



**Teach. Lead.  
Transform.**

2018-2019  
**Annual  
Report**





## ***Vision***

Fountain-Fort Carson School District 8 empowers every student to thrive as a responsible, productive, and engaged citizen by inspiring life-long learning and civic engagement, by challenging and supporting every student to achieve his/her fullest potential, and by embracing the diversity of both the local and global community.

## ***Values***

Three fundamental values serve as the basis for the Fountain-Fort Carson School District Altitude Framework. Commitment to all three values is important for the continued success of our students, staff, and community. Each value integrates into the priorities of the strategic plan to chart the focus and vision for the future of the district.



### ***Student Learning***

Academic and behavioral growth and achievement



### ***Post-Secondary & Workforce Readiness***

Skills for development of the whole child



### ***Community Engagement***

Serving others through collaboration and partnerships

#### ***Front Cover Main Photo:***

Rick Archuletta, Fountain-Fort Carson High School, 2018-2019 FFC8 Teacher of the Year



# Academic Excellence for All Students

## MESSAGE FROM THE SUPERINTENDENT

We are pleased to present the Fountain-Fort Carson School District 8 Annual Report, which provides key information on the 2018-2019 school year.

Our focus is on priorities that directly impact the student learning experience. Along with families and the community, we ensure that all students have the support they need to engage successfully in the learning process. This work takes place in concert with skilled and professional educators who create an environment of rigorous expectations.

To ensure academic excellence for all students, we value a well-trained and diverse staff, safe and secure learning environments, innovative and aligned curriculum, and regular collaboration with our Fountain and Fort Carson communities.

This Annual Report serves to outline and describe our progress related to our district priorities and values, and reflects our continued commitment to students, staff, and the community. All indicators outlined in each priority of the District Strategic Plan may not be a specific focus every year. Those included in this report are the indicators where significant progress was made in the previous school year.

During the 2019-2020 school year, the district will provide a variety of opportunities for stakeholders to engage. We value the contributions our community partners provide in our pursuit of continuous school and district improvement. I look forward to our work ahead this year as we *Teach, Lead, and Transform!*



Sincerely,  
Keith Owen, Ph.D.  
Superintendent of Schools

## Table of Contents

Message from the Superintendent .....	1
FFC8 by the Numbers.....	2
Student Learning .....	3
Operational Planning .....	5
Community Engagement.....	7
District Demographics.....	9
Recognitions .....	10
Financials .....	12





#1

# Most Diverse School Districts in Colorado

Niche, 2019



#3

# Best School Districts for Athletes in Colorado

Niche, 2019



8,298  
Students

1,625  
Educators  
& staff

20:1

Teacher-student  
target ratio

1.2M

Meals served annually



93.3%

Of parents report  
their child or  
children feel safe  
at their school

14

Career & Technical  
Education teachers

5

Schools with STEM  
programming



15

Educational  
Sites



#1

# JROTC National (Western) Army Service Champions

Sporter & Precision, 2017



# Student Learning

## PRIORITY ONE

Our highest priority is to support all students as they achieve and grow to their fullest potential, with access to opportunities that meet their individual needs. Our work focuses on standards-based instruction, assessment literacy and data-driven decision making, postsecondary and workforce readiness, effective intervention and enrichment, and teacher effectiveness.

### STANDARDS-BASED INSTRUCTION

#### Curriculum



- Revised district textbook adoption and evaluation process to ensure comprehensive evaluation of viable curriculum resources.
- Revised district textbook adoption and evaluation processes to ensure materials and resources are replaced in an appropriate timeline.
- Continued implementation of the Teaching and Learning Framework.
- Realigned staffing at all schools to include instructional coaches to assist with implementation of highly effective instructional strategies.

#### Technology



- Adopted digital resources to support student learning in math (ALEKs grades 3-12) and in reading (READ 180 grades 6-11).
- Purchased and implemented a learning management system (Schoology) for administrators, teachers, students, and parents.
- Installed and equipped a majority of all classrooms with wireless projection and screen sharing capabilities.
- Upgraded district wireless infrastructure, internet filter, and technology devices at elementary schools.

