

DENVER PRESCHOOL PROGRAM, INC.

AUDITED FINANCIAL STATEMENTS

DECEMBER 31, 2015

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To the Board of Directors
Denver Preschool Program, Inc.

INDEPENDENT AUDITORS' REPORT

We have audited the accompanying financial statements of Denver Preschool Program, Inc. (a Colorado nonprofit corporation), which comprise of the statement of financial position as of December 31, 2015, and the related statements of activities and changes in net assets, cash flows and functional expenses for the year then ended, and the related notes to the financial statements.

Managements' Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Denver Preschool Program, Inc. as of December 31, 2015, and the changes in net assets, and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

GC2 Professional Services PC

GC2 PROFESSIONAL SERVICES PC
Certified Public Accountants

Aurora, Colorado
February 11, 2016

DENVER PRESCHOOL PROGRAM, INC.
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2015

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL ALL
ASSETS			
CASH	\$ 17,220,127	\$ -	\$ 17,220,127
ACCOUNTS RECEIVABLE	3,612	-	3,612
PREPAID EXPENSES	65,570	-	65,570
FIXED ASSETS, at cost	48,726	-	48,726
ACCUMULATED DEPRECIATION	<u>(47,372)</u>	<u>-</u>	<u>(47,372)</u>
TOTAL ASSETS	<u>\$ 17,290,663</u>	<u>\$ -</u>	<u>\$ 17,290,663</u>
LIABILITIES AND NET ASSETS			
ACCOUNTS PAYABLE	\$ 3,902,816	\$ -	\$ 3,902,816
ACCRUED EXPENSES	<u>7,294,771</u>	<u>-</u>	<u>7,294,771</u>
	11,197,587	-	11,197,587
NET ASSETS	<u>6,093,076</u>	<u>-</u>	<u>6,093,076</u>
TOTAL LIABILITIES & NET ASSETS	<u>\$ 17,290,663</u>	<u>\$ -</u>	<u>\$ 17,290,663</u>

-The Accompanying Notes Are An Integral Part Of These Financial Statements-

DENVER PRESCHOOL PROGRAM, INC.
STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2015

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL ALL
SUPPORT AND REVENUE:			
Government contract revenue	\$ -	\$ 20,757,801	\$ 20,757,801
Public support	26,028	-	26,028
Investment income	5,696	-	5,696
Conference income (joint venture)	3,513	-	3,513
Net assets released from restrictions	<u>20,757,801</u>	<u>(20,757,801)</u>	<u>-</u>
 Total support and revenue	 <u>20,793,038</u>	 <u>-</u>	 <u>20,793,038</u>
EXPENSES:			
Program	15,949,811	-	15,949,811
Management and general	<u>558,263</u>	<u>-</u>	<u>558,263</u>
 Total expenses	 <u>16,508,074</u>	 <u>-</u>	 <u>16,508,074</u>
 CHANGE IN NET ASSETS	 4,284,964	 -	 4,284,964
 NET ASSETS, beginning	 <u>1,808,112</u>	 <u>-</u>	 <u>1,808,112</u>
 NET ASSETS, ending	 <u>\$ 6,093,076</u>	 <u>\$ -</u>	 <u>\$ 6,093,076</u>

-The Accompanying Notes Are An Integral Part Of These Financial Statements-

DENVER PRESCHOOL PROGRAM, INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2015

	UNRESTRICTED	TEMPORARILY RESTRICTED	TOTAL ALL
CASH FLOWS FROM OPERATING ACTIVITIES:			
Change in net assets	\$ 4,284,964	\$ -	\$ 4,284,964
Adjustments to reconcile net cash provided by operating activities:			
Net (income) from joint venture	(3,513)	-	(3,513)
Contribution to RMECC	16,016	-	16,016
Depreciation	4,104	-	4,104
Change in certain assets and liabilities	<u>3,718,704</u>	<u>-</u>	<u>3,718,704</u>
Cash flows from operating activities	<u>8,020,275</u>	<u>-</u>	<u>8,020,275</u>
CASH FLOWS FROM INVESTING ACTIVITIES:			
Fixed assets addition	<u>(1,102)</u>	<u>-</u>	<u>(1,102)</u>
	<u>(1,102)</u>	<u>-</u>	<u>(1,102)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:			
None	<u>-</u>	<u>-</u>	<u>-</u>
	<u>-</u>	<u>-</u>	<u>-</u>
NET CHANGE IN CASH	<u>8,019,173</u>	<u>-</u>	<u>8,019,173</u>
CASH, beginning	<u>9,200,954</u>	<u>-</u>	<u>9,200,954</u>
CASH, ending	<u>\$ 17,220,127</u>	<u>\$ -</u>	<u>\$ 17,220,127</u>

