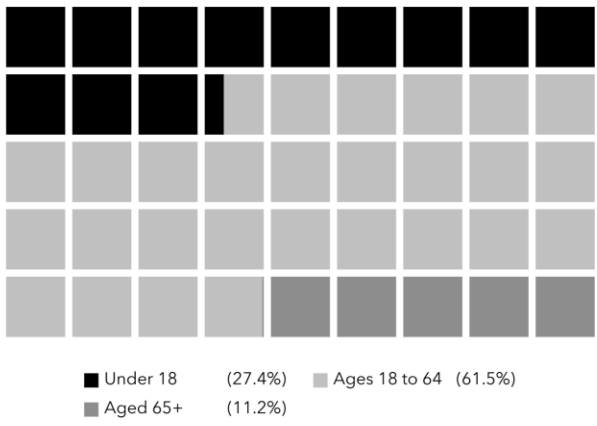


| | | | | | | | | |
|---------------|--------------|--------------------|-------------|-------------------------|-------------------|--------------|-----------------------|-----------------|
| 16,997 | 5,688 | 2.85 | 30.3 | \$78,392 | \$297,144 | 63 | 95 | 50 |
| Population | Households | Avg Size Household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

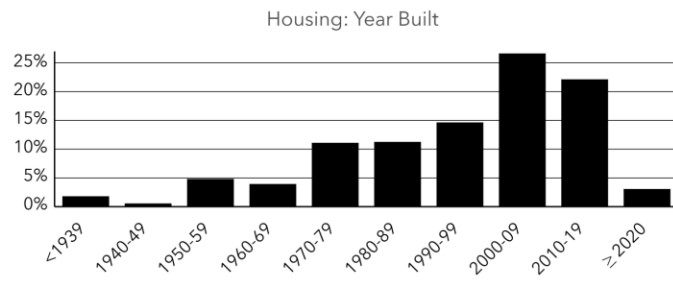
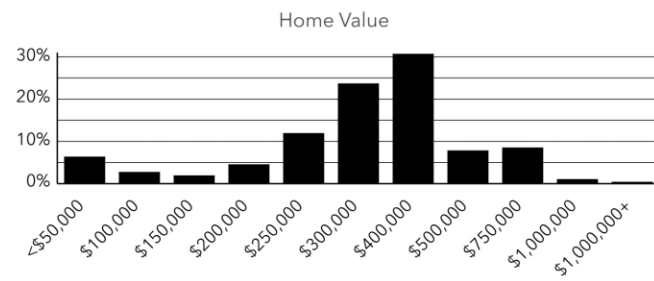
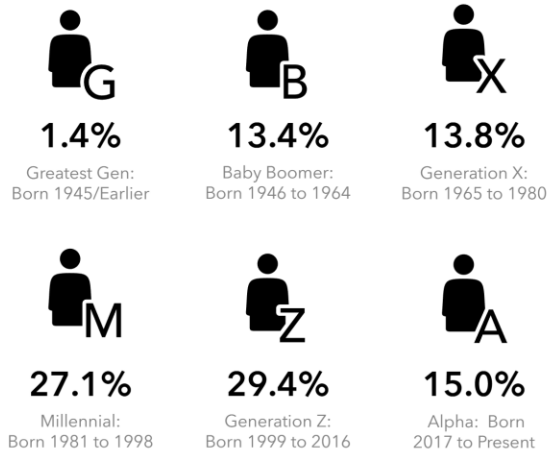
MORTGAGE INDICATORS



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

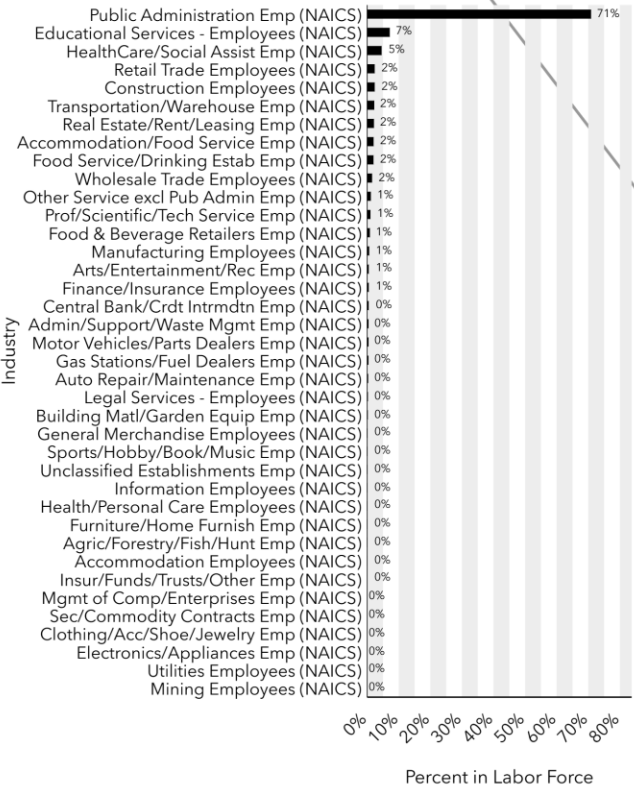
Source: US Census BAO and ESRI
Note: Demographic information includes all persons residing in the school district boundary (not just student data)

Census Employment Outlook

Economic Development Profile

Douglas School District 51-1
 Geography: Unified School District

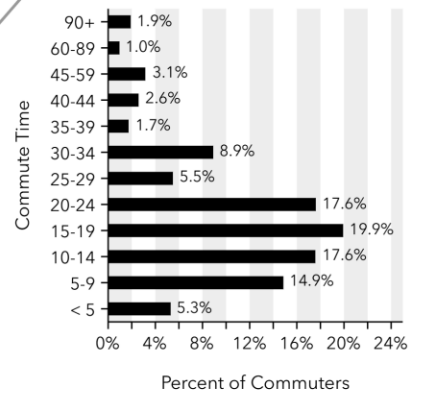
2024 The North American Industry Classification System (NAICS)



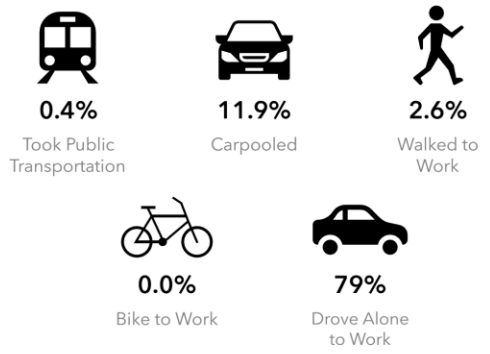
Workforce Overview



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 | | | | | |

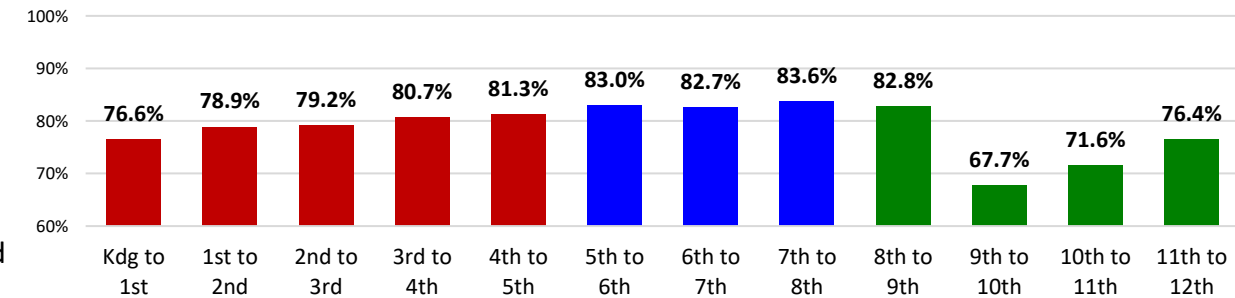
Source: Douglas School District Student Data and RSP

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

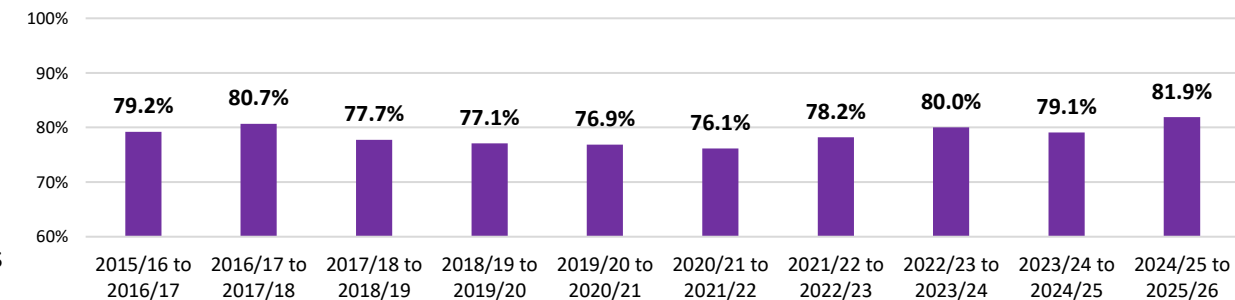
Visual 2: Average Cohort Retention by Grade Cohort



Retention Over Time (Visual 3)

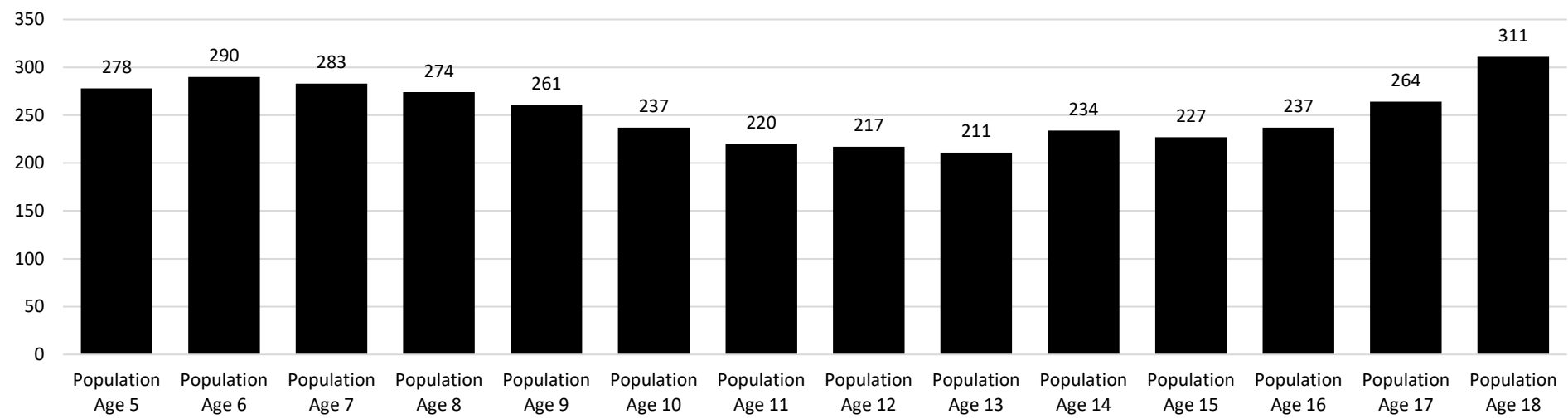
- The district has a highly transient population with the AFB population creating a lower student retention
- Retention has been improving as more years of enrollment stability and growth occur
- From 2024/25 to 2025/26, 81.9% of students were retained (10-Year High)