#### Safe & Secure Learning Environments



- Trained a majority of elementary staff to implement Responsive Classroom practices.
- Finalized districtwide Standard Response Protocols and districtwide reunification processes.
- Administered annual district parent survey, multiple student surveys, and staff surveys to elicit feedback for improvement.

#### Professional Development



- Implemented Trauma Informed Care approach and practices (grades K-12) to better recognize and respond to the impacts of trauma.
- Increased help-seeking behaviors and connections between peers and caring adults using the Sources of Strength program (grades 6-12).
- Taught students (grades 4-12) how to recognize suicide warning signs and factors that can increase risk of suicidal ideation.
- Recognized as a statewide innovator in tracking and monitoring student mental health data and needs.
- Prioritized student and staff mental health as a continued district commitment.



# Student Learning

## PRIORITY ONE

### ASSESSMENT LITERACY & DATA-DRIVEN DECISION MAKING

#### Continuous Improvement



- Implemented professional learning on formative assessment practices, which are a continued districtwide focus.
- Integrated instructional coaching models in schools to support teacher implementation of curriculum.

#### Teacher Collaboration



- Revised academic and daily schedules at all schools ensure multiple opportunities for consistent teacher collaboration.

#### Professional Learning Communities



- Used data-analysis protocols in PLCs at critical checkpoints to monitor student progress and ensure student learning.
- Executed collaborative lesson/unit planning in PLCs.

### POSTSECONDARY & WORKFORCE READINESS OPPORTUNITIES

#### Critical Thinking & Problem Solving



- Implemented Advancement Via Individual Determination (AVID) in secondary schools and elementary schools.
- Launched high school advisory periods and middle school Success Skills/ACCESS periods.
- Developed performance assessment tasks in math and English language arts to meet Colorado Graduation Guidelines requirements for the 2021 graduating class.

#### Expanded Student Opportunities



- Offered numerous internships, job shadow opportunities, and field trip experiences in various departments throughout FFC8.
- Increased college and career course offerings, such as Career and Technical Education (CTE), Advanced Placement, Concurrent Enrollment, and Area Vocational Program courses.
- Supported certification of middle school teachers (currently three are certified) and continued plans for CTE courses in STEM, arts, design, and information technology at middle schools.



# Operational Planning

## PRIORITY TWO

Fountain-Fort Carson School District 8 is committed to operational excellence – ensuring the best learning environment and outcomes for students through facilities planning, fiscal guidelines, and accountability, human resource leadership, and technology management.

### FACILITIES PLANNING

#### Collaboration



- Funded construction projects relative to growth and need.
- Shared information across facilities, student achievement, special education, and departments to meet the needs of all students. The facilities team consulted with district and building leadership before making any changes to student instructional areas so that multiple perspectives were supported.
- Addressed school safety and security and fire safety through building walkthroughs, which also allowed administrators to prepare for the following school year.
- Worked creatively to balance needs and costs for growth and space, including students in transition, students with significant emotional and/or behavior needs and alternative learning.

### FISCAL GUIDELINES & ACCOUNTABILITY

#### Federal, State & Local Funding



- Participated in Pikes Peak Alliance, Pikes Peak Area School Business Officials, and Financial Policies and Procedures meetings to ensure state and federal funding.

#### District Strategic Plan Alignment



- Created budget parameters in alignment with strategic plan priorities with support from the district executive team.
- Developed budgets for each fund.
- Based long-range planning on replacement cycles for the Capital Projects Fund.
- All budget requests were collected, reviewed, and summarized by the assistant superintendent of business and the director of finance.
- The district executive team reviewed and prioritized funding requests based on strategic goals and available resources.

#### School Resources



- School allocations were reviewed each budget cycle for appropriateness and adequacy.
- District Accreditation and Accountability Committee budget priorities were submitted to the Board of Education in April and used to guide budget development in May and June.