Ending cash will be applied to future tuition credit and quality improvement liabilities for the current year

-The Accompanying Notes Are An Integral Part Of These Financial Statements-

DENVER PRESCHOOL PROGRAM, INC.
STATEMENT OF FUNCTIONAL EXPENSES
FOR THE YEAR ENDED DECEMBER 31, 2015

	MANAGEMENT & GENERAL	PROGRAM	TOTAL
Parent tuition credit	\$ -	\$ 13,208,832	\$ 13,208,832
Quality improvement*	-	1,151,790	1,151,790
Community outreach	-	570,849	570,849
Parent eligibility	-	504,383	504,383
Evaluation	-	475,341	475,341
Salaries	303,590	-	303,590
Professional fees	67,435	17,125	84,560
Employee benefits	61,948	-	61,948
Rent and utilities	26,357	-	26,357
Taxes, payroll	21,588	-	21,588
Contribution to RMECC		16,016	16,016
Insurance	14,367	-	14,367
Outside services	13,145	-	13,145
Equipment expense	8,436	-	8,436
Meetings	7,936	-	7,936
Computer expense - in house	6,683	-	6,683
Information technology	-	5,475	5,475
Supplies	5,010	-	5,010
Printing and copying	4,185	-	4,185
Depreciation	4,104	-	4,104
Training, books & subscriptions	3,343	-	3,343
Telephone, telecommunications	3,184	-	3,184
Payroll processing	2,857	-	2,857
Automobile expenses	2,405	-	2,405
Postage, mailing service	1,158	-	1,158
Hiring and annual review	532	-	532
	<u>558,263</u>	<u>15,949,811</u>	<u>16,508,074</u>
	<u>\$ 558,263</u>	<u>\$ 15,949,811</u>	<u>\$ 16,508,074</u>

* Quality improvement consists of two components: quality rating for providers and quality improvement grants that include coaching, coursework, professional development and classroom materials.

-The Accompanying Notes Are An Integral Part Of These Financial Statements-

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

The Denver Preschool Program, Inc. (“DPP”) is a Colorado Non-Profit corporation. DPP is organized and operated as a tax-exempt charitable organization within the meaning of Internal Revenue Code Section 501(c)(3). The purpose of DPP is to administer the Denver Preschool Program as defined in Article III of Chapter 11, Denver Revised Municipal Code, as amended, and in accordance with any agreement for administration of the Denver Preschool Program entered into by and between DPP and the City and County of Denver. DPP is providing tuition credits for children of Denver families the year before the child is eligible for kindergarten. The family may use the tuition credit with any preschool provider who is licensed by the State of Colorado and has a contract with DPP, regardless of where the provider is located. DPP may also provide grants to assist the child care provider in increasing the quality of their programs.

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

CASH AND CASH EQUIVALENTS – For purposes of cash flows, DPP considers all demand deposits and money market accounts as cash and cash equivalents.

CONTRIBUTIONS – Contributions are recorded as unrestricted, temporarily restricted or permanently restricted net assets depending on the existence or nature of any donor restrictions.

DONATED SERVICES AND PROPERTY – Contributions of services are recognized only if the services received either (a) create or enhance non-financial assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. Contributions of property are recorded at their fair value on the date of contribution.

FINANCIAL STATEMENT PRESENTATION – Financial statement presentation follows the recommendations of the Accounting Standards Codification (“ASC”) as found in ASC 958.” Under ASC 958, the Organization is required to report information regarding its financial position and activities according to three classes of net assets:

1. Unrestricted - net assets available for current activities.
2. Temporarily Restricted - net assets restricted by the donor for future use.
3. Permanently Restricted - net assets restricted by the donor with stipulations that they be invested to provide a permanent source of income.

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

PROPERTY AND EQUIPMENT - Amounts capitalized as property and equipment, including additions and improvements to existing assets, are recorded at cost. Fixed assets are depreciated using the straight-line method over 5 years.

