

COLORADO SPRINGS SCHOOL DISTRICT NO. 11  
Norman Ridder, Ph.D., Superintendent

CAPITAL IMPROVEMENT SPENDING PLAN  
DATED AUGUST 3, 2004

THIS CAPITAL IMPROVEMENT SPENDING PLAN (the "Plan") is presented for adoption by the Board of Education of Colorado Springs School District No. 11 on August 3, 2004, in connection with the bond "Ballot Issue" adopted by the Board of Education on August 3, 2004.

District 11 has identified critical funding needs that are necessary for District 11 to continue to provide a high quality education and a safe environment to District 11 students. Passage of the bond Ballot Issue will enable District 11 to deliver a high quality educational experience to all District 11 students.

This Plan presents District 11's detailed expenditure plan for use of the additional revenues that are anticipated to be generated by passage of the bond Ballot Issue. This Plan is designed to efficiently direct these additional resources to the support of the Board of Education adopted Vision and Mission statements and the goal statements associated with the Vision and Mission, and to assure public accountability for the expenditure of these resources.

Because the Ballot Issue has many uncertain elements related to enrollment and interest rates, the exact amount of additional revenues raised in each year is dependent upon numerous future events and cannot be known with certainty. Accordingly, the expenditure plan is based on the projected amounts of additional revenues that will be raised by the bond, but must remain somewhat flexible because of the likely variation in actual revenues. Further, because the public should expect the District to be responsive to changing circumstances in an ongoing effort to maximize the educational benefit from expenditure of these funds, but to remain true to the spirit of the fundamental philosophies established in this initial Plan, the Plan also sets out a process that must be followed by District 11 in order to amend the Plan. Finally, the Plan contemplates a critical role for a "Capital Improvement Plan Oversight Committee" that will act as the public's watchdog over expenditures under this Plan.

Overview of Plan.

The "Bond Project Summary" attached to this Plan sets forth an expenditure plan describing the items on which the Ballot Issue revenues are expected to be spent. Also attached to this Plan is a copy of the District's Capital Improvement Plan projects list. As described in the Ballot Issue, included among the many line items described in the Bond Project Summary is funding for one new northeast elementary school, one new southeast elementary school, an expansion of Doherty High School, facilities and technology infrastructure capital renewal projects, various school capital improvements projects including charter school facilities projects and site-determined capital projects, and project management costs.

Governance and Composition of the Capital Improvement Plan Oversight Committee.

The District's Board of Education shall establish a Capital Improvement Plan Oversight Committee (the "Oversight Committee"), and shall charge the Oversight Committee with duties in connection with oversight of the spending of the proceeds of the bond issue, including without limitation general oversight of the spending of the revenues received from the Ballot Issue, and other revenues associated with the Capital Improvement Plan. These duties include:

- (1) Monitor the program execution against Plan and report their observations and findings to the BOE periodically;
- (2) Make a report on the progress of the program execution to the public annually;
- (3) Make recommendations to the BOE for changes to the Plan as needed;
- (4) Recommend changes to the Committee's composition to the BOE as needed.

The Board of Education may add members to the Oversight Committee at any time, and all members of the Oversight Committee shall serve at the pleasure of the Board of Education.

The Oversight Committee shall establish rules for the governance of the committee, which rules shall be subject to the approval of the Board of Education.

Only the Board of Education can make changes to the Plan or the Oversight Committee.

#### Plan Execution

Upon passage of the Ballot Issue, issuance of the bonds and receipt of the bond revenues, the District will proceed with diligence to execute the funded projects of this Plan. It is the expectation that 85% of the program revenues resulting from the bonds will be expended within 36 months of the sale of the bonds and all funds will be expended within 60 months of the sale of the bonds.

The bulleted projects specifically identified in the election question are both high dollar and high-profile projects. Deletions from, additions to, or significant deviations from these projects would invoke the Plan Amendment process and ultimately require the 2/3<sup>rd</sup>s vote by the Board of Education as described in the following section.

The projects (defined by the scope of work listing and site budget) in this Plan are approved for funding and authorized for accomplishment, but are limited to their scope, intent and programmed budget (the project estimate), in the projects listing of 2004-2009 Capital Investment and Funding Plan. The district shall maintain a program contingency for the Plan and any unspent funds left over at the completion of a project shall revert to the program contingency. Budget transfer authority is defined in Board of Education approved policy and implementing regulations. A project change that does not require a Plan Amendment must be approved by a vote of a simple majority of the Board of Education.

Plan Amendments to Address Changing Circumstances.

This Plan is expected to address the needs of District 11 for five years. However, it is impossible to anticipate every new law, educational requirement, facility emergency, or other future change in circumstances. Accordingly, in order to assure that available resources are expended in the most educationally effective and cost efficient manner, the Plan may be amended only pursuant to the following minimum amendment requirements:

- (1) Prior to any amendment to the Plan becoming effective, the Board of Education shall receive a report from the Capital Improvement Plan Oversight Committee and the District administration analyzing the general substance and advisability of any proposed amendment.
- (2) At least 10 days prior to any amendment to the Plan becoming effective, the public shall be notified (in the same manner as public notices of Board of Education meetings) that the Board of Education is considering one or more amendments to the Plan.
- (3) At least one public hearing shall be held by the Board of Education prior to any amendment to the Plan becoming effective to permit public comment regarding the proposed amendment.
- (4) The amendment must be approved by a minimum of 2/3 of the total number of District 11 Board of Education members then holding office.

Performance Measurements and Continuous Improvement

The District is committed to Continuous Quality Improvement (CQI) and performance excellence. The district uses the Baldrige categories of improvement as a system to direct continuous improvement. The key to continuous improvement is a customer driven system with data-based decision making. Performance measurements provide the data to ensure performance excellence.

In order to ensure performance excellence related to the District's implementation and deployment of the Plan, the District will constitute a mini-task force represented by two Board of Education members, the Superintendent, the Chief Financial Officer, the Executive Director of Facilities, Operations & Transportation, the DAAC chairperson and the Executive Director of Continuous Improvement to develop specific performance measurements. This set of performance measurements will be presented to the Board of Education for approval prior to the November 2, 2004 election.

Capital Plan Summary

Capital Plan Projects list by Site