# Operational Planning

## PRIORITY TWO

### HUMAN RESOURCES

#### Teacher Retention & Recruitment



- Needs assessment and job analysis were developed by position.
- The LiveScan Digital Fingerprint System quickly made a tremendous and positive impact with the district's onboarding process.
- The RIVS Digital Interview platform was used across the district, with 350-plus digital interviews sent to prospective applicants.
- The district welcomed eight student-teachers, three counseling interns, and 19 students who completed observation hours for their degree program.
- Teacher Resident Pilot Program placed eight University of Colorado Colorado Springs student-teachers full time in our Fort Carson elementary schools in their final year of education prep. This guaranteed them a minimum of five substitute assignments per month in their assigned school.
- The districtwide evaluation system included evaluation timelines, effective feedback, and implementation of improvement plans.
- The District Induction Program included 88 new teachers – an upward trend over the previous two years (74 new teachers in 2017-2018 and 69 during 2016-2017).
- The district's mentoring program experienced growth. Sixteen building coordinators supervised 92 mentors at 13 schools to support 160 new teachers.

### LEADERSHIP DEVELOPMENT

#### Leadership Development



- The district team actively participated in the Pikes Peak Leadership Academy for the Principal Induction Program, which also facilitated veteran administrator mentors.
- HR leadership was visible and accessible across the district, engaged with staff to listen, and followed up on opportunities and issues.
- District educators and staff received high-quality customer service from front desk HR specialists and administrative assistants.

*Our highest priority* is to support all students so that they achieve and grow to their fullest potential.



# Community Engagement

## PRIORITY THREE

FFC8 is committed to safe learning and working environments; strong safety and security protocols and practices; effective communications systems; and the development of family, student, school, civic, business, and community partnerships that engage students to be responsible citizens.

### FAMILY/STUDENT/SCHOOL PARTNERSHIPS

#### Support System



- School and district staff provided families with multiple resources and avenues to address concerns.
- Blackboard, an online education service, helped staff deliver timely and accurate information to parents.
- FFC8 supported military students as they transitioned into the district and worked to ensure schools have clubs and processes in place to aid in these moves.

### CIVIC/COMMUNITY/BUSINESS PARTNERSHIPS

#### Involvement & Investment



- Monthly meetings were scheduled between district leadership, the City of Fountain, and the Fort Carson Garrison Commander. Conversations focused on problem solving community needs, identifying areas of improvement, and partnering on important initiatives.
- Expectations were communicated to community clubs and organizations to maximize benefit to district students. This included use of district facilities, identifying necessary extension programs, and bridging connections between community initiatives and district needs.
- Ongoing and consistent communication occurred with the City of Fountain and Fort Carson on community events, including the Veterans Fair, Community Celebration, Community Information Exchange, and holiday events that support district families.

### EFFECTIVE COMMUNICATION SYSTEMS

#### Maintaining Relationships



- Debriefs were conducted after every safety-related situation to optimize communications in both speed and accuracy of messaging and audience.
- Promoted events in ways receptive to and timely for parents, based on their feedback.
- Continued research on digital communications tools for Fountain-Fort Carson High School teachers, parents, and students.
- Fostered two-way dialogue via social media so families feel connected to schools, the district, and the community.



# Community Engagement

## PRIORITY THREE

### SAFE & SECURE LEARNING ENVIRONMENTS

#### Prevention Efforts



- Radio communication across the district was consistent and used in every building.
- Quarterly radio checks allowed district and building administrators to identify usage needs.
- The district radio system allowed for timely and effective communication.
- Implementation of Sources of Strength provided secondary students with tools and resources to build healthy relationships and make positive connections in the school setting.
- Monthly meetings were held with the Fort Carson Directorate of Emergency Services and the Fountain Police Department to address school resource officer needs in all schools.
- Building walkthroughs identified facility needs, addressed staff and student concerns, and developed an awareness of school safety issues.



Review the complete district strategic plan at [ffc8.org/strategicplan](https://ffc8.org/strategicplan).