Maintenance cost and repairs are expensed when incurred; renewals and betterments are capitalized. When assets are retired or otherwise disposed of, the respective costs and accumulated depreciation are removed from the accounts. The resulting gain or loss is included in the statement of activities, except for non-monetary exchanges in which the basis of the asset acquired is adjusted for the gain or loss.

TEMPORARILY RESTRICTED RESOURCES – DPP reports gifts of cash and other assets as restricted support if they are received with donor stipulations that limit the use of the donated assets. When a donor restriction expires, that is, when a stipulated time restriction ends or purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

DPP also reports funds received from government contracts as temporarily restricted. As DPP incurs expenditures under the contract, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

DPP reports gifts of land, buildings and equipment as unrestricted support unless explicit donor stipulations specify how the donated assets must be used. Gifts of long-lived assets with explicit restrictions that specify how the assets are to be used and gifts of cash or other assets that must be used to acquire long-lived assets are reported as restricted support. Absent explicit donor stipulations about how long those long-lived assets must be maintained, the Organization reports expirations of donor restrictions when the donated or acquired long-lived assets are placed in service. To date, DPP has not received gifts of long-lived assets.

USE OF ESTIMATES - The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Some estimates are made based on management's expectation of what they believe to be expected future results. Actual amounts could differ from those estimates.

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

VALUATION OF INVESTMENTS - Investments are initially recorded at original cost or original donated value. Investments in marketable securities with readily determinable fair values and all investments in debt securities are reported at their fair values in the statement of financial position. Unrealized gains and losses are included in the change in net assets. Investment income and gains restricted by donor are reported as increases in unrestricted net assets if the restrictions are met (either by passage of time or by use) in the reporting period in which the income and gains are recognized.

NOTE 2 - INCOME TAXES

The Organization is exempt from income taxes under Internal Revenue Code Section 501(c)(3); consequently, no provision or liability for income taxes has been provided in the accompanying financial statements. Because DPP is considered a component of the City and County of Denver, it is not required to file a tax return with the Internal Revenue Service.

NOTE 3 – RELATED PARTY TRANSACTIONS

Members of DPP’s Board of Directors are selected by the City and County of Denver. Eleven to fifteen members are appointed by the Mayor and one member is appointed by the City Council. All members appointed to the board must be approved by a vote of the City Council of Denver. Accordingly, all support provided by the City is a related party transaction and the contract referred to in Note 8 below with the City should be considered as negotiated with a related party.

NOTE 4 – FIXED ASSETS

A summary of the fixed assets and the respective accumulated depreciation is as follows:

Description	Cost Basis	Accumulated Depreciation
Furniture and equipment	\$ 28,726	\$ 27,372
Leasehold improvements	<u>20,000</u>	<u>20,000</u>
Totals	<u>\$ 48,726</u>	<u>\$ 47,372</u>

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

NOTE 5 – CONCENTRATION OF RISK

CASH BALANCES: DPP maintains cash balances at one financial institution located in the Denver metropolitan area. Accounts are insured by the Federal Deposit Insurance Corporation up to \$250,000. In addition to any FDIC coverage, DPP has been notified by the State of Colorado, Department of Regulatory Agencies, Division of Banking that its deposits qualify under the Public Deposit Protection Act (“PDPA”). Under this act, all of DPP’s deposits are collateralized by an irrevocable letter of credit issued by the Federal Home Loan Bank of Cincinnati.

SUPPORT AND REVENUE: The City and County of Denver represents 99.83% of total support and revenue for the year December 31, 2015.

DENVER PUBLIC SCHOOLS: Denver Public Schools (“DPS”) provides a significant portion of the preschool services that families select for their children. During the year ended December 31, 2015, DPP incurred approximately \$7,469,938 in tuition credits to Denver Public Schools. This represents approximately 63% of total tuition credits incurred. Also as of December 31, 2015, included in accounts payable is approximately \$3,007,468 of tuition credits payable to DPS and estimated in accrued expenses is \$3,910,802 attributable to DPS.

As of December 31, 2015, DPS has received \$173,285 in quality improvement grants to various DPS ECE programs. This represents approximately 15% of total quality improvement expenditures incurred. Also included in the accrued expenses is \$156,957 as part of the accrued quality improvement grants.