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

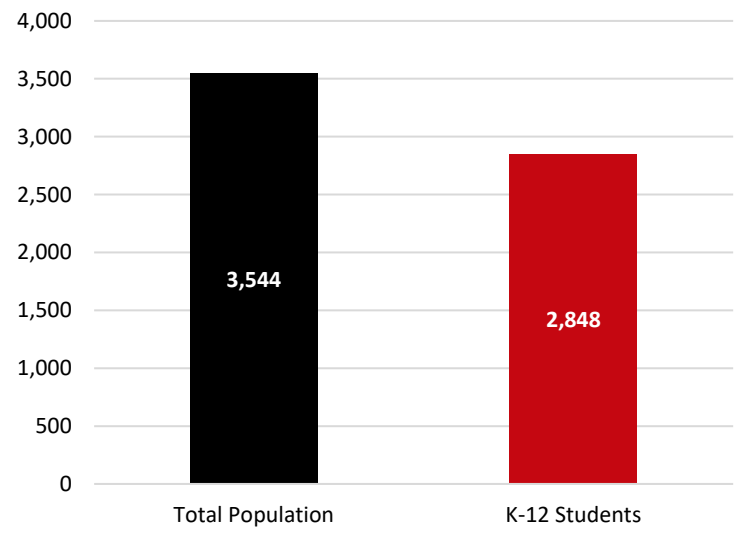


2025 Student Age Population (Ages 5 to 18)

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

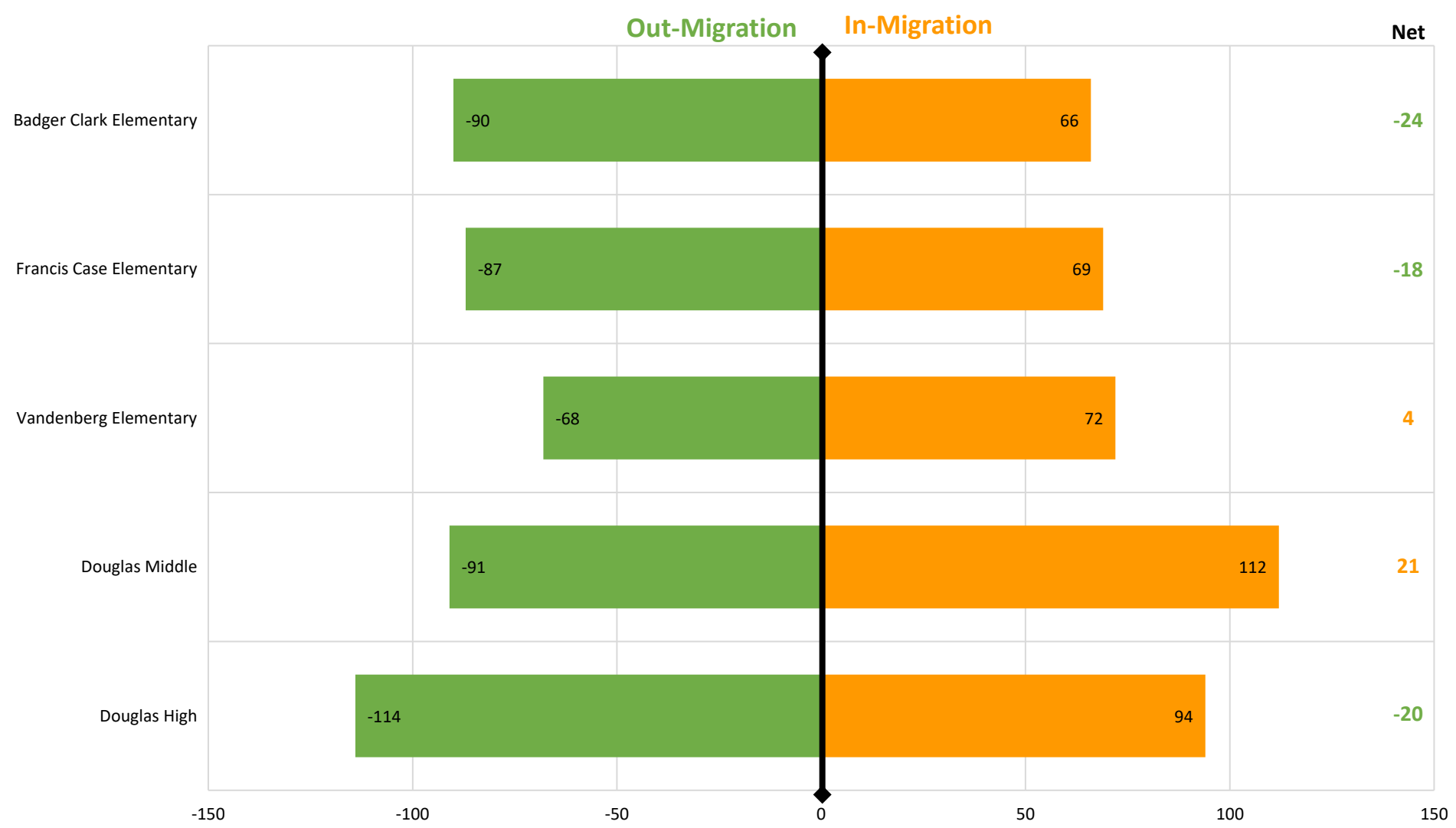
| Calendar Year | # Live Births | Birth Change | % Birth Change | School Year | # Kdg | %Kdg of Live Births |
|-------------------------|---------------|--------------|----------------|-------------|-------|---------------------|
| 2008 | 372 | | | 2014/15 | 81 | 21.8% |
| 2009 | 312 | -60 | -16.1% | 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:

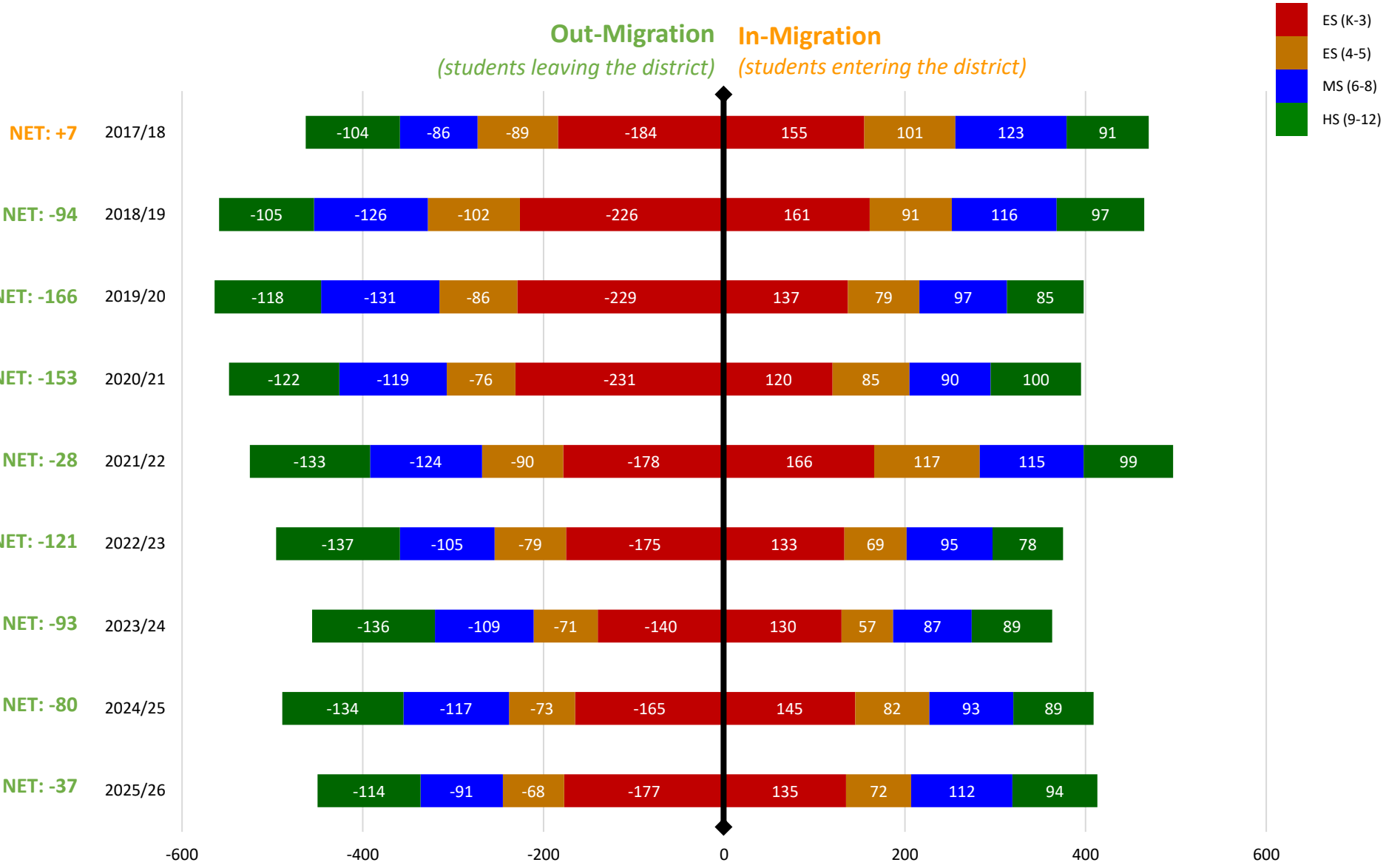
- Tracks the number of live births and the corresponding number of kindergarten students five years later
- Pennington County: 3-year average of 38 less live births per year; the district typically sees about 10% of births in Kdg five years later
- Meade County: 3-year average of 21 more live births 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

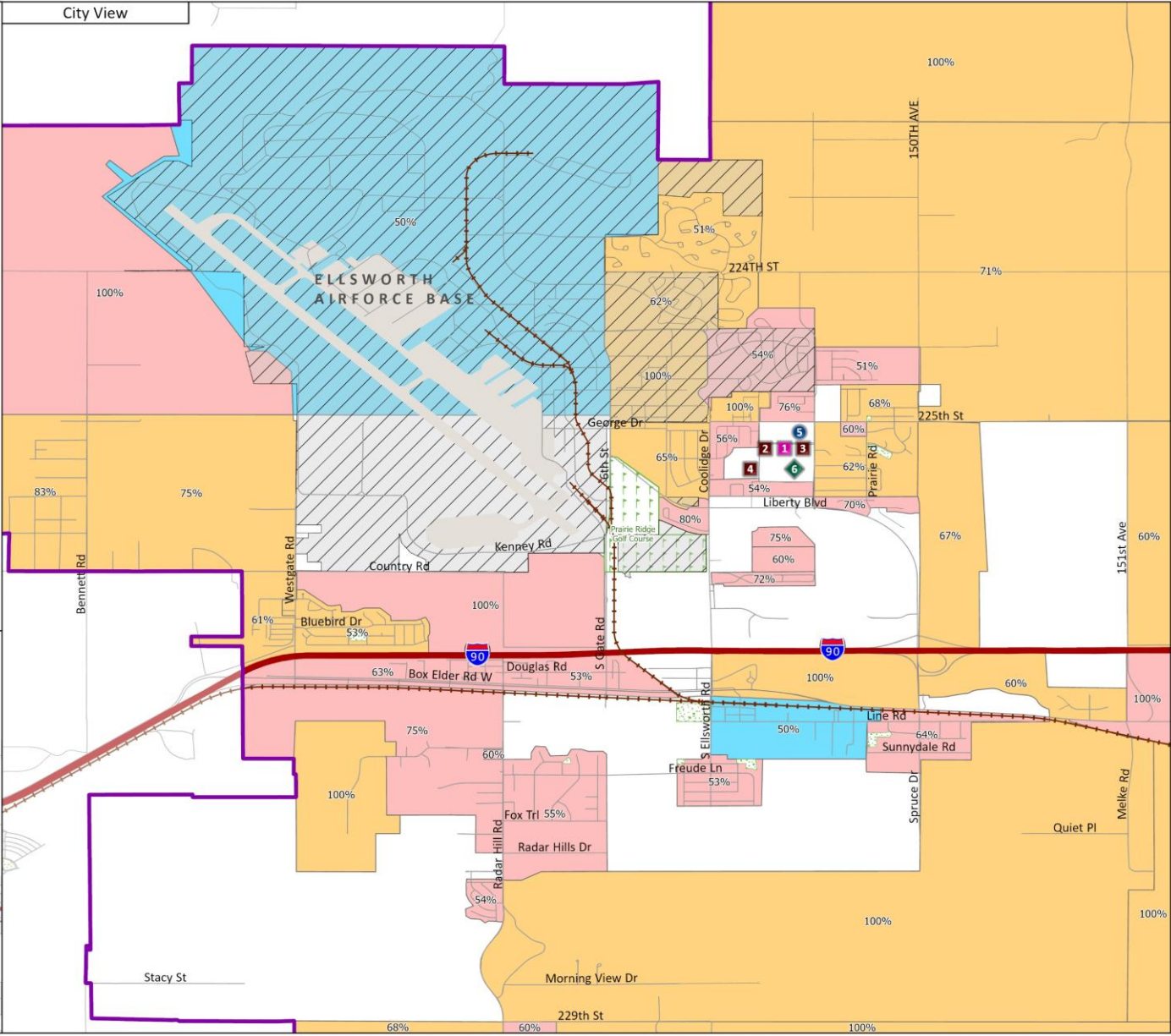
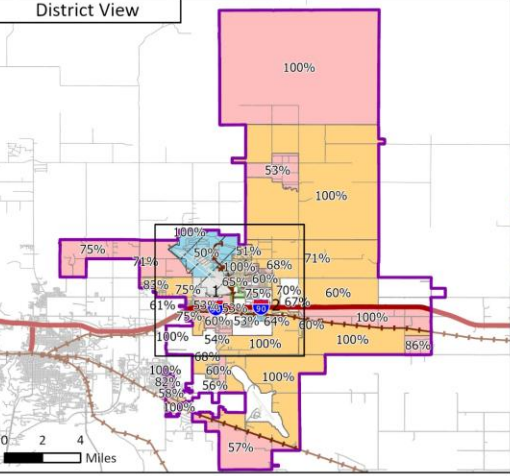
-  District Boundary
-  Early Education
-  Elementary School
-  Middle School
-  High School
-  Ellsworth Airforce Base
-  Golf Course
-  Park & Recreation
-  Badger Clark Elementary
-  Francis Case Elementary
-  Equally Split
-  No Students

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

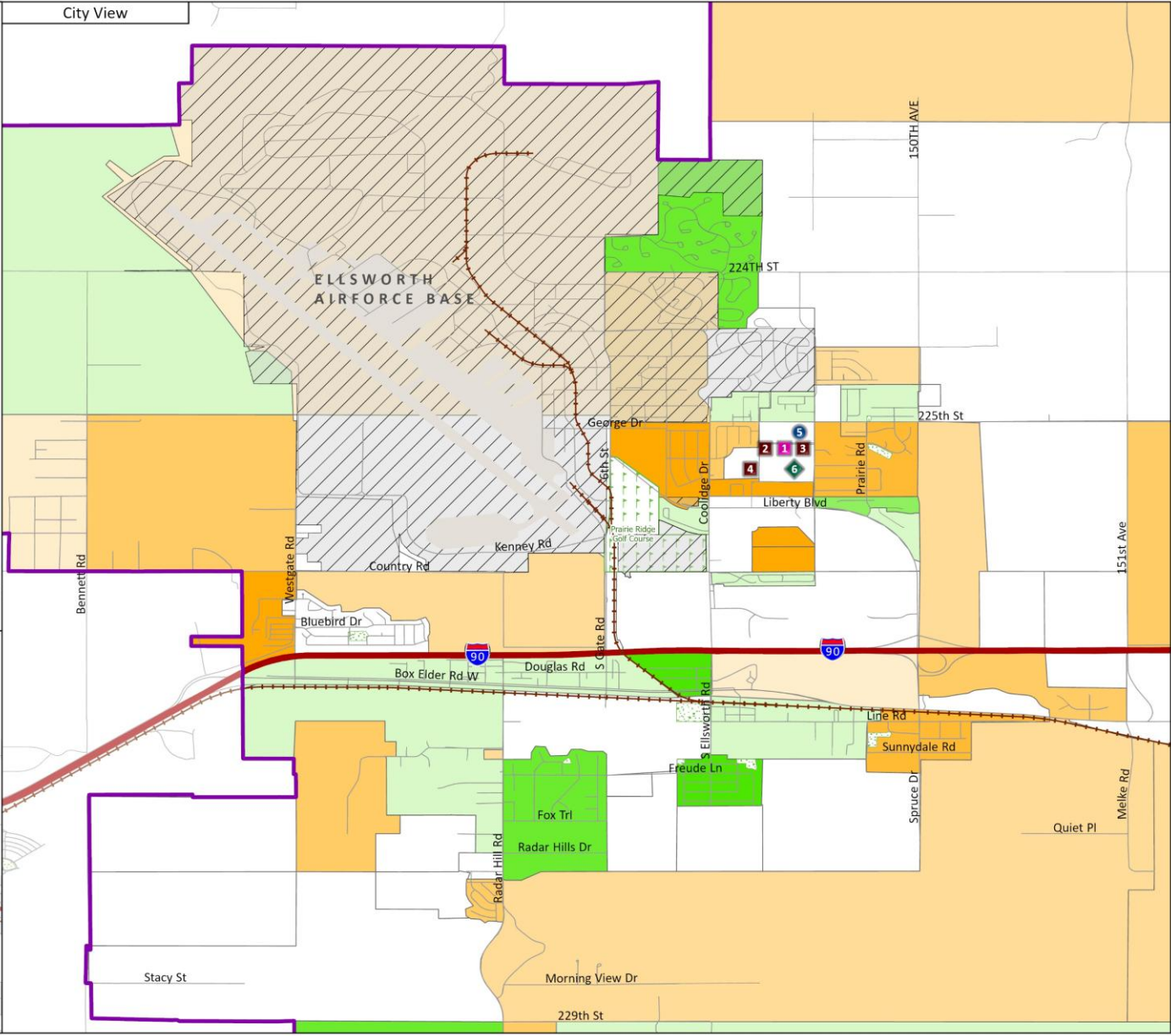
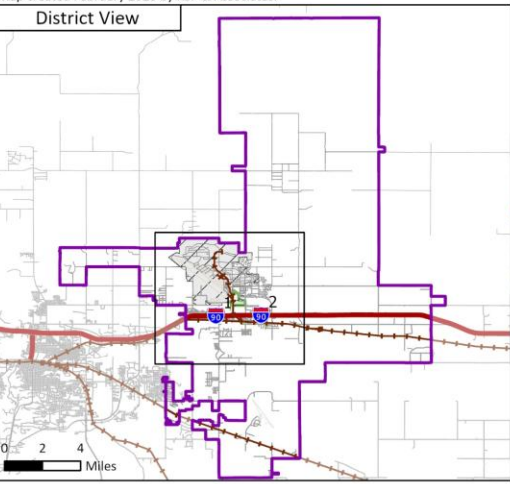
Student Count Change from 2021/22 to 2025/26 in Grades K-3

- 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

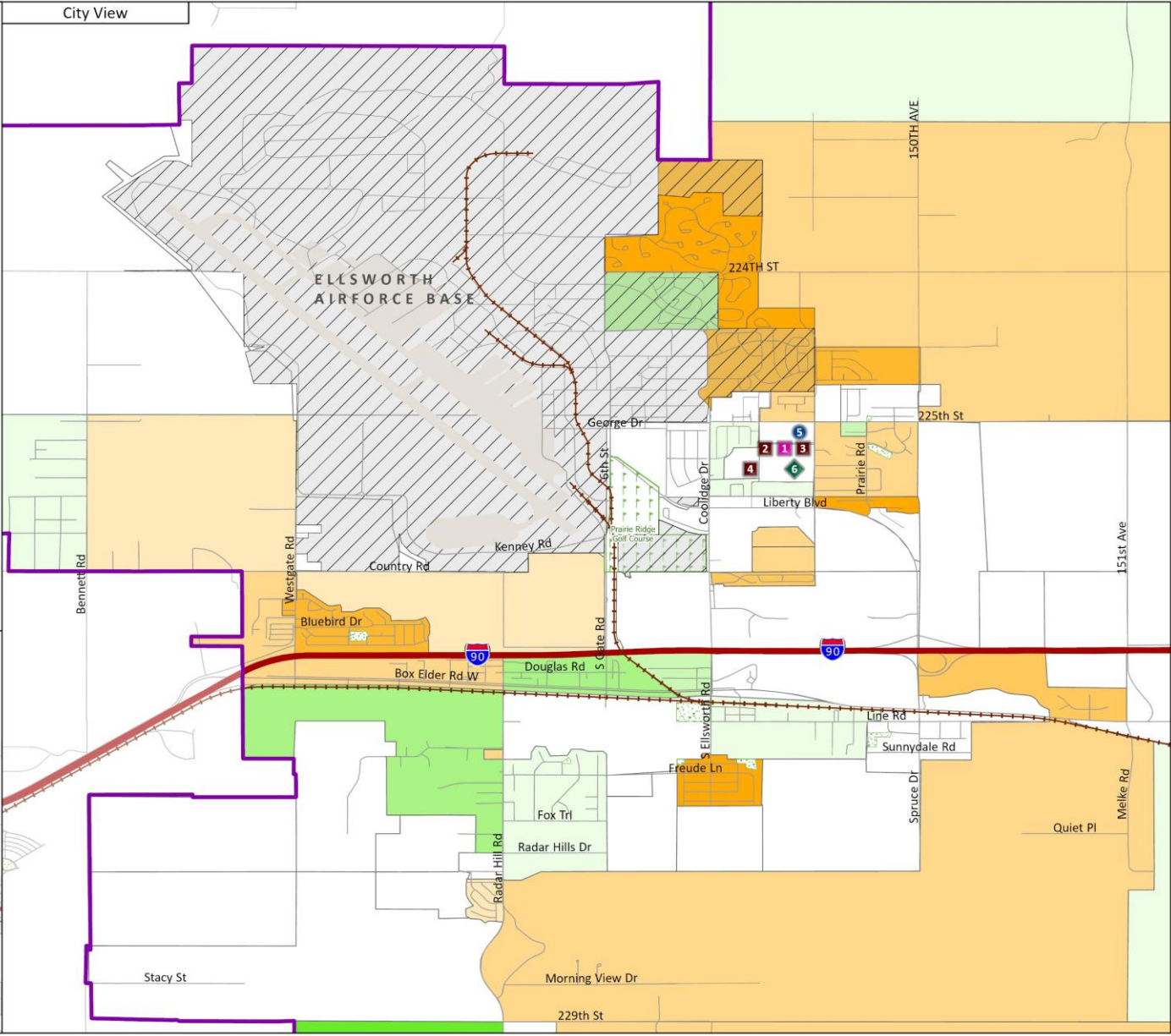
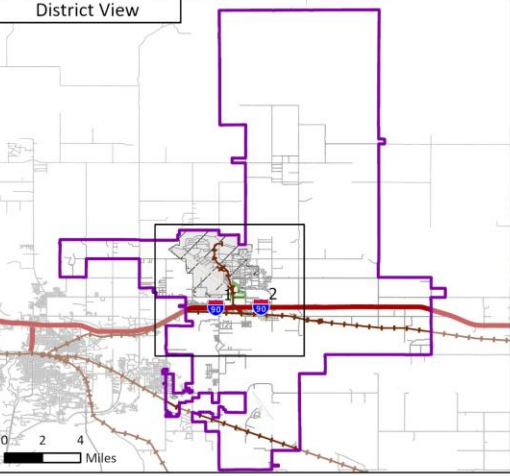
- Legend**
- District Boundary
 - Early Education
 - Elementary School
 - Middle School
 - High School
 - Ellsworth Airforce Base
 - Golf Course
 - Park & Recreation

- 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.



Middle School Student Count Change Map

Douglas School District

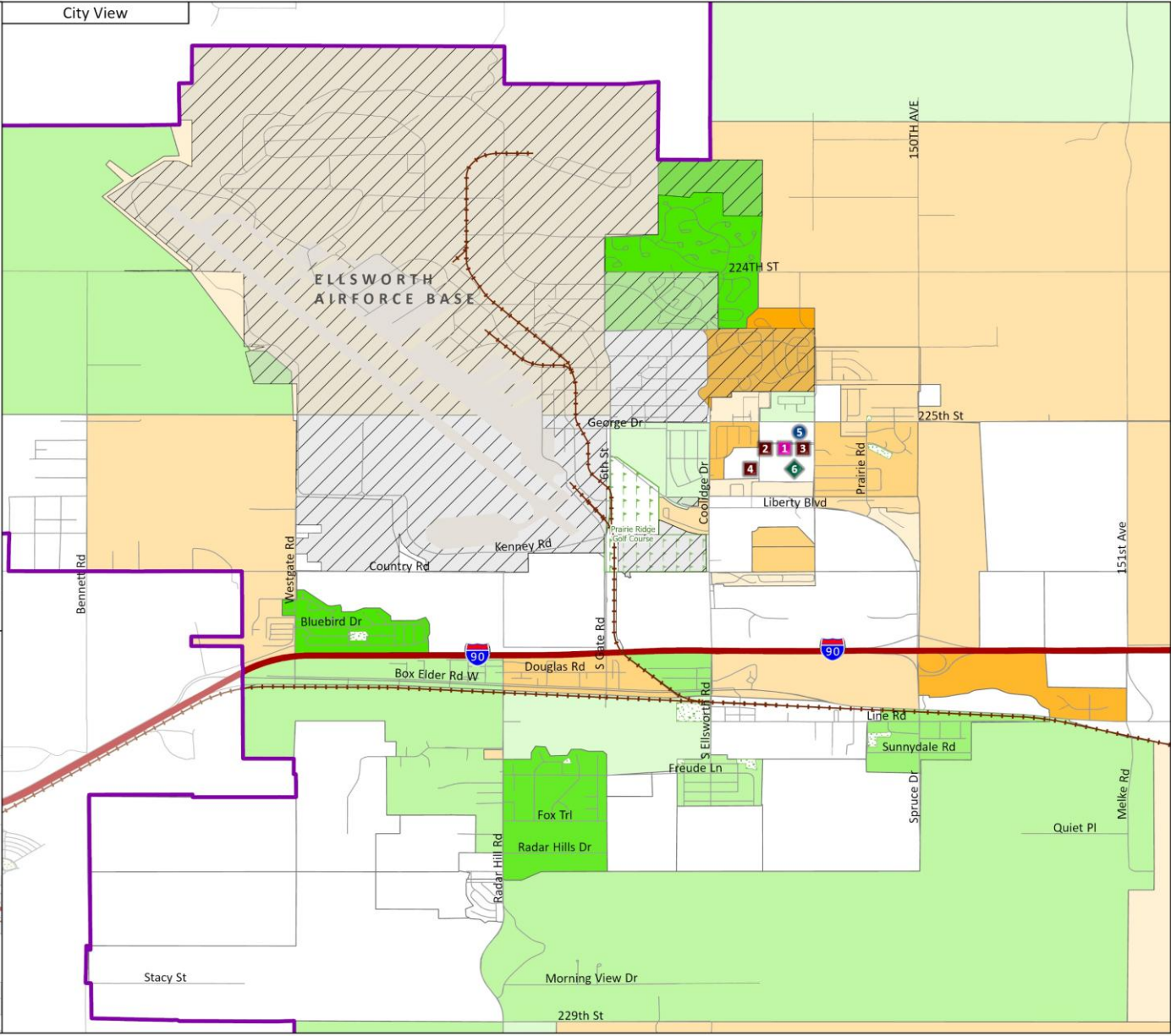
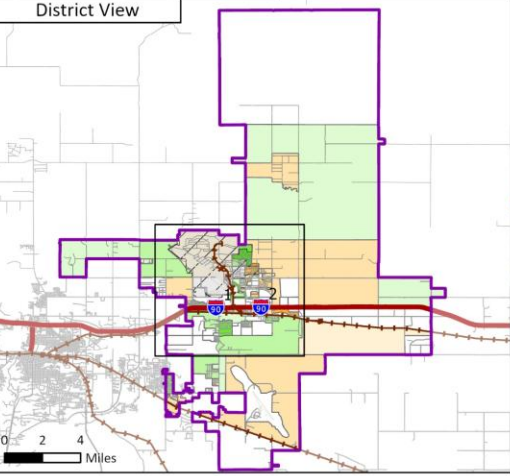
Student Count Change from 2021/22 to 2025/26 in Grades 6-8

- 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

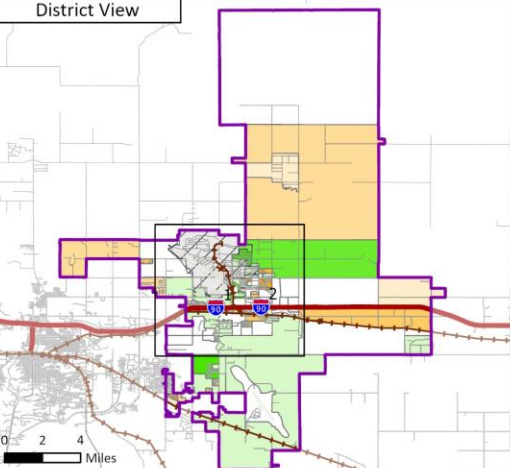
 Decrease in Students

 Increase in Students

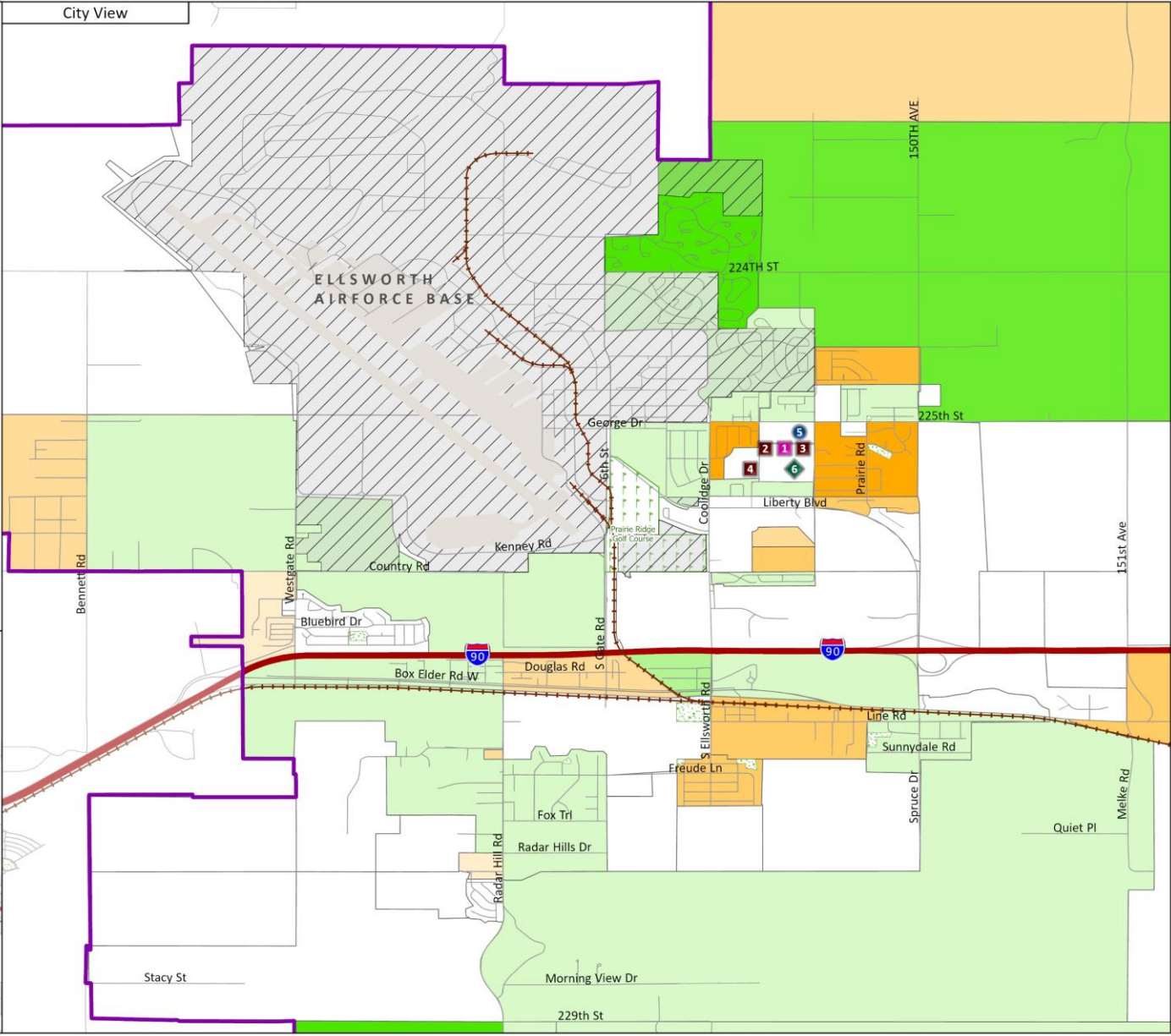
Count Change is the number of students in 2025/26 subtracted by the number in 2021/22 in each Planning Area.

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.

District View



0 2 4 Miles






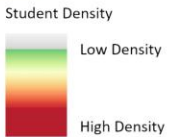
Elementary Student Density Heat Map

 **Douglas School District**

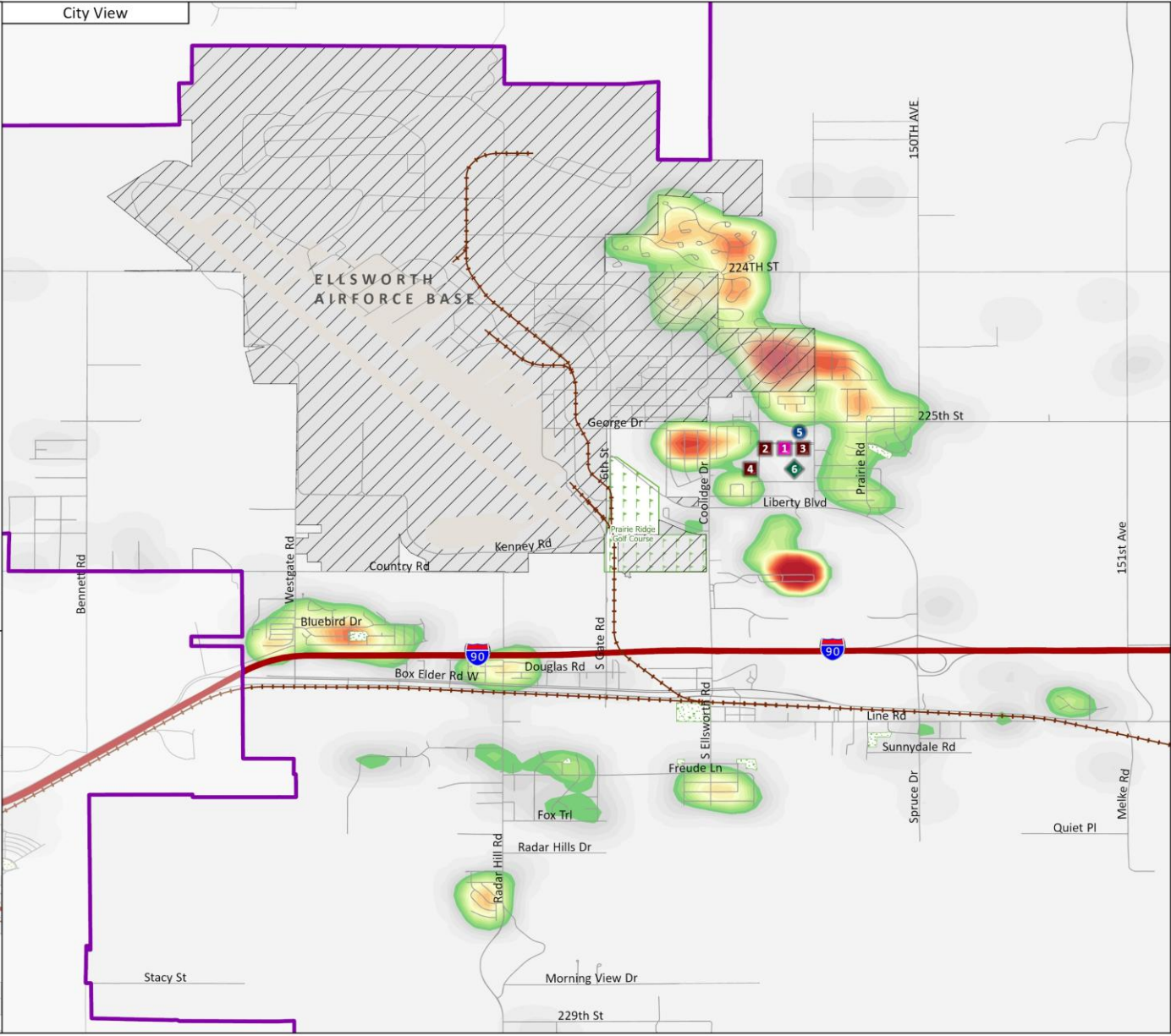
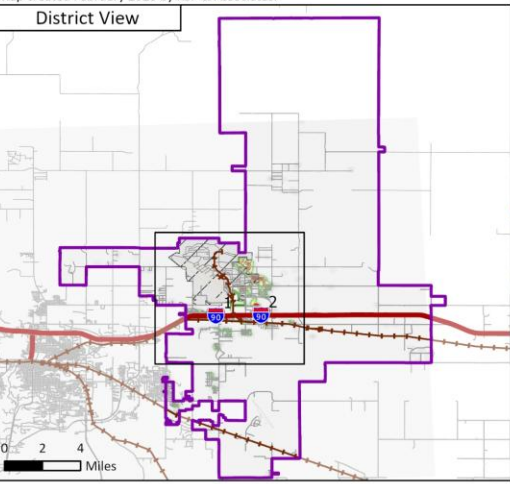
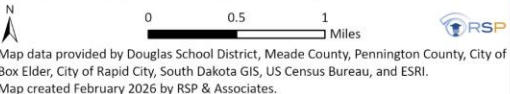
Student "Heat" Density in 2025/26 in Grades K-3

- 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.



Vandenberg Student Density Heat Map



Douglas School District

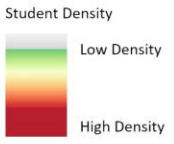
Student "Heat" Density in 2025/26 in Grades 4-5

Legend

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

List of Schools

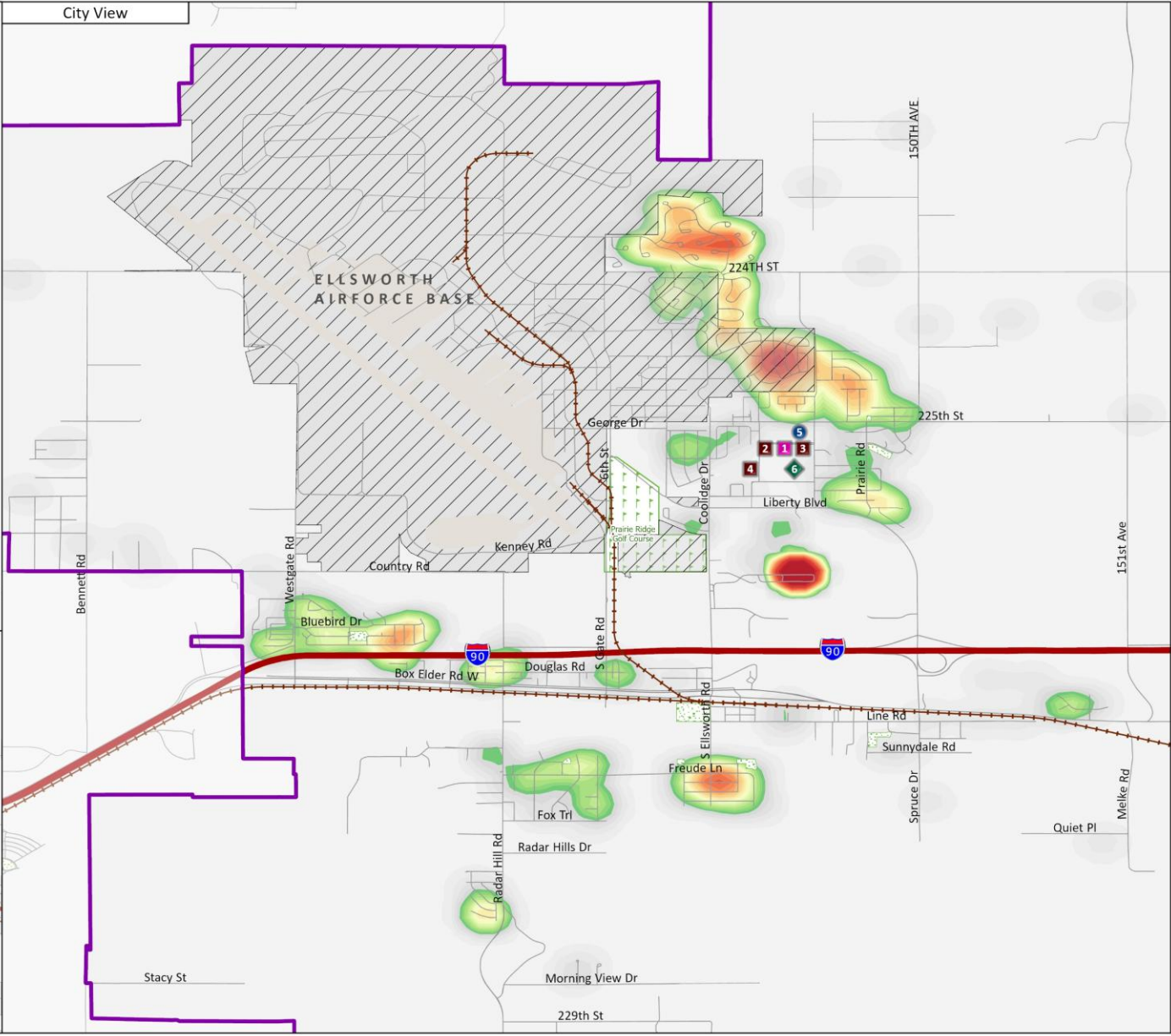
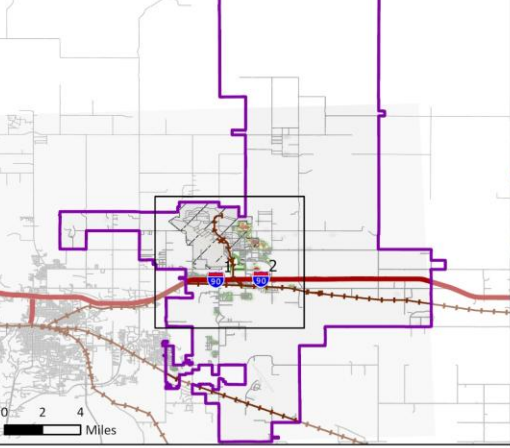
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High




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.