*We have a proactive focus on safety so children know they are safe when they come to school in FFC8.*





# 8,298

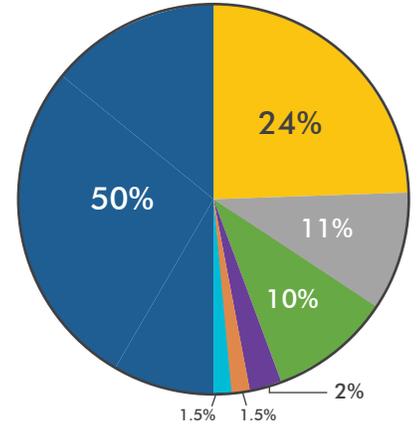
## Total Students 2018-2019 District Enrollment

Abrams Elementary .....	500
Aragon Elementary .....	416
Conrad Early Learning .....	226
Eagleside Elementary .....	589
Jordahl Elementary .....	538
Mesa Elementary .....	536
Mountainside Elementary .....	487
Patriot Elementary .....	624
Weikel Elementary .....	777
Carson Middle School .....	675
Fountain Middle School .....	1,028
Fountain-Fort Carson High School .....	1,783
Welte Education Center .....	119

# Student Demographics

## 2018-2019 District Enrollment

- 50% White
- 24% Hispanic
- 11% Black
- 10% Two or more races
- 2% Native Hawaiian/  
Pacific Islander
- 1.5% American Indian
- 1.5% Asian



# 60%

Of students in 2018-2019 were  
federally-connected to the military

# 1,073

Staff

# 552

Teachers

# 17.8%

Of students in 2018-2019 were on  
an Individualized Education Plan

# 50%

Of students in 2018-2019 qualified  
for free and/or reduced lunches



*Together, FFC8 educators and staff* prepare students with the most advanced math, science, technology, and life skills.



# School Board Recognitions

2018-2019

## STUDENTS & SCHOOLS

The **John Lynch Star of the Month** program recognizes middle and high school student-athletes for academic, athletic, and community involvement achievements. Recipients are invited by the John Lynch Foundation to an awards ceremony at the Denver Broncos training facility.

- **Michelle Aguirre**  
FFCHS Junior Star of the Month
- **Torie Bass**  
FFCHS Sophomore Star of the Month
- **Evan Bertrand**  
FFCHS Senior Star of the Month
- **Zaniya BrunoMunn**  
FMS 8th Grade Star of the Month
- **Lang Gappelberg**  
FMS 8th Grade Star of the Month
- **Louann Guiden**  
FFCHS Coach of the Month
- **Jack Kent**  
CMS 8th Grade Star of the Month
- **Nathaniel Lange**  
FFCHS Senior Star of the Month
- **Courtney Rael**  
FFCHS Junior Star of the Month
- **Conner Robinson**  
FMS 8th Grade Star of the Month
- **Cyprus Woodley**  
FMS 8th Grade Star of the Month
- **Sam Wright**  
FMS 6th Grade Star of the Month
- **Spencer Wykstra**  
FMS Coach of the Month

The **Air Academy Federal Credit Union's Annual Art Show** supports the arts in public schools, promotes higher education, and provides scholarships to K-12 students. The 2019 winners were:

- **Sadie Lenzendorf**  
Abrams Elementary
- **Valerie Cruz**  
Carson Middle School
- **Ingrid Hernandez-Bandrich**  
FFCHS

**Abrams Elementary School** was honored as a 2018 Capturing Kids' Hearts Showcase School. More than 250 schools competed in the process.

**Abrams Elementary** was named a 2018 National Elementary and Secondary Education Act Distinguished School. The program recognizes qualifying federally funded schools for outstanding academic achievements of students. Abrams was selected due to exceptional student performance for two consecutive years. Only two schools per state are selected as a National ESEA Distinguished School each year.

**Eagleside Elementary School** won FFC8's 2018 Thanksgiving Drive, collecting more than 2,990 pounds of food. Items donated by all schools benefited 214 families.

**FFCHS' JROTC Unarmed Drill Team** attended the 2019 U.S. Army Cadet Command National Drill Team Championships. The FFCHS team finished in eighth place.



**FFCHS' JROTC Leadership Team** competed at the JROTC Leadership & Academic Bowl Championships in Washington, D.C. The team earned some of the top scores out of 1,350 international teams. Cadets were tested on their knowledge of current events, leadership values, and leadership skills.

**FFCHS' Trojan CyberPatriot Teams** qualified for the CyberPatriot National Semifinals after placing in the top three at the state competition.

**Nathaniel Higgins**, a 6th grade student at CMS, won the wrestling Colorado Club State Championship. Higgins defeated 19 wrestlers in his weight class.