NOTE 6 – TUITION CREDITS PAYABLE

DPP qualifies applicants for up to 12 months of tuition credits. As of December 31, 2015, DPP has recorded in accrued expenses future commitments for tuition credits in the amount of \$6,675,350. ASC 450 Accounting for Contingencies requires that if information is available and it indicates that it is probable that a liability had been incurred at the date of the financial statements, then the amount of the contingency be recorded based upon a reasonable estimate, if one can be determined.

The estimate is composed of two items: 1) amounts due under the contract between DPP and DPS and 2) amounts due to Community Programs. The amount due to DPS was estimated by reducing the total contract amount by the total tuition credits billed to DPP from DPS. For the Community Programs, DPP has calculated a “fulfillment” percentage based upon its experience using the historical data for awards and payments. Accordingly, included in the accrued expenses on the statement of financial position is an estimated amount of future commitments.

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

NOTE 7 - DATE OF MANAGEMENT'S REVIEW

In preparing the financial statements, the Organization has evaluated events and transactions for potential recognition or disclosure through February 11, 2016, the date that the financial statements were available to be issued.

NOTE 8 – CITY AND COUNTY OF DENVER AGREEMENT

DPP entered into an agreement with the City and County of Denver to provide services under the Denver Preschool Program as provided in Article III of Chapter 11, Denver Revised Municipal Code. The term of the agreement is effective January, 2015 and subject to unilateral options by the City and County of Denver for additional one (1) year renewal options ending December 31, 2026. The final conclusive termination date shall be the date DPP has expended all of the distributions received under the agreement and will have provided a final report to the City and County of Denver. The agreement provides that the City and County of Denver will notify DPP on or about August 1 of each year if it intends not to exercise a renewal for the next year.

Funding under the agreement is made through appropriation by City Council on an annual basis. During September of each year, the Executive Director of the Denver Mayor's Office of Children's Affairs can request a supplemental appropriation of funds if it determines that the tax collections are in excess of the original appropriation for the year. Also, in May of each subsequent year, the Executive Director of the Denver Mayor's Office for Education and Children and DPP will perform a reconciliation of actual tax receipts to amounts distributed. Any over or underpayment of funds are to be settled by the following September.

The agreement also provides that no more than 7% of the distributions can be expended on administration expenses. For the year ended December 31, 2015, DPP used 2.65% of the distributions for administration expenses. The agreement does allow that any unexpended administrative funds can be carried forward to future years for use as either administrative funds or program funds. The following is a schedule of the unexpended funds as of December 31, 2015:

Unexpended funds from 2014	\$ 759,569
G&A amount allowed for 2015	1,453,046
G&A expenses for 2015	<u>(558,263)</u>
Unexpended funds to 2016	<u>\$ 1,654,352</u>

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

NOTE 9 – LONG TERM LEASE

DPP entered into a long term lease agreement for its office facilities. DPP is subleasing space under a Master Tenant agreement with the Denver Housing Authority (“Master Tenant”). The lease term is 5 years upon the Master Tenant’s completion of the improvements as evidenced by the issuance of certificates of occupancy for the Premises and Tenant’s acceptance thereof. Although the office space had only received a temporary certificate of occupancy, DPP occupied the space starting in September, 2010. In 2015, the lease was extended for two more years. The lease currently requires a base monthly rent of \$2,043 and will increase by 1.5% per year on the anniversary of the occupancy of the Premises.

A summary of future minimum lease payments is as follows:

Year ended December 31,	
2016	\$ 24,640
2017	<u>15,592</u>
Total	<u>\$ 40,232</u>

In addition to the lease agreement, DPP has also entered into a joint operating agreement with the Urban Land Conservancy (“ULC”), a co-tenant in the office space. This agreement provides that DPP and ULC will pay their Pro Rata share of various joint expenses during their tenancy of the office space. These expenses include insurance premiums, utilities and janitorial services. Also, ULC will be reimbursed for the cost of sharing an office manager, who is an employee of ULC based upon a ratio of employees of each organization.

NOTE 10 – QUALITY IMPROVEMENT GRANTS PAYABLE

DPP will award participating agencies grants towards improving the agency’s skill level of the teachers and materials and supplies for the benefit of the children. As of December 31, 2015, DPP has recorded in accrued expenses future commitments for quality improvement grants in the amount of \$616,844. ASC 450 Accounting for Contingencies requires that if information is available and it indicates that it is probable that a liability had been incurred at the date of the financial statements, then the amount of the contingency be recorded based upon a reasonable estimate, if one can be determined.

Each agency or, in the case of DPS, a school’s ECE Program, is awarded quality improvements credits based upon its program rating, number of DPP classrooms and the type of license the center holds. Providers must submit their completed Memorandum of Understanding to DPP by June 15th in order to access quality improvement resources.

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

NOTE 11 – LONG TERM CONTRACTS

DPP has entered into various contracts with vendors to provide services on behalf of DPP. These contracts terminate from June, 2015 through September, 2017. A Summary of the estimated future payments under these agreements are as follows:

	<u>AMOUNT</u>
Payments due for the year ended December 31,	
2016	\$ 240,300
2017	<u>249,800</u>
Total	<u>\$ 490,100</u>

These contracts do allow for downward adjustments or termination due to the service provider not attaining certain performance standards, if a reduction in scope of services is needed or if funding from the City is reduced.

NOTE 12 – JOINT VENTURE

DPP entered into an agreement with two other entities (Colorado Association for the Education of Young Children (“CAEYC”) and Early Childhood Education Association of Colorado (“ECEA”)) to organize and host the Rocky Mountain Early Childhood Conference (“REMECC) for early childhood education professionals in 2015.

All three entities each had equal responsibility for organizing and hosting the conference. DPP also agreed to sign certain contracts on behalf of the Joint Venture and solicit sponsorships from various entities.

Upon the conclusion of the 2015 conference, the parties agreed to terminate the joint venture effective September 30, 2015. The Termination Agreement provided that if a 2016 conference would be produced, the net equity of the joint venture would be contributed to the new conference.

DPP’s share of the net income from the conference was \$3,513. The resulting net equity attributable to DPP as of September 30, 2015 was \$16,016. This balance was transferred to the new conference as a capital contribution.

The net income from the conference has been reported in the Statement of Activities as “Conference income (joint venture)”.

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

NOTE 13 – RETIREMENT PLAN

The Organization established an Internal Revenue Code §401(k) retirement plan which covers substantially all employees. The Organization matched 100% of the employees' contributions up to a maximum of 4% of the employees' compensation.

Retirement plan expense for the year ended December 31, 2015 is \$11,288.

NOTE 14 – CASH FLOWS

The following is an analysis of the changes in certain assets and liabilities:

	UN- RESTRICTED	TEMPORARILY RESTRICTED
ASSETS (increase) decrease		
Prepaid expenses	\$ (52,663)	\$ -
Accounts receivable	(3,612)	
LIABILITIES increase (decrease)		
Accounts payable	2,341,496	-
Accrued expenses	<u>1,433,483</u>	<u>-</u>
	<u>\$ 3,718,704</u>	<u>\$ -</u>

DENVER PRESCHOOL PROGRAM
NOTES TO FINANCIAL STATEMENTS

NOTE 15 - FAIR VALUE MEASUREMENTS

	Fair Value	Quoted Prices In Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobserv- able Inputs (Level 3)
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Financial Assets:				
Cash	\$ 17,220,127	\$ 17,220,127	\$ 0	\$ 0
Property & Equipment	4,900	0	0	4,900
Financial Liabilities:				
Accounts payable	3,902,816	0	0	3,902,816
Accrued expenses	7,294,771	0	0	7,294,771

Financial assets valued using level 1 inputs are based on quoted market prices within active markets. Financial assets and liabilities valued using level 2 inputs are based primarily on quoted prices for similar assets or liabilities in active or inactive markets. Financial assets and liabilities valued using level 3 inputs were valued using management’s assumptions about what market participants would utilize in pricing the asset or liability. For receivables and payables, the carrying amount is a reasonable estimate of fair value due to the relatively short period of time between origination and collection or payment.

Denver Preschool Program Management Discussion and Analysis



The year 2015 was the Denver Preschool Program's (DPP) first year of operations following Denver voters' approval in November 2014 to extend and increase the dedicated sales tax that funds the organization. As a result, the organization's sales tax revenue for 2015 increased from a projected \$15 million to a projected \$19 million. This increase allowed the Board of Directors to immediately approve and implement a 5 percent increase in the tuition credit scale for the 2015-2016 school year on January 1, 2015, nine months earlier than typically implemented. The Board also voted to begin providing tuition support to families whose children attend preschool during the summer months in community-based programs; something the program had been unable to do since summer 2009.

Noteworthy for 2015 is the high reserve balance, which is the result of the combination of DPP's reserve policy, the increase in tax revenue from 2014 to 2015, and a higher than normal reconciliation payment from the City of Denver in 2015 related to higher than projected sales tax revenue in 2014. In response to the fluctuating nature of sales tax revenue from year-to-year, the Board developed a policy ensuring that DPP would be able to sustain operations during a recession. The reserve target is the sum of a 20 percent loss of revenue each year over three years, or \$11 million based on 2015 projected revenue. Additionally, with the reauthorization of DPP in 2014, revenues climbed from \$14 million in 2014 to \$20 million in 2015, which included the 2014 City reconciliation of \$1.7 million paid to DPP in 2015. This significant increase in revenue has resulted in DPP's reserves resting presently at \$15.6 million, which is \$4.6 million above DPP's 2015 reserve target.

Expenses also increased from \$13.2 million in 2014 to \$16.5 million in 2015. This increase is largely attributable to a combination of increases in the tuition credit scale referenced above, and sustained large tuition payments to Denver Public Schools (DPS) for the September-December portion of the 2015-2016 program year. Moreover, DPP made a payment to DPS for attendance that exceeded the DPS tuition cap for the 2014-2015 program year in the amount of \$325,886. Denver Preschool Program sets a school-year cap for tuition paid to DPS that ensures the availability of meaningful tuition credit dollars for parents enrolling their children in non-DPS, community-based child care programs. When the budget allows, Denver Preschool Program works with DPS to provide an additional reconciliation payment to DPS for preschool provided to DPP enrolled children after the DPS cap has been reached.

In light of the current reserve balance, the new ordinance language from the reauthorization enabling DPP to serve 3-year-olds, and DPP's ongoing mission to serve all Denver 4-year-olds, the Board will engage in focused strategic planning during the first six to eight months of 2016 to chart a course to fully and meaningfully expend available resources.

Board of Directors As of 12/31/2015

Mike Yankovich, Chair
Children's Museum of Denver at the Marsico Campus

Amber Münck, Vice Chair
Greenberg Traurig LLP

Dr. Arthur Gonzalez,
Secretary/Treasurer
Denver Health and Hospitals Authority

Stacie Gilmore
Denver City Council – District 11

Judy Ham
Ability Connections

Anna Jo Haynes
Mile High Montessori

Zach Hochstadt
Mission Minded, Inc.

Dr. Rebecca Kantor
*University of Colorado Denver,
School of Education & Human Development*

Janice Sinden
Office of Denver Michael B. Hancock

Susan Steele
Temple Hoyne Buell Foundation

Staff As of 12/31/2015

Jennifer Landrum
President and CEO

Ellen Baskerville
Director of Outreach

David Collins
Director of Operations

Chris Miller
Director of Quality Initiatives

One source of historic revenue that DPP did not capture in 2015 was its share of income from the annual Rocky Mountain Early Childhood Conference, of which it is a founding partner, due to the organization being short-staffed and unable to provide its agreed upon level of staff support.

This audit reflects effective financial management and operations of the Denver Preschool Program and our intention is to maintain the high degree of fiscal integrity Denver has come to rely on from the organization. DPP served 4,356 students during the 2014-2015 school year, bringing the total number of students served since 2007 to 36,174. Further, DPP reinstated summer programming, enabling 919 students, the vast majority of whom were enrolled during the school year, to attend summer preschool programs. During the 2014-2015 program year, \$10.9 million went directly to families in tuition support bringing the program's lifetime total to \$67.2 million through August, 2015. The 2014-2015 evaluation results by Augenblick, Palaich and Associates (APA) continued to show that not only is DPP fulfilling its mission to ensure the vast majority of students participating in Denver Preschool Program classrooms arrive at the kindergarten door ready to learn, but also that those who participate in DPP perform better on third-grade reading, writing and math standardized assessments.

Denver Preschool Program's commitment to efficiently and effectively promote access to high quality preschool for all of Denver's 4-year-olds is unwavering and we look forward to continuing to fulfill our fiduciary responsibilities to the City and County of Denver and its residents.