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 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



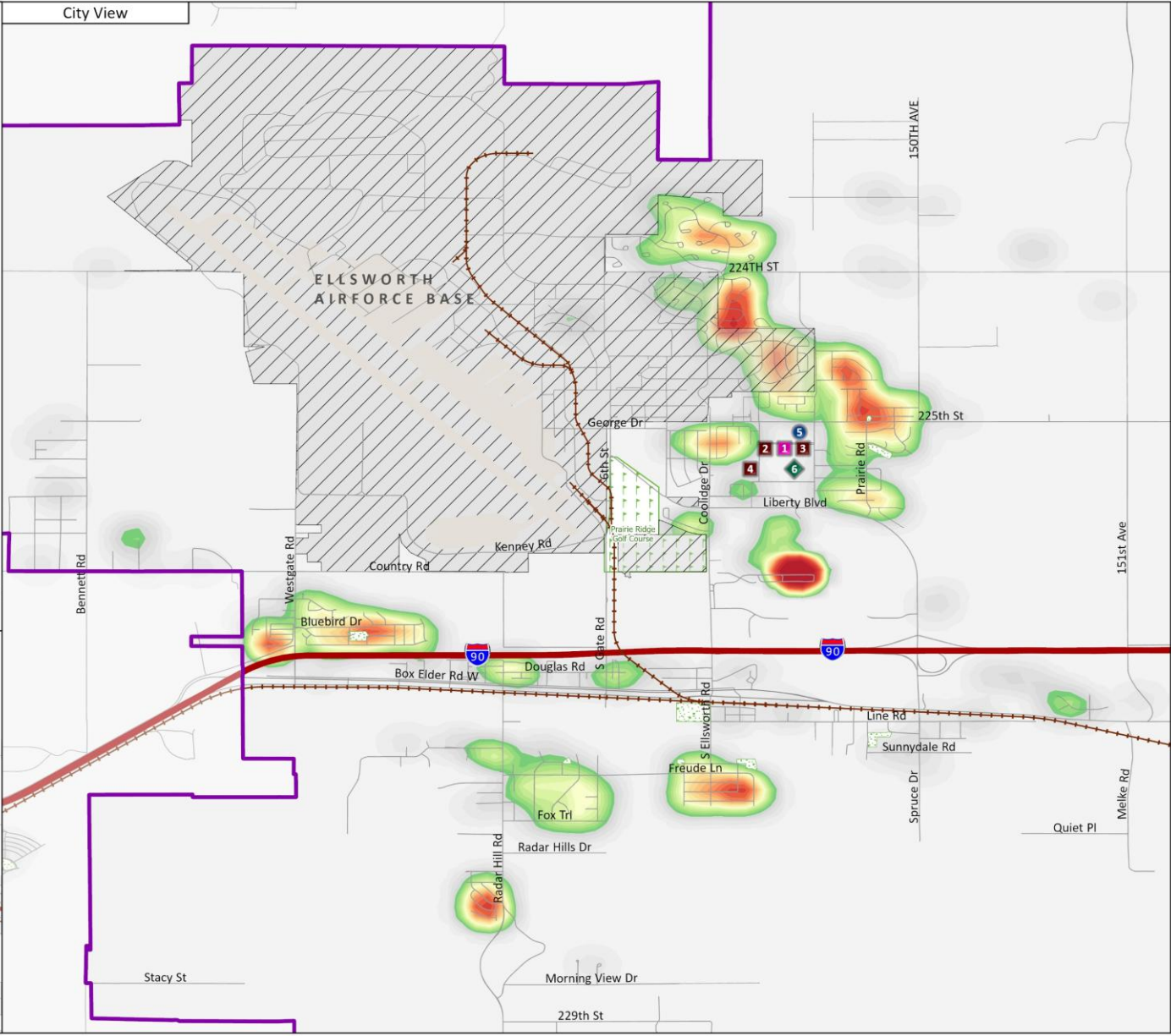
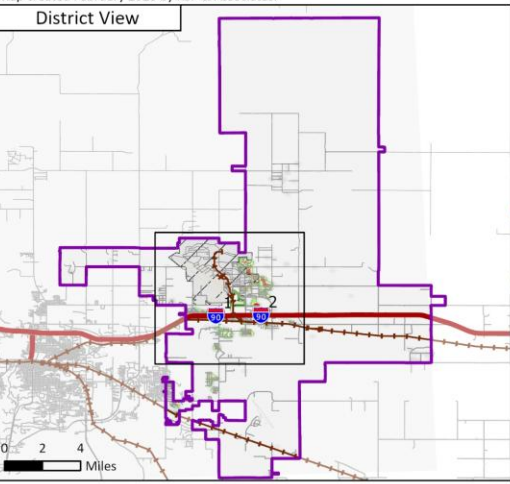
Low Density
High Density

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

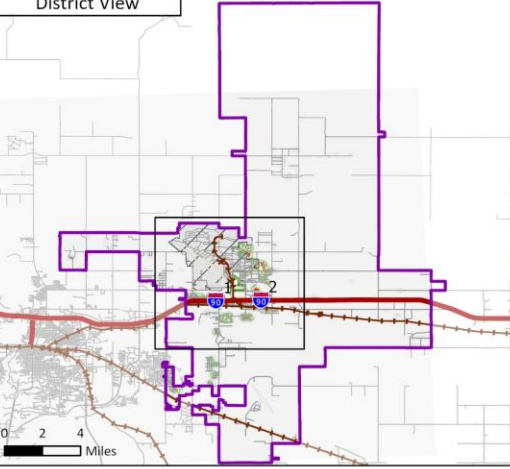
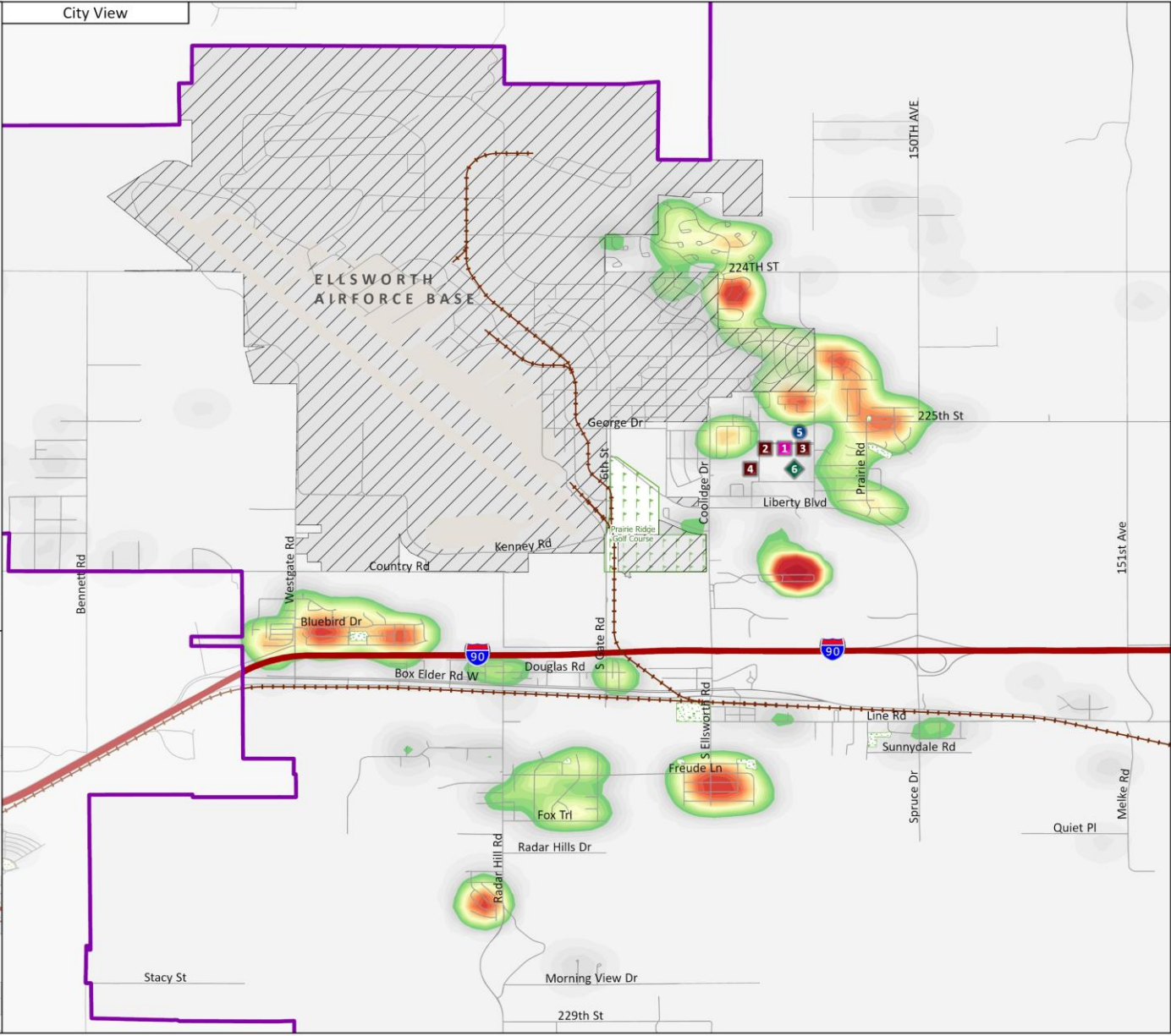
List of Schools

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

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

Student Density Change Map

Douglas School District

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

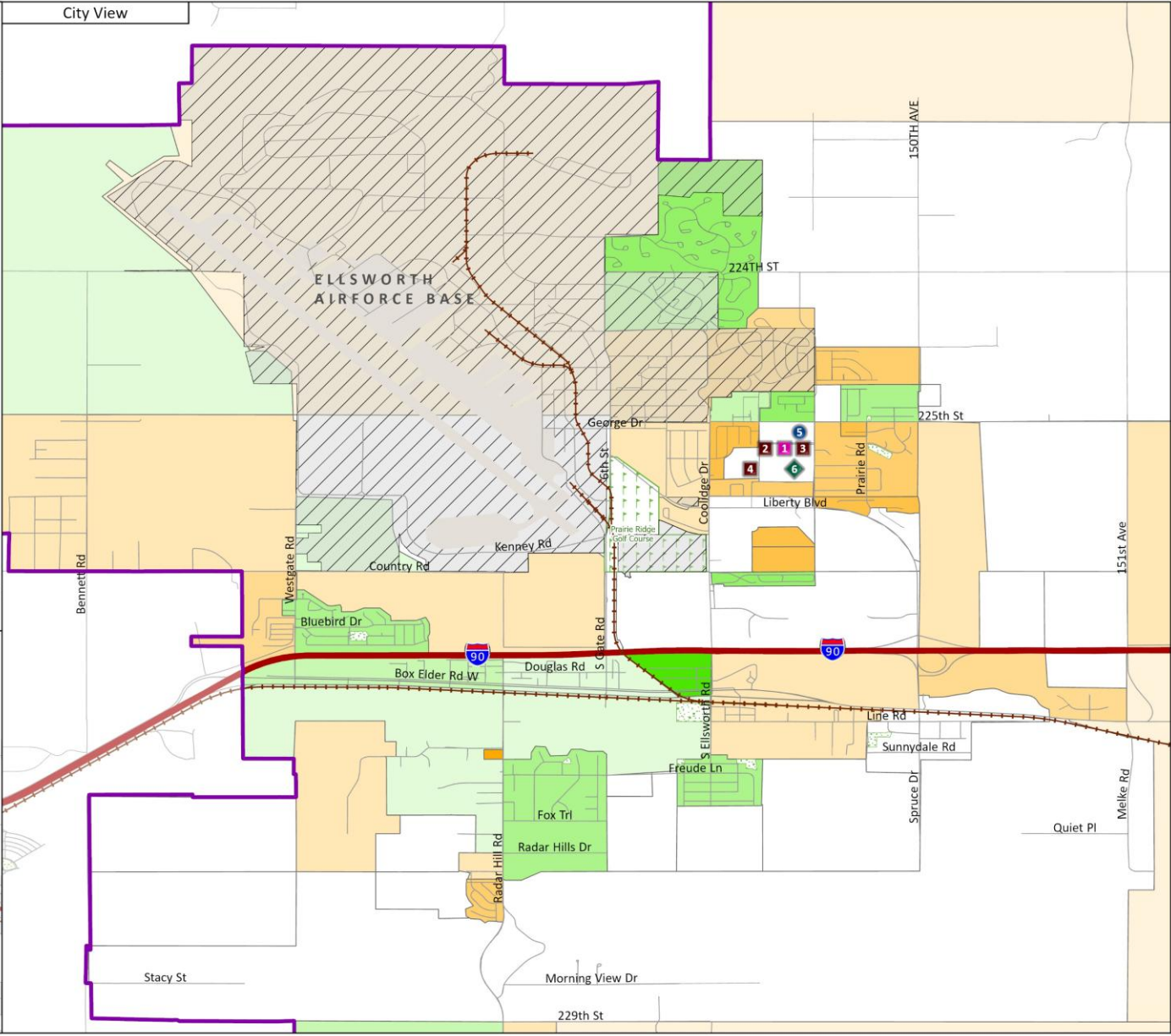
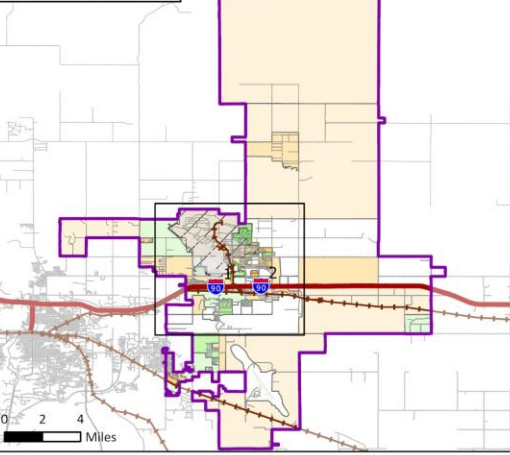
- Legend**
- District Boundary
 - Early Education
 - Elementary School
 - Middle School
 - High School
 - Ellsworth Airforce Base
 - Golf Course
 - Park & Recreation
- List of Schools**
1. Carousel School
 2. Badger Clark Elementary
 3. Francis Case Elementary
 4. Vandenberg Elementary
 5. Douglas Middle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



2021/22 Student Density Map

Douglas School District

2021/22 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

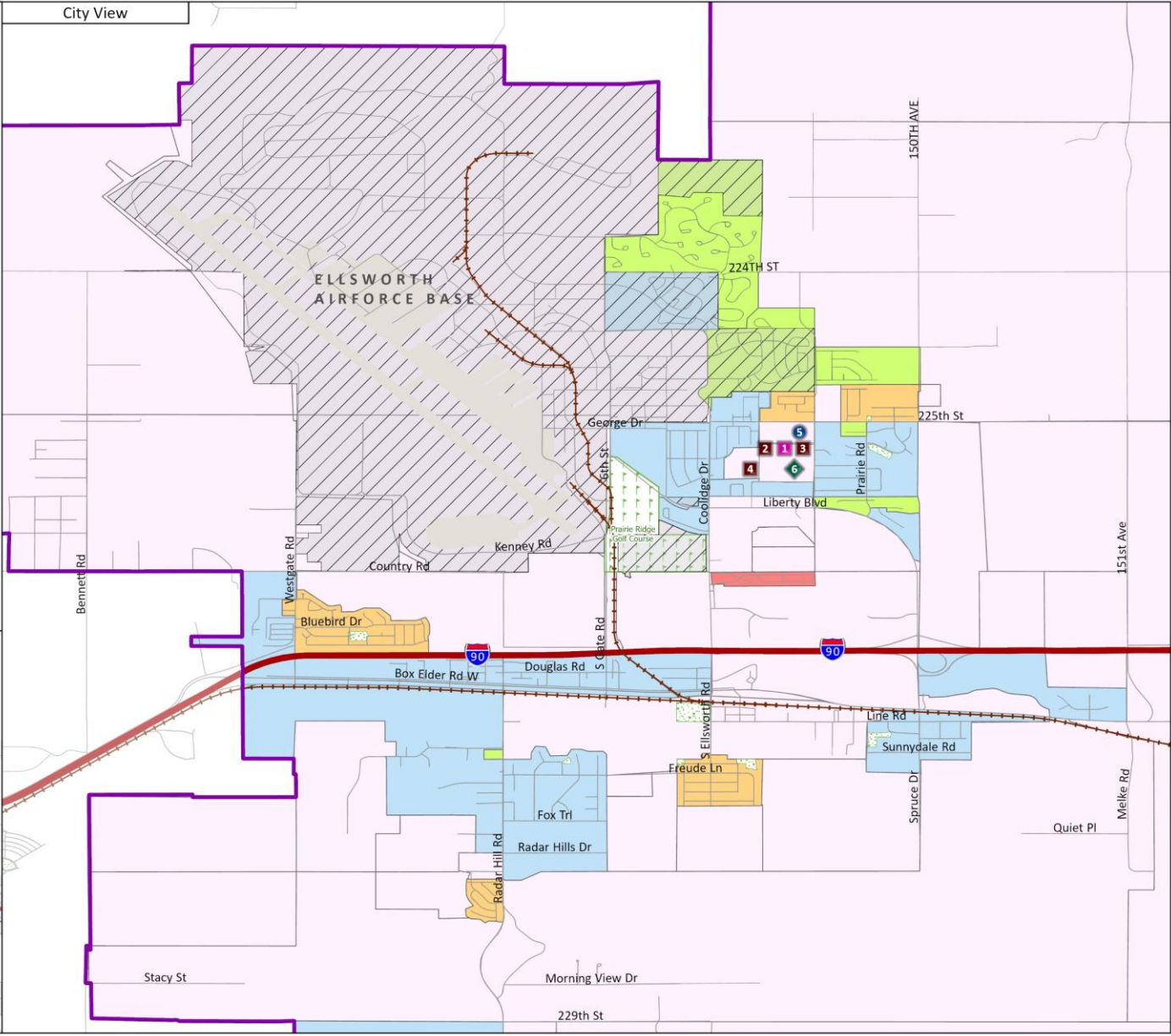
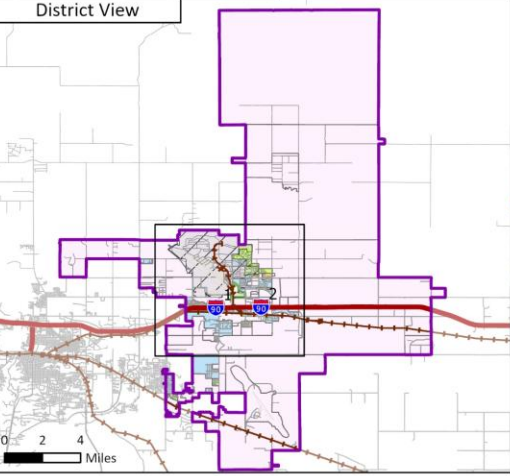
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

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.



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

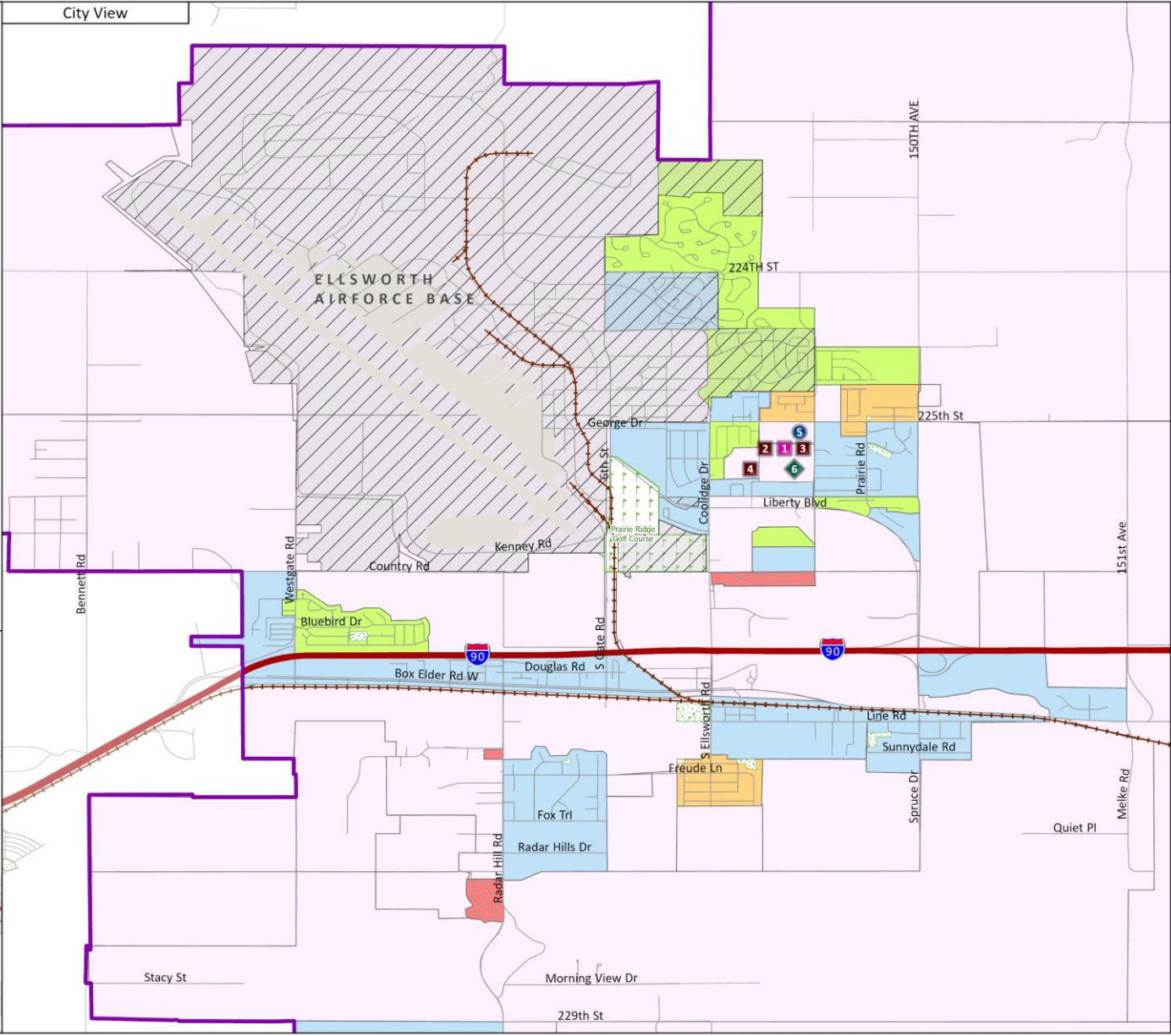
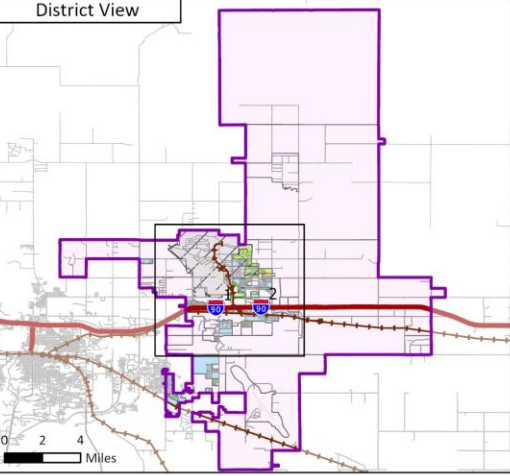
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

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.



5-Year Average Kindergarten Count Map



Douglas School District

2021/22 to 2025/26 Kindergarten Count

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

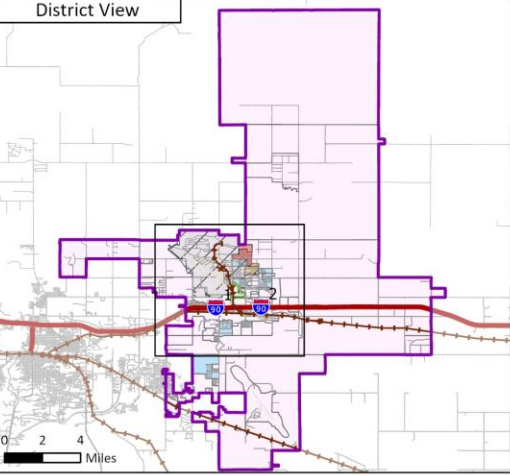
Number of K Students

- < 5
- 5 to 10
- 10 to 15
- 15 to 20
- > 20

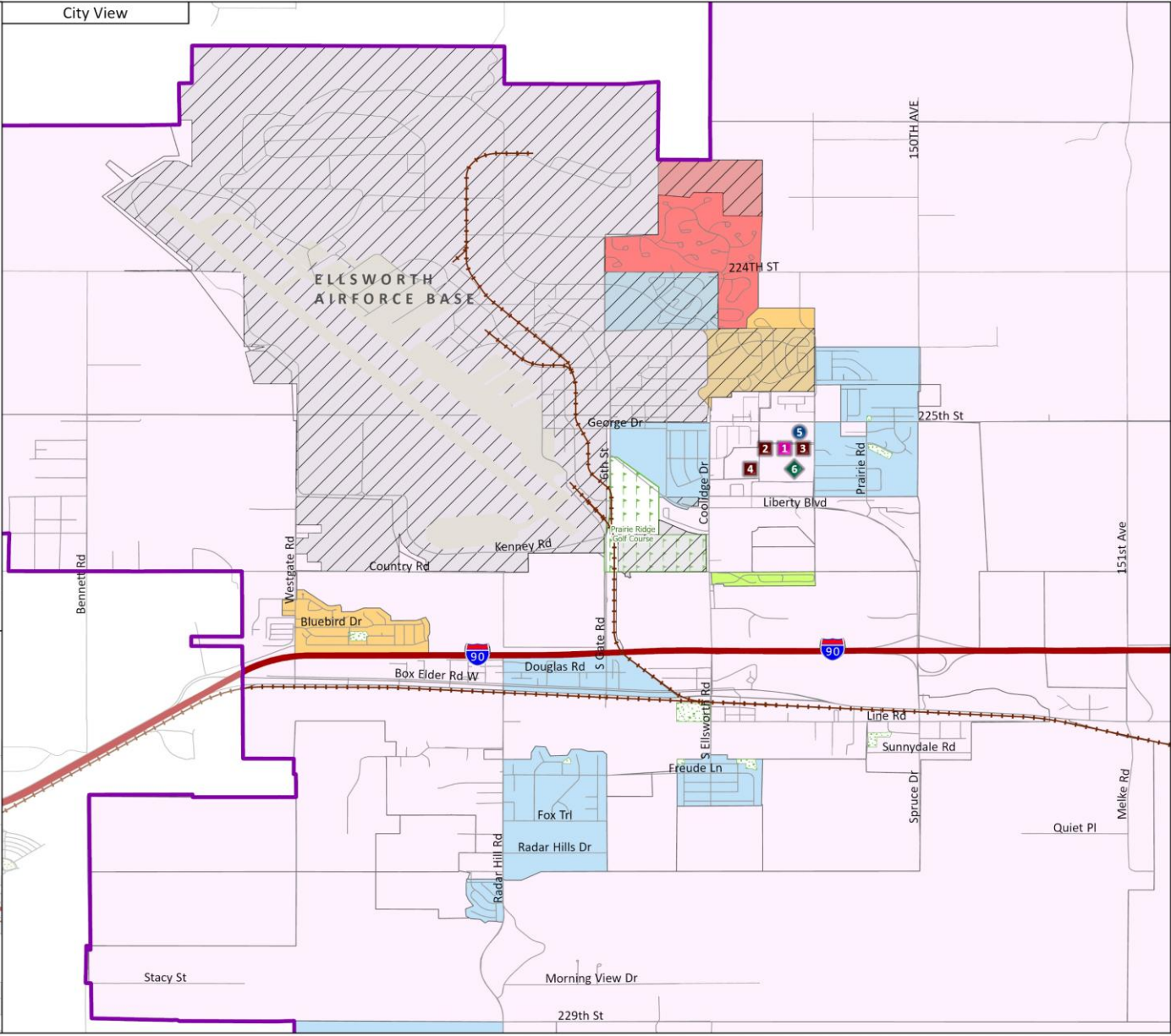
Kindergarten Count is the average number of total K students within each Planning Area in a five year period.

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



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

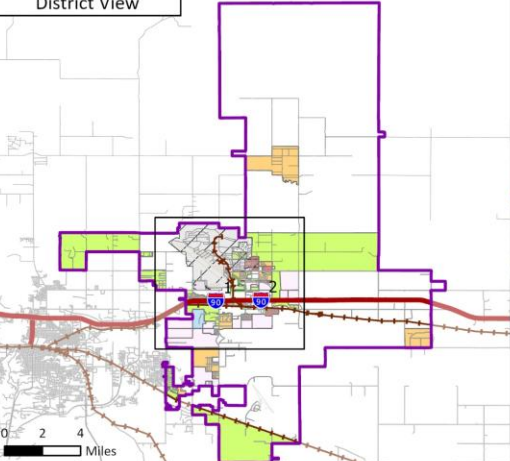

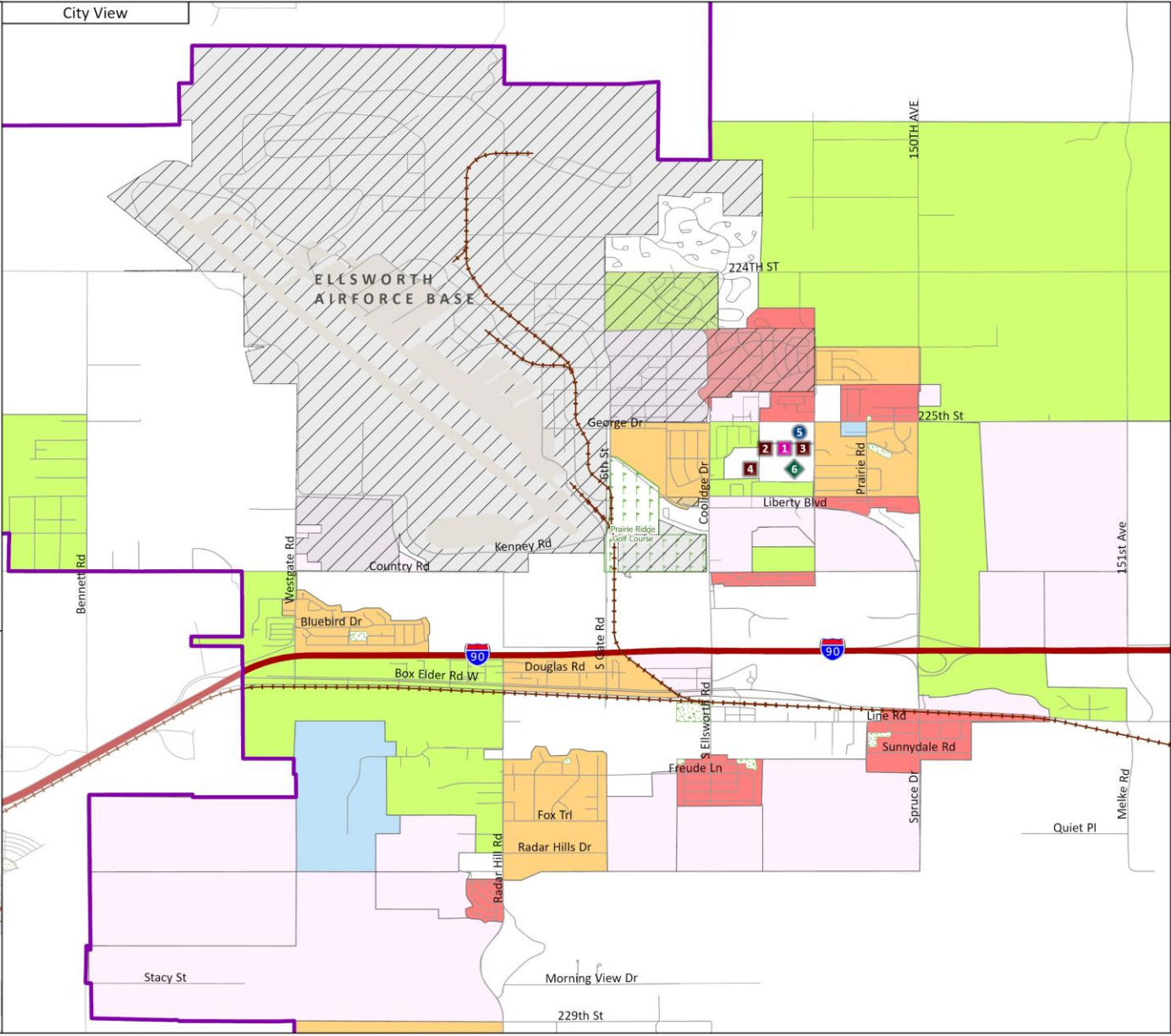
1. Carousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

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)

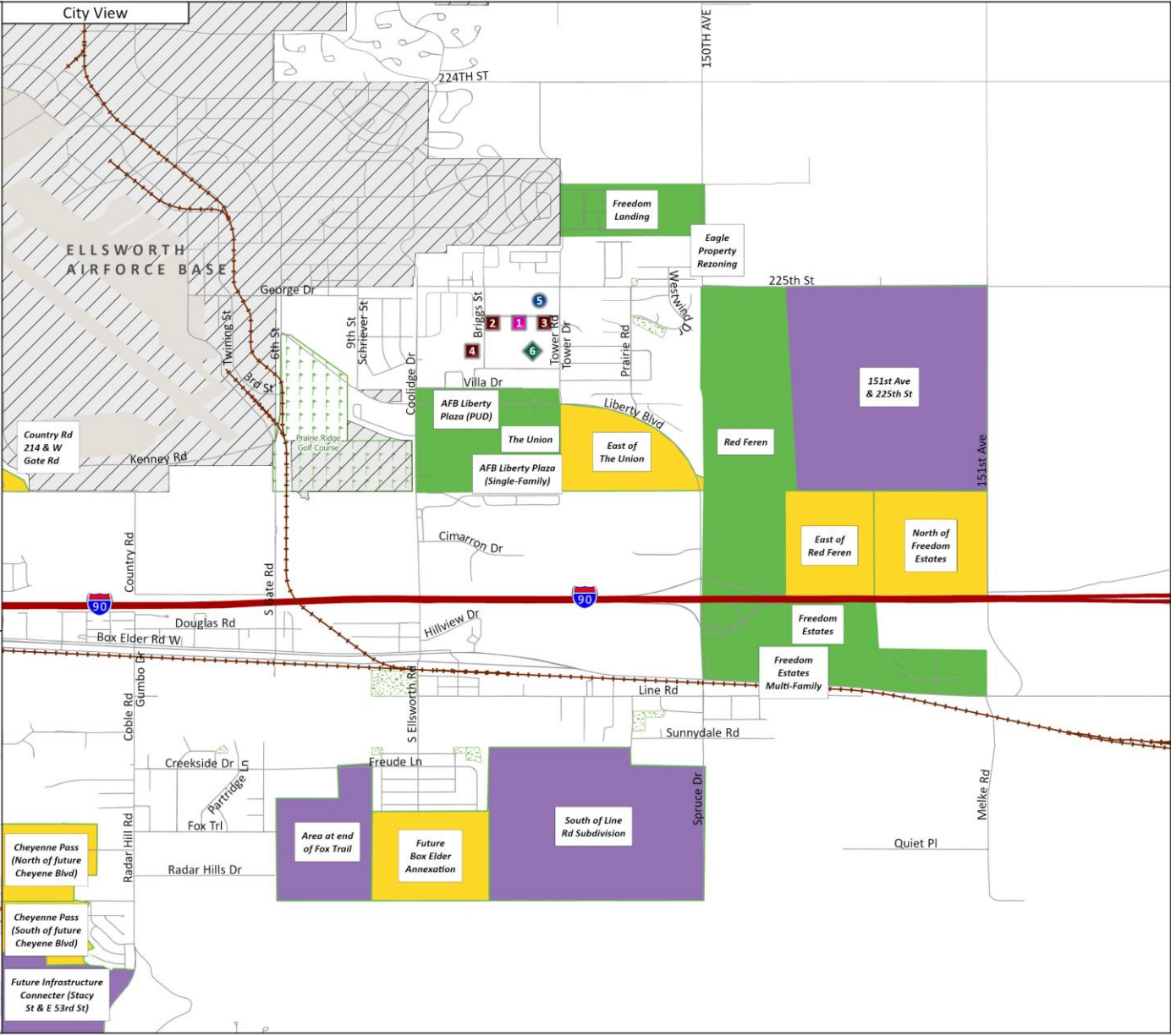
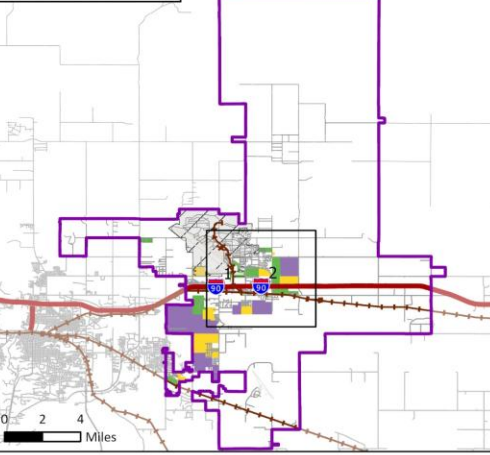
Douglas School District

- 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

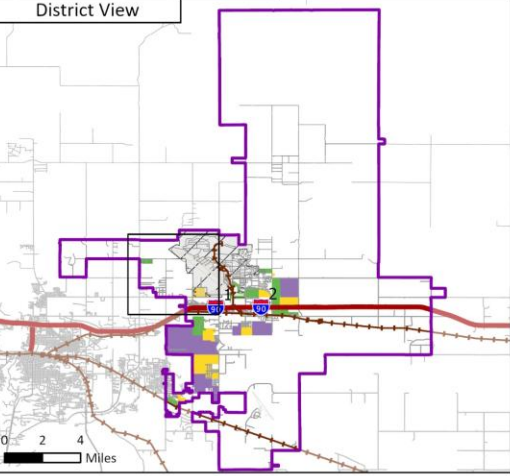
Population growth Areas are defined as areas that display a high propensity for growth; however, development is not guaranteed. Additionally, it is possible that areas not designated for growth may develop.

0 0.3 0.61 Miles

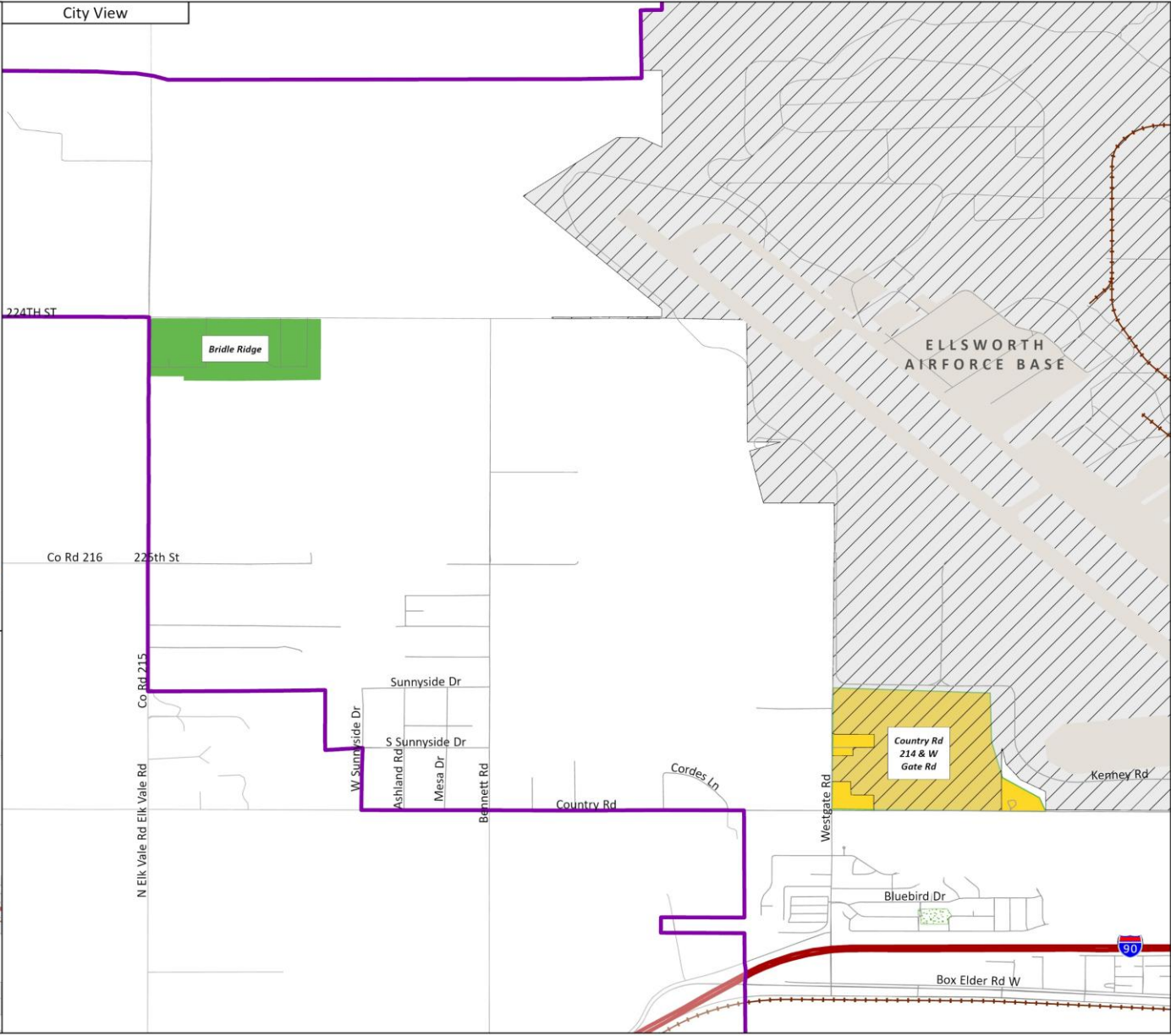


Map data provided by Douglas School District, Meade County, Pennington County, City of Box Elder, City of Rapid City, South Dakota GIS, US Census Bureau, and ESRI.
Map created February 2026 by RSP & Associates.

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

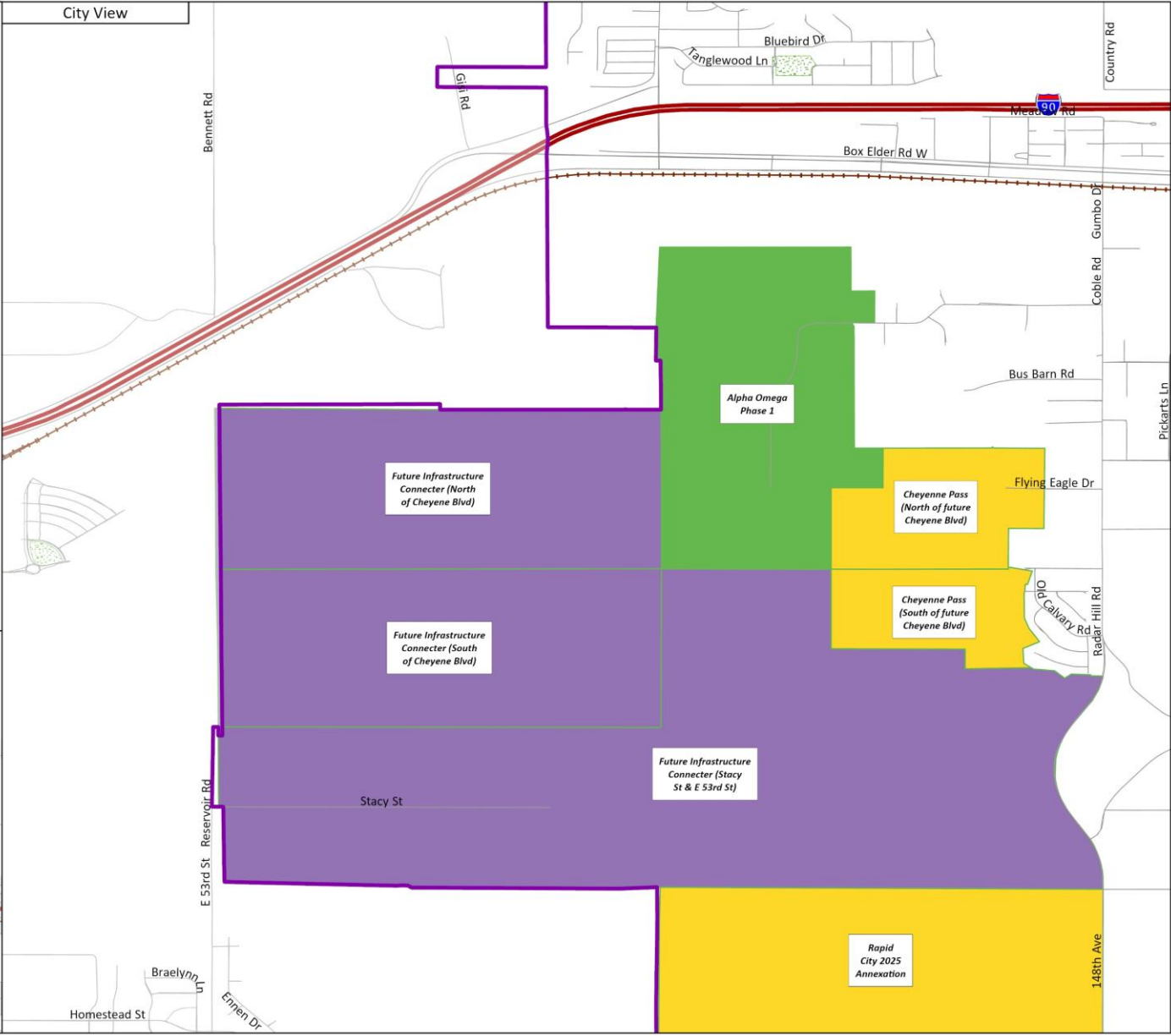
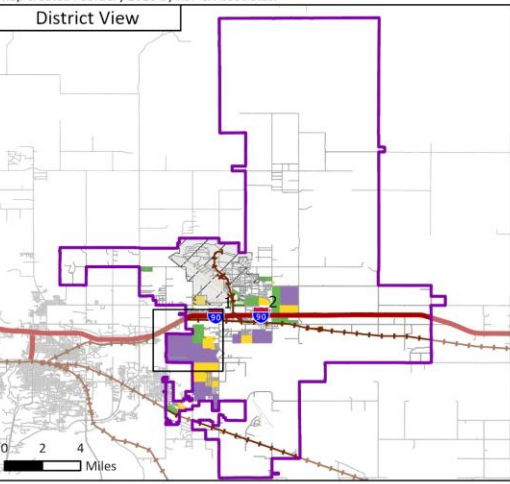
1. Carrousel School
2. Badger Clark Elementary
3. Francis Case Elementary
4. Vandenberg Elementary
5. Douglas Middle
6. Douglas High

Growth Areas

- Current
- 5 Year
- 10 Year

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.



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 and Box Elder Community Center
POLLING PLACE AGREEMENT
2026 ELECTION YEAR**

The following agreement is hereby entered into between the Douglas School District, and the City of **Box Elder** ("**Owner**"), the owner of the designated polling place.

Owner agrees that:

- 1) The Douglas School District is hereby authorized to use Owner's building, **Box Elder Community Center, 420 Villa Drive, Box Elder SD 57719** as a polling place on Election Day for the purpose of voting in the:
* **June 2, 2026** **School Board Election**
In compliance with SDCL § 12-18-3 and for the purpose of this agreement, the term "polling place" shall refer to and include the entire building as described above;
- 2) The polling place will be open to the public from 7:00 a.m. to 7:00 p.m. on Election Day. The School District and/or their staff are authorized to access the polling place between 6:00 a.m. and 9:00 p.m. With special request, entry to the building may be granted the day before the election;
- 3) The voting area will be located in a suitable and convenient area open to the public and will be cleaned prior to the arrival of the School District's election workers on Election Day. Owner further agrees to provide sufficient tables and chairs for use by precinct workers and to allow the School District and/or their staff to inspect the polling place at any time upon request during a six-week period before Election Day;
- 4) Owner's staff will be advised of the School District's schedule and specific needs prior to Election Day. Owner will provide the School District with the name and number of a contact person who will be available to the School District and/or their staff on Election Day between the hours of 6:00am and 9:00pm;
- 5) Nonpublicly-owned polling place. Owner has the choice to allow campaigning (signs or otherwise). All campaign materials must be located more than **100 feet away from any entrance leading into the polling place**. Owner may not prohibit any particular campaign, candidate or issue (open to one – open to all);
- 6) No campaigning of any kind (signs or otherwise) is allowed within **100 feet away from any entrance leading into the polling place**.
- 7) No campaigning of any kind is allowed inside the Polling Place on Election Day.

Auditor agrees that:

- 1) At the end of the Election Day activities, the polling place will be left in the condition it was found;
- 2) Reasonable effort will be made to timely inform Owner of any specific needs of the School District or conditions at the polling place that need to be corrected by Owner.

Owner and Auditor mutually agree that:

- 1) A rental fee of **\$50** will be paid to Owner for the use of the polling place. The fee will be waived if any election coincides with a municipal election. The School District will make payment within 15 days after the election;
- 2) If any person who is present for the purpose of voting or polling voters is injured while at the polling place and reports the injury to one of the Parties to this Agreement or their agents, the Parties to this agreement or their agents shall direct the person to contact the Douglas School District's Office at 605-923-0009 to report the injury. The School District will then notify Owner within a reasonable period of time. However, the Parties expressly agree that the Douglas School District and/or their officers, agents and employees will not be liable for injuries occurring on Owner's property that may arise as a result of the action or omission of Owner in the maintenance, ownership and care of Owner's property. In consideration of the rental fee, Owner agrees to completely indemnify, defend, and hold Douglas School District and/or their officers, agents and employees, harmless from and against any and all actions, suits, damages, liability or other proceedings, including court costs and reasonable attorney's fees, that may arise directly or indirectly as a result of Owner's maintenance, ownership, and care of Owner's property. The School District shall indemnify and hold harmless Owner from the claims or demands of any person or persons that arise as a result of the School District's direct negligence in using or operating the premises for the use contemplated in this agreement.

The School District is not responsible for injury to a person or persons due to the negligent actions or omissions of the Owner.

3) SDCL 12-14-16 (see below): Signs at non-publicly owned polling place **(Please check one):**

_____ **WILL ALLOW campaign signs**

_____ **WILL NOT ALLOW campaigning signs**

4) The following additional provisions have been included as part of this agreement:

_____ *Please attach any special conditions you require to this agreement.* _____

| |
|---|
| <p><u>Contact Person:</u> - Please update if not correct:</p> <p>Print Name: Chaz Kokesh _____</p> <p>Email: chaz.kokesh@boxeldersd.gov _____</p> <p>Phone: (business hours) 605-877-4058 _____</p> <p>Phone: (after hours) 605-877-4058 _____</p> <p>Second Contact Person: Sarah Smith _____</p> <p>Phone: 605-923-1404, ext. 213 _____</p> |
|---|

Mailing Address:
City of Box Elder
Attn: City Clerk
420 Villa Drive
Box Elder, SD 57719

Signature (Owner or authorized Agent for polling place)

Printed Name

Date

Please return signed agreement to the Auditor's Office at 1300 Sherman St, Ste 126, Sturgis, SD 5778.

Douglas School District Authorized Agent:

Name, Title

Date

12-14-16. Campaign signs at nonpublicly-owned polling place. If any nonpublicly-owned building is used as a polling place, the building owner may designate whether campaign signs will be allowed on the building's premises outside the area defined in §12-18-3 on election day. If campaign signs are allowed, the building owner may not prohibit signs from any particular campaign.

12-18-3. Electioneering, offices, distracting communications devices, and signature gathering prohibited near polling place-- Violation as misdemeanor. Except for sample ballots and materials and supplies necessary for the conduct of the election, no person may, in any polling place or within or on any building in which a polling place is located or **within one hundred feet from any entrance leading into a polling place**, maintain a campaign office or public address system, or use any communication or photographic device in a manner which repeatedly distracts, interrupts, or intimidates any voter or election worker, or display campaign posters, signs, or other campaign materials or by any like means solicit any votes for or against any person or political party or position on a question submitted or which may be submitted. No person may engage in any practice which interferes with the voter's free access to the polls or disrupts the administration of the polling place, or conduct any petition signature gathering, on the day of an election, within one hundred feet of a polling place. For the purposes of this section, the term, polling place, means a designated place voters may go to vote on the day of the election or go to vote absentee. A violation of this section is a Class 2 misdemeanor.

| | | | | | |
|---------|----------|-------|------------------|------|-------------------|
| SECTION | G | TITLE | PERSONNEL | FILE | GCB - R(1) |
|---------|----------|-------|------------------|------|-------------------|

NATIONAL BOARD CERTIFIED TEACHERS

The Board of Education recognizes the value of National Board Certification (NBC) as a mark of accomplished teaching and its positive impact on student learning. This policy establishes the District's commitment to acknowledge and support the South Dakota Department of Education (SDDOE) terms and conditions related to National Board Certified Teachers and extends that recognition beyond the initial five-year period.

The Board of Education authorizes the District to recognize and acknowledge the SDDOE terms and conditions for National Board Certified Teachers and to extend the District's financial participation for a total recognition period of ten (10) years from the teacher's initial National Board Certification date, subject to annual state funding and eligibility requirements.

Financial Recognition and Duration

1. Initial Five-Year Period

- The District shall comply with the SDDOE terms and conditions for National Board certification, including the initial five-year financial commitment.
- During this period, eligible teachers may receive:
 - \$1,000 per year from the State of South Dakota, and
 - \$1,000 per year from the District,
for a combined total of \$2,000 per year, subject to eligibility and funding.

2. Extended Five-Year Period (Years 6–10)

- The District extends recognition of National Board Certification for an additional five (5) years beyond the initial obligation period.
- During years six (6) through ten (10), eligible teachers may continue to receive:
 - \$1,000 per year from the State of South Dakota, and
 - \$1,000 per year from the District,
for a combined total of \$2,000 per year, subject to continued eligibility and available state funding.

3. Total Commitment

- The maximum duration of combined state and district financial recognition under this policy shall not exceed ten (10) total years per teacher.
- The total maximum incentive available under this policy is \$20,000 over the ten-year period.

Payment Schedule and Eligibility

- The annual National Board Certification incentive payment shall be issued in one lump sum on or about June 21, coinciding with the close of the District's fiscal year.
- Payment is contingent upon the employee completing the full contracted school year with the District for which the incentive is earned.
- Employees who do not complete the contracted school year for any reason shall not be eligible to receive the National Board Certification incentive payment for that year.

Limitation of Obligation

- Upon completion of the ten (10) year recognition period, no further financial commitment or obligation is expected or required from either the District or the teacher.
- This policy does not create an expectation, entitlement, or obligation for:
 - Financial incentives beyond the ten-year period, or
 - Continued employment, assignment, or retention beyond standard contractual terms.

Administration

- The Superintendent or designee shall establish administrative procedures to ensure compliance with this policy, including verification of National Board Certification status and alignment with SDDOE requirements.
- Payments under this policy are contingent upon:
 - Teacher eligibility under state rules,
 - Annual appropriation of state funds, and
 - Approval through the District's annual budget process.

Non-Precedent Clause

This policy applies only to National Board Certification recognition as described herein and shall not be construed to establish precedent for other incentives, stipends, or extended financial commitments unless separately approved by the Board.

REFERENCES

State Reference:

Federal Reference:

Adoption History

New Policy

| | | | |
|------------------------|--|--|--|
| First Reading | | | |
| Approved | | | |
| First Reading-Revision | | | |
| Approved | | | |
| | | | |