FMS: Fountain Middle School  
FFCHS: Fountain-Fort Carson High School  
CMS: Carson Middle School



# School Board Recognitions

2018-2019

## STUDENTS, *continued*

**FFC8's STEM Competition** included approximately 275 students from FFC8's elementary, middle, and high schools. At FFCHS, competitors were tasked with two challenges: 1) Devise a solution for a real-world problem, and 2) Complete an engineering design. Fifteen Fort Carson soldiers helped judge the competition. **Patriot Elementary** won the overall team trophy for elementary schools and **Fountain Middle School** won the overall team trophy for secondary schools.

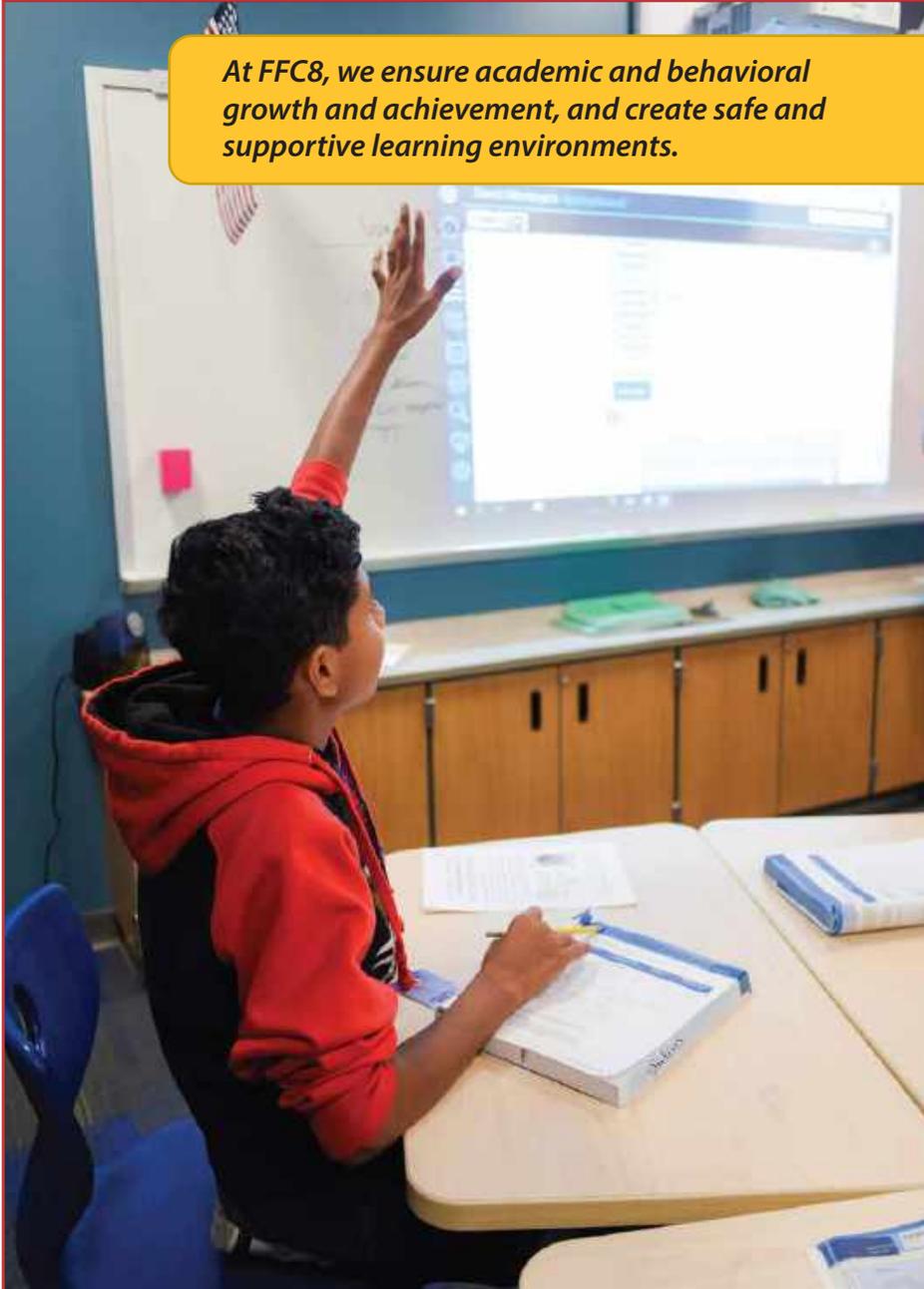
## STAFF

**Stephanie Patterson-Gray**, building secretary at Weikel Elementary, was recognized as the 2017-2018 Employee of the Year.

**Louann Guiden**, head coach of the FFCHS girls softball and basketball teams, earned the Colorado High School Athletics and Activities Association High School Heroes Award for her work to strengthen local communities through leadership.

**Donna Sabala**, media specialist at Mesa Elementary School, was named Veterans of Foreign Wars Teacher of the Year. Sabala was recognized by the Fountain VFW for her efforts in working with students and the community.

**Sulema James**, assistant principal at FFCHS, was selected for induction into the 2019 Colorado State University-Pueblo Teacher Education Program Alumni Educator Hall of Fame.



*At FFC8, we ensure academic and behavioral growth and achievement, and create safe and supportive learning environments.*

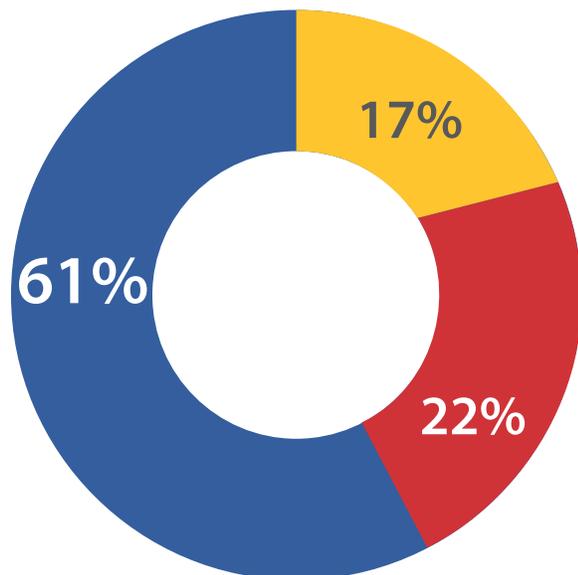
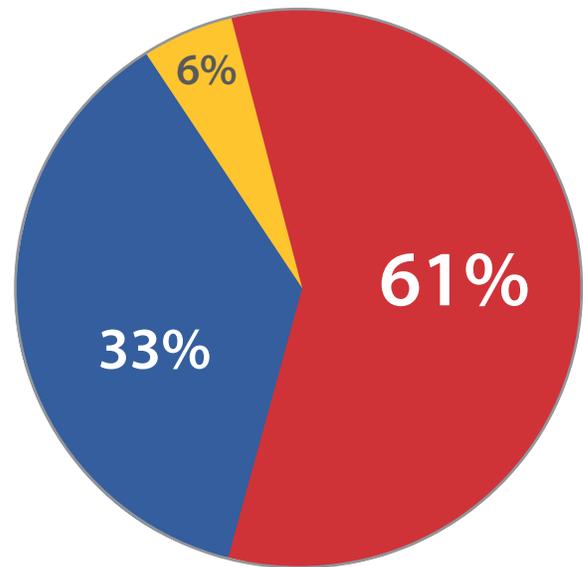


# Financials

2017-2018 Fountain-Fort Carson School District 8

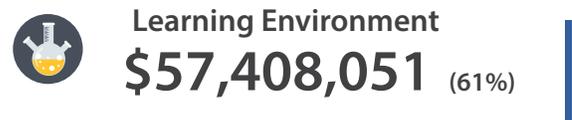
## \$98,218,618

Total Revenue General Fund



## \$81,398,095

Total Expenditures



 Review the detailed district budget at [ffc8.org/finance](http://ffc8.org/finance).





## **Fountain-Fort Carson School District 8 Foundation for Strong Academics**

---

*Small Class Sizes  
Well-Trained Staff  
Comprehensive and Challenging Curriculum*





 [ffc8.org](http://ffc8.org)

 719-382-